



Cox today

SMU • COX SCHOOL OF BUSINESS

FALL 2021

BOLDLY SHAPING TOMORROW

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WILL FOSTER COLLABORATION AND COMMUNITY

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ALLIES FOR COX

ACTIVE-DUTY MILITARY AND VETERANS
AT COX SHARE THEIR EXPERIENCES

Igniting the future of business education

For over 100 years, business education at SMU has shaped world changers and created a community of diverse thinkers and industry leaders.

As part of *SMU Ignited: Boldly Shaping Tomorrow* – our new \$1.5 billion campaign for impact – the Cox School of Business has announced two bold initiatives that will drive our next era of innovation.

First, we seek to raise by April 2022 the final \$30 million needed to break ground on a renovation and expansion project toward which donors have already given \$90 million. The new facility will provide the environment needed to train students for an ever-more collaborative and technologically integrated world.

Additionally, the Cox School has launched a \$30 million drive to endow MBA scholarships. Generous supporters have already put us halfway to our goal with \$15 million to shape the leadership pipeline and empower the next generation of entrepreneurs.

We invite you to join our illustrious group of supporters and fuel the future of business education that takes SMU's enterprising spirit out into the world.

Cox School is grateful to our supporters, including:

Carolyn L. Miller and David B. Miller '72, '73

Gina L. Bridwell and Tucker S. Bridwell '73, '74

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Kim Shaddock and William C. Shaddock '74

Edwin "Ed" L. Cox, Sr. '42

Katy Miller and Kyle Miller '01

TO GET INVOLVED, VISIT [SMU.EDU/IGNITE-COX](https://www.smu.edu/ignite-cox)

SMU *Ignited*
Boldly Shaping Tomorrow



Dean's Letter

A Letter from Dean Myers

Two years ago this month, the Cox School prepared to mark 100 years of business education at SMU. As it turned out, our plans for a year-long celebration coincided with the start of COVID-19.

Now, stronger for having met the pandemic's challenges, SMU and the Cox School of Business are moving forward. In September, the University launched *SMU Ignited, Boldly Shaping Tomorrow* – a multiyear, \$1.5 billion campaign to fuel the future by empowering students, enriching research and teaching and enhancing the campus and community.

The Cox School figures prominently in these plans. At our Cox Executive Board meeting in October, we announced that, led by support from our benefactor, the late Edwin L. Cox, and Cox Executive Board Chair David Miller, BBA '72, MBA '73, the Cox School has a goal of raising \$30 million for MBA scholarships in this campaign. We also shared that supporters have already contributed more than \$90 million toward our expansion and renovation project to transform our business school and broaden our campus footprint. With SMU Cox now squarely in our second 100 years of business education, it is critical that we offer business education in facilities designed in and for the 21st century. If the Cox School is to continue to attract and retain the best and brightest students and faculty, we must stay competitive. The current configuration of familiar Cox facilities – Fincher, Crow and Maguire – will remain at our core, but they will be enhanced and bolstered by four new buildings, a 400-person auditorium, a courtyard and a commons area designed to facilitate a stronger sense of community – an addition of more than

40,000 square feet, or 32%, of learning spaces. Our students will attend classes in a 9-to-9 environment – remaining on-site through the day with easy access to faculty, staff, technology, food and each other. It will be a community conducive to collaboration, and it will emulate the kinds of environments our students will work in once they move full-time into the professional business world.

A renovated and expanded Cox School will be a game changer not just for Cox, but for the whole campus – allowing for increased emphasis on multidisciplinary studies. Our new facilities will allow us to expand cross-campus collaborative opportunities to shape more well-rounded students and better prepare tomorrow's world-changers.

In this issue of *CoxToday*, we are pleased to share with you our vision for the Cox School and stories about some of the people who are contributing – in a variety of ways – to that vision. We encourage you to look at the renderings for our expansion plans, on pages 40 to 55. And we invite you to stay connected

with us at smu.edu/cox/building-for-our-future for what promises to be an exciting transition into a new era of business education at SMU Cox.

Matthew B. Myers

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

**IT IS CRITICAL
THAT WE OFFER
BUSINESS
EDUCATION
IN FACILITIES
DESIGNED IN AND
FOR THE 21ST
CENTURY.**

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To commemorate the Kitt Investing and Trading Center's 10th anniversary, its namesake, Barry Kitt, taught a class of finance students — who will take what they've learned into the real world.



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Southern Methodist University (SMU) will not discriminate in any employment practice, education program, education activity, or admissions on the basis of race, color, religion, national origin, sex, age, disability, genetic information, or veteran status. SMU's commitment to equal opportunity includes nondiscrimination on the basis of sexual orientation and gender identity and expression. The Executive Director for Access and Equity/Title IX Coordinator is designated to handle inquiries regarding the nondiscrimination policies, including the prohibition of sex discrimination under Title IX. The Executive Director/Title IX Coordinator may be reached at the Perkins Administration Building, Room 204, 6425 Boaz Lane, Dallas, TX 75205, 214.768.3601, accessandequity@smu.edu. Inquiries regarding the application of Title IX may also be directed to the Assistant Secretary for Civil Rights of the U.S. Department of Education.

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

Undergraduate Programs

SMU Cox Celebrates BBA Marketing Student Awards

A Zoom celebration was held to honor the 2021 Marketing Student Award recipients. Each spring the Cox School’s marketing faculty chooses a group of exemplary undergraduate seniors to receive its prestigious Marketing Student Awards. Honorees are selected based on several factors, including academic achievement, internships, leadership and future likelihood of success in their careers. The 2021 Outstanding Marketing Student Award recipient was Mary Fletcher Snow, BBA ’21. Distinguished Student Award recipients were Claire Folger, Justin Kasser, Margaret Kelleher and Audrey Nguyen, all BBA ’21. The 2021 JCPenney Center for Retail Excellence Outstanding Student Award recipient was Marcela De Almeida, BBA ’21.



Cox BBAs Win National Negotiation Competition

The SMU Cox BBA Negotiation Team emerged victorious in the Spring 2021 National Undergraduate Negotiation Competition, hosted by Baylor University’s Hankamer School of Business. Of the 18 teams that took part in the virtual competition, the Cox team came in first place.

“This is the third time out of the four times the event has taken place that Cox came in No. 1, and the year we didn’t make it to first place, we came in second,” says Assistant Dean of Diversity and Adjunct Professor of Negotiations Steve Denson.

His students, Gilmore Aarestad, BBA ’21, and Emily Abdalla, BBA ’22, went head-to-head with the teams from Tufts University and the U.S. Air Force Academy to make it to finals, where they defeated the Nichols College team from Massachusetts.



Emily Abdalla, BBA ’22



Gilmore Aarestad, BBA ’21

Cox BBA Scholars

The Class of 2025’s Cox BBA Scholars gathered at a special reception in September. Women outnumber men among the BBA first-years: Out of 117 students, 63 — or 54% — are women. The majority of BBA Scholars — 59% — come from outside of Texas, including one from Guatemala and one from Honduras. Students this year had an average GPA of 3.9 and an average ACT score of 34. Five of this year’s BBA Scholars are also SMU President’s Scholars.



First-year BBA Scholars Jada Joseph (first row center) and Antony Kamau (first row right) with family members.



First-year BBA Scholar Drew Bayne with his mother, Cox Executive Board member Katie Bayne; first-year BBA Scholar Claire Swindle; and Cox Professor of Economics and former Cox School Dean Al Niemi.



The Cox School’s newest BBA Scholars — 117 of them this year — and their families packed the Collins Center for a fall semester reception in their honor.

Graduate Programs

Cox BBA Students Tie in Bally Sports Southwest Competition

This year marked 10 years for the partnership between Bally Sports Southwest (formerly FOX Sports Southwest) and the Cox BBA Honors Marketing Practicum taught by Senior Lecturer Judy Foxman. For the first time, Bally Sports Southwest declared a tie and chose the marketing campaigns created by Cox Sports Southwest and 5STARS as its top picks after a semester-long competition.

Students were divided into five teams to develop a marketing campaign to drive viewership engagement with Bally Sports Southwest and its various team partners. Teams presented their campaign proposals virtually to Bally Sports Southwest senior executives, with the executives announcing the winning team on the final day of classes.

Members of team Cox Sports Southwest included Sophia Brinkley (team leader), Isabel Costian, Luke Rica, Lily Turner, Evelyn Wang and Jeff Zhao, all BBA '21. Members of team 5STARS included Mark McLaughlin (team leader), Maddy Beveridge, Giovanna Hnath, Patrick Levy and Stephanie Rodriguez, all BBA '21.

Cox Student Wins Elijah Watt Sells Award



Cecilia Weigman,
Cox BBA '19, MSA '20

Cecilia Weigman, Cox BBA '19, MSA '20, was named a winner of the prestigious Elijah Watt Sells Award. Established by The American Institute of CPAs in 1923, the award recognizes outstanding performance on the CPA Exam. Nearly 75,000 individuals nationwide sat for the CPA Exam in 2020, with only 89 candidates meeting the criteria to receive the Elijah Watt Sells Award. Weigman is employed with PwC in Dallas.

New PMBA Students Welcomed to Campus

SMU Cox welcomed the PMBA cohort 89 class in August. To kick off the semester, the students participated in orientation, where they heard from Student Services and the various centers at Cox, met their first-semester professors, had a mock case study, participated in a campus scavenger hunt and heard from recent PMBA alum and Bain consultant Andrew Gavelek. This fall's PMBA class had 92 students.



PMBA students (left to right): Alex Orduna, Nick Blazek, Baylie Bright, Amanda Narvaez, and Joe Chantry.

ONCOR Honors MS in Business Analytics Program Director

Cox School Executive in Residence Hettie Tabor, who is also director of the Master of Science in Business Analytics program, was named a Top 10 Data & Analytics Professional Award Winner in the OnCon Icon Awards, presented by Oncor.

Award winners were selected by the data and analytics community and included some of the top data and analytics professionals in the world. Voters selected professionals who they felt demonstrated a good mix of success and positive impact on their organization and/or previous organizations, made strong contributions to the data and analytics community through thought leadership, have been innovative and who have exhibited great leadership.

Tabor first joined the Cox School in 2013 after 26 years with Accenture in information technology, including 21 years of practical SAP implementation experience and 20 years of analytics experience, where she ran Accenture's SAP Business Analytics Global Practice.



Hettie Tabor

Graduate Programs

MBA Direct Happy Hours

Several students of the MBA Direct program gathered for informal happy hours.



Back row: JJ O'Connor and Cole Hamilton
Front row: Adrian McClure, Michael Salvador, Margo Lee, Vivian Hudson, Harrison Biro and Sasha Stratton, all cohort 89.



Incoming Fall '21 MBA Direct students Luke Noel, Connor Melvin, Larissa Spies and David Martin also found time for a get-together.

SMU Cox MBA Programs Now STEM-Designated

The Cox School now offers a range of STEM-designated MBA programs. The school's Full-Time and Working Professional MBA programs, including the Professional MBA (part-time), Executive MBA, Online MBA and MBA Direct, carry the STEM designation after receiving approval from the SMU Board of Trustees last spring.

"With this designation, we're giving our students a competitive edge and preparing them for the future," says Cox School Dean Matthew B. Myers. "Companies now know that when they hire a Cox graduate with a STEM-designated MBA, they'll be gaining an employee with leadership and quantitative skills that will bring value to their organizations from Day One."

An MBA with STEM designation provides students with rigorous training in areas such as data analytics, business modeling, information systems for management and managerial economics. These concepts, along with the ability to parse and analyze data for making better and more effective business decisions, are paramount as today's businesses navigate the Fourth Industrial Revolution. The Cox School began teaching a revised curriculum last year, the NextGen Curriculum, to align with the business community's increased emphasis on data and analytics.

The Cox School's MBA with Supply Chain Management and the MBA with Business Analytics concentrations both already carry the STEM designation. Two SMU Cox Master of Science (MS) degree programs have also been STEM-designated for some time: the MS in Business Analytics and the MS in Finance. The STEM designation of its Full-Time and Working Professional MBA degree programs solidifies SMU Cox as leader on STEM in business.



Full-Time MBA students prepare kits for the homeless as a community service project during fall MBA orientation.

Cox MBAs Help Those Struggling With Homelessness

Courtney Mayden MA/MBA '22, along with the Cox School's 2023 Full-Time MBA Class, donated 500 homeless care kits to Metrocare.

Metrocare is one of the largest housing providers for individuals struggling with homelessness and co-occurring mental or physical health challenges in Dallas County, providing behavioral health services to 54,000 adults and children each year. During the pandemic, the organization has had to increase its mental health and intellectual developmental disability services to serve more than 2,700 individuals daily — the most ever in its 54-year history.

Two SMU Cox FTMBAs Named “Best & Brightest”

Two Cox School Full-Time MBA May graduates, Bailey Bennett and Stacy Tubonemi, are among the nation’s 100 Best & Brightest class of 2021 MBAs, as determined by Poets & Quants.

After graduation, Bennett joined Deloitte Consulting Strategy and Operations as a senior consultant. During her MBA program, she was active in numerous student organizations, including the Cox Consulting Club (as president) and the MBA Consulting Association, and she was named to the BLC Cox Dean’s Circle as Distinguished Leader.

Tubonemi, who did her internship at AT&T, continued working at AT&T in Dallas in the Finance Leadership Development Program (FLDP) as a senior financial analyst. During her MBA program, Tubonemi was named to the Texas Business Hall of Fame as a Future Business Legend, served as president of the National Association of Black Accountants (NABA) and has been a Cox Graduate Honor Council member since 2019.

CoxToday featured BBAs Aysegul Ates and Cameron Police in the spring 2021 issue when Poets & Quants named them among the 100 Best & Brightest BBAs in the nation.



Bailey Bennet (left) and Stacy Tubonemi (right) are among Poets & Quants’ 100 Best & Brightest MBAs: Class of 2021.



Cox FTMBA Rankings Rise 11 Points

In the newly released Bloomberg Businessweek rankings, Bloomberg Businessweek Best B-Schools 2021-22, the Full-Time MBA program of SMU Cox ranks 31, moving up 11 points from 42 in the last Bloomberg Businessweek ranking (Sept. 2019).

This ranking factors in survey responses from employers/recruiters, the graduating class of '21, alumni from the classes of '13/'14/'15 and data submitted by the Cox School on compensation, learning and entrepreneurship.

- Compensation is weighted at 35.7%: Cox ranks 39.
- Learning is weighted at 25.8%: Cox ranks 3 (out of all U.S. schools ranked).
- Networking is weighted at 17.8%: Cox ranks 29.
- Entrepreneurship is weighted at 12%: Cox ranks 25.
- Diversity, a new factor this year, is weighted at 8.6% (Cox ranks 31st out of all U.S. schools ranked and second in Texas for diversity).

Dean Myers said, “We have built our undergraduate and graduate programs not on rankings criteria, but on what we believe to be best for our students and our employers. We focus on (1) classroom excellence based on the thought leadership of our faculty, and (2) a philosophy of hands-on mentorship from our staff in guiding our students through their programs and beyond. The Bloomberg Businessweek ranking is a testament to the hard work and innovative spirit of everyone at the Cox School — but specifically to those faculty and staff who have helped build our FTMBA program into what it is today.”

Graduate Programs

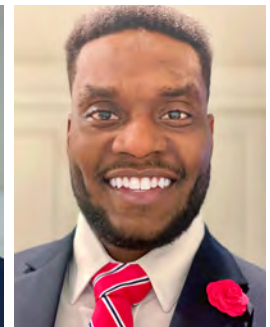
Two Cox MBAs Named to Poets & Quants' MBAs to Watch

Two Cox Full-Time MBA students were named to Poets & Quants' list of MBAs to Watch: Class of 2021. FTMBA '21 graduates Morgan Mitchell and Andy Tembon were included among 139 students from 68 business schools around the world.

Mitchell began his career as a biologist before earning a CFA certification and transitioning into finance. His decision to attend SMU Cox was predicated on the alumni network, which he described as fiercely loyal. Mitchell was recognized as a Cox Career Fellow and Kyle D. Miller Energy Management Scholar. His team took first place in the 2020 National Energy Finance Challenge and third place in the 2020 NAPE/TCU Energy Innovation Case Competition. He also served as a teaching assistant for Financial Accounting I, Finance Theory & Practice, Energy Project Valuation and Finance and Managing Your Career. Mitchell joined Guggenheim Securities as an investment banking associate.



Morgan Mitchell, MBA '21



Andy Tembon, MBA '21

Tembon chose to attend SMU Cox because of the family aspect. While a Cox MBA student, Tembon was a member of the Black Graduate Student Association, Marketing Club and Rugby Club, where he served as captain. He also served as an SMU MBA Admissions Ambassador and volunteered for the United Way of Metropolitan Dallas' homeless outreach support program. The former customer success manager leveraged the Cox School's network to consult with faculty, staff, alumni and more than 35 financial advisors, helping him realize a career as a financial advisor. Tembon accepted a position with Goldman Sachs as a private wealth financial advisor.



Executive Director of Working Professionals David Jacobson, at center, with nine members of the Cox School's first-ever OMBA graduating class.

Online MBA First Graduating Class

The Cox School's inaugural OMBA graduating class, consisting of 12 students, completed the program in summer 2021 with 11 students participating in the May commencement ceremony.

Students Win Big in Annual EMBA Business Plan Competition

Executive MBA students went head-to-head in the Cox School's annual EMBA Business Plan Competition in spring. Out of the dozen Cox teams competing against each other for the top spot, Team Easy Switch, which included Yazid Kadir, Dominic Locascio, Jennifer Olvera, Saby Panda and Javi Virk, all EMBA '21, took first place and won a \$10,000 prize.

For EMBA students, the annual Cox School competition is the culmination of their program. "Entrepreneurship is the EMBA capstone class," says John Terry, adjunct professor of strategy and entrepreneurship. "It requires EMBA students to demonstrate the skills they have acquired throughout the program, including strategy, finance, accounting, marketing, research and analysis." EMBA students are divided into teams to develop their own concept, write a business plan and pitch. All teams are judged in a preliminary round by active angel investors and peers to narrow the field and eventually determine the winning team.

This year's judges were professional investors David Matthews, founder and managing director of RevTech Ventures; Hubert Zajicek, co-founder and CEO of Health Wildcatters; and Cox alumnus Don Ritter, EMBA '01, founder and CEO of Endurance Resources III.

First Place

Yazid Kadir, Dominic Locascio, Jennifer Olvera, Saby Panda and Javi Virk, all EMBA '21

Second Place

Barry Boland, Brian Scott, Tim Smyczek, Umair Surani and Brian Thomas, all EMBA '21



(From left) Hubert Zajicek, investor/judge; Yazid Kadir; Jennifer Olvera; Javi Virk; Saby Panda; Dominic Locascio, all EMBA '21; adjunct professor John Terry; and Don Ritter, EMBA '01, investor/judge



Caitlin Maddox (left) and Javi Virk (right) were named to Poets & Quants' The Best & Brightest Executive MBAs of 2021.

Two Cox '21 EMBA Students Named Best & Brightest

Early this fall, two SMU Cox Class of '21 EMBA students, Caitlin Maddox and Javi Virk, were named among Poets & Quants' Best & Brightest Executive MBAs of 2021.

Maddox, a Dallas native, graduated from the EMBA program with a 4.0 GPA. Maddox homeschooled her two young children while completing the EMBA program. A Cox Distinguished Business Leader and a member of Beta Gamma Sigma business honor society, she is currently exploring businesses to buy or start.

Virk serves as chief operations officer for Arcadia Anesthesia, OrthoMed Staffing Anesthesia and FairHealth Solutions. An SMU undergrad in biology, Virk not only completed his EMBA degree, but he simultaneously completed a Master of Science in Finance (MSF), earning a 3.9 GPA in both programs. He was named an SMU Cox Kyle D. Miller Energy Management Scholar (2020-2021) and participated in the Cox Energy Club.

Executive Education



Roundtable participants and Dean Matthew Myers interact with a commercial diplomatic strategist in a video chat.

Executive Education Co-Hosts Commercial Diplomacy Roundtable

How can the United States harness latent economic power effectively and efficiently with economic competition at the heart of 21st-century international politics? To find solutions that challenge and foster creative collaboration within the U.S. private sector, the government and academic institutions, SMU Cox Executive Education partnered with the U.S. Diplomatic Studies Foundation in September to host the first of what will be a series of roundtables on commercial diplomacy at the Cox School. Executive Education Professor of Practice and retired Army Lt. Col. Jason Galui, also a former presidential advisor and counsel to three national security advisers, organized the event, which brought together a group of about 35 government and corporate decision-makers to explore ideas and strategy.

Southwestern Graduate School of Banking Foundation Announces New Leadership

Jeff Schmid joined the Southwestern Graduate School of Banking (SWGSB) Foundation, headquartered at SMU's Cox School of Business, as president and CEO this fall. Schmid's move comes as current president and CEO S. Scott MacDonald, PhD, retires from the position after 24 years of service.

"In that time, Scott has helped strengthen ties between SWGSB and SMU Cox," says Vic Pierson, chairman, president and CEO of Moody National Bank in Galveston and chairman of the SWGSB Board of Trustees. "He has contributed greatly to SWGSB's role as a trusted educational source for banking education, bank leadership development and bank director training programs. We are grateful to Scott for his leadership, even as we look ahead to Jeff taking the helm."

Schmid becomes the sixth president and CEO in the SWGSB Foundation's history. With nearly 40 years of banking and regulatory experience, Schmid began his career at the Federal Deposit Insurance Corporation (FDIC) in 1981 and remained until 1989. He graduated from the SWGSB summer residence program at SMU Cox in 1990.

"My 35-year association with the foundation's schools changed the trajectory of my career," Schmid says. "I look forward to offering that kind of career-changing experience to future SWGSB students. The foundation's director programs also afford the opportunity to positively influence bank boards and their governance."

After completing the SWGSB program, Schmid became president and CEO of two closely held banks in the Midwest. In 2007, he led the establishment of Mutual of Omaha Bank, a wholly owned investment of Mutual of Omaha, where he served as chairman and CEO. He built the organization into a national franchise with assets of nearly \$10 billion.

Schmid is a longtime member of the Cox School of Business Executive Board. He holds a bachelor's degree from the University of Nebraska. His involvement with the SWGSB Foundation is long established, including service as past chairman of the SWGSB Foundation Board of Trustees. He received the SWGSB Alumni Association's Distinguished Service Award in 2006; only seven other graduates in the SWGSB's 64-year-old history have received this prestigious honor. He has also been a SWGSB faculty member and was Dean for Bankers at SWGSB. He presently sits on the boards of Operation HOPE in Atlanta, Georgia, and Avenue Scholars in Omaha, Nebraska.

Established in 1957 at SMU, the Southwestern Graduate School of Banking (swgsb.org) has become one of the top banking educational institutions. It is a professional school for bank officers, regulators and others holding management positions in the financial services industry.



Jeff Schmid

Centers of Excellence

Bridwell Institute Faculty Lead Reading Groups

The Bridwell Institute for Economic Freedom's faculty led five undergraduate reading groups held concurrently with similar groups at Baylor, Texas Tech, Central Arkansas and Angelo State. Research Associate Professor Dean Stansel and Research Assistant Professor/Managing Director Meg Tuszynski moderated four groups on "Economics, Evolution and the Environment." Research Associate Professor Ryan Murphy led a fifth group on "Civil Liberties."

The 100 students from the five schools came together virtually for a summit meeting with Matt Ridley as the guest speaker. Ridley, who holds a PhD from Oxford University, is a prolific author, a columnist for The Telegraph and The Times and member of the Science and Technology Committee for the House of Lords in Great Britain. He's also written a column for the Wall Street Journal and The Economist.

Bridwell Institute Hosts Texas Economic Forum

The Bridwell Institute for Economic Freedom hosted the Texas Economic Forum "What's Next? Issues and Opportunities for the State's Economy." The Zoom session brought together executive in residence Michael Cox; Vance Ginn, chief economist at the Texas Public Policy Foundation; and Pia Orrenius, vice president and senior economist at the Federal Reserve Bank of Dallas, to discuss key topics affecting the state's prosperity.

Caruth Institute Spurs on Big Ideas

Executive Director of the Caruth Institute for Entrepreneurship Simon Mak and Adjunct Professor Yoram Solomon helped judge the annual Big iDeas Business Plan Competition, where SMU undergraduate



Mona El-Gharby pitches Curle during the Big iDeas competition.

students pitched their startup business plans for an opportunity to win up to \$5,000 of seed money.

The Big iDeas Business Plan Competition brings together undergraduate entrepreneurs from every corner of campus. Judges drawn from the Dallas business community review the business plans and discuss the plan with the students after their five-minute pitch. The judges choose ideas that seem likely to succeed and have an impact that reverberates through the community. The 2021 winners included:

- Raleigh Dewan for Sister Shaq's Sweet Tea
- Sonia Saeed and Lisa Kim for spotBOX
- Mona El-Gharby for CURLÉ
- Madison McMahan for Panacea
- Seun Suberu for CollegePlus
- Manov Jain for Anim

Energy Innovation Director Joins Maguire Energy Institute

Xavier Tison, BSME '99, MSME '00, MBA '07, joined the Maguire Energy Institute team Nov. 1 as the director of energy innovation and partnerships, a newly created position. The institute is in the process of expanding its research and offerings related to the world's ongoing energy transition.

"Xavier adds an important element to our research and education components," says Maguire Energy Institute Director Bruce Bullock. "His leadership in this area ensures that we will continue to effectively prepare tomorrow's energy leaders and that we will remain an important resource for the broader energy industry. His deep background in the oilfield service industry also complements our already strong platform in oil, gas and utilities."

Tison is a 20-year energy industry veteran, having served in technical and general management roles at Schlumberger and TechnipFMC. Most recently, he served as the international sales director of TechnipFMC's Measurement Division in Sens, France. Prior to that, he was the general manager of the Surface Wellhead Division's Europe and Africa Regions. Tison also served on the planning and integration team, overseeing the merger of Technip and FMC in 2016. He is truly a global executive, having served stints in Aberdeen, Scotland; Kongsberg, Norway; and Sens, France, as well as in Dallas, Houston and Pittsburgh, Pennsylvania. He speaks English, French and Spanish.

A Mustang through and through, Tison earned both a Bachelor of Science and a Master of Science in mechanical engineering from the Lyle School of Engineering on an SMU track scholarship. Tison was an All-American athlete in hammer throwing for SMU. While working on the Barnett Shale boom, Tison came back to the Cox School of Business to earn an MBA. He is married to fellow Mustang Melissa Dowlearn Tison, BA '00, whom he met while attending SMU. They are raising their two sons, Alexandre and Jamie, as potential future Mustangs.



Xavier Tison

Centers of Excellence



Folsom Institute Introduces High Schoolers to Career Possibilities

The Robert and Margaret Folsom Institute for Real Estate worked with rising high school juniors and seniors in July as part of the national Real Estate Exchange (REEX) program. The two-week course was a collaboration among universities and industry organizations to introduce at-risk rising junior and senior high school students to the real estate industry and to help create a diverse pipeline of future real estate professionals.

It was the first year that the Folsom Institute participated in the 5-year-old program, which exposes students to the fundamentals of market analysis, financial feasibility and property/asset management. Virtual classes took place during the summer. As part of the project capstone, student teams presented their proposals for a redesign of Red Bird Mall.

Paula Strasser Celebrates 30 Years

In September, Dean Matthew Myers presented Paula Strasser, executive director of the Edwin L. Cox Business Leadership Center (BLC) and the Business Leadership Institute, with an award for 30 years of service to SMU Cox.

The informal presentation was in lieu of the awards presentation usually included in the annual faculty/staff luncheon, canceled earlier this year because of COVID-19. Strasser joined the Cox School in 1991 to lead the BLC. At the time, Cox was one of the first business schools in the nation to focus on leadership training as a hallmark of the student experience. Strasser is one of a handful of Cox staff members with at least 30 years of service.

“One of my favorite aspects of the Cox School is its professional culture where all are encouraged to excel,” Strasser says. “Faculty and staff strive for excellence and are inspired and motivated to reach Cox’s vision. They are open to collaboration and willing to provide their expertise with the ultimate goals of doing what is right for Cox School of Business and best for our students. It has been a privilege to work with brilliant and gifted Cox deans, faculty and business partners to develop an experiential Business Leadership Center for Cox MBA students as well as the BBA Business Leadership Institute.”



The Business Leadership Center leadership team (left to right) Kate Hoedebeck, Paula Strasser and Angela Holliday.

BLC Wraps Up Academic Year with Dean's Circle Recognition

The Dean's Circle Recognition looked different this year. Nonetheless, the annual event, put on by the Edwin L. Cox Business Leadership Center, was just as successful. The event, hosted by Dean Matthew Myers, returned virtually after being canceled in 2020 due to COVID-19. It was also the first Dean's Circle Recognition since the passing of Cox School namesake Edwin L. Cox, who traditionally delivered opening remarks. Instead, the event focused on Mr. Cox's legacy and his belief in the importance of teaching leadership.

The event kicked off with the recognition of 93 current and past students who achieved Dean's Circle status since the last event in 2019. To achieve this status, students are required to earn 30 BLC credits by attending seminars and programs, and they must demonstrate leadership in the community.

Thirty-nine BLC instructors earned Teaching Excellence Awards for outstanding seminars, as determined by student evaluation feedback.

Student speakers Remington Dewan, JD/MBA '22, and Julia Hosch, MA/MBA '21, rounded out the program with BLC lessons learned. Dewan reiterated that it's easy to be strategic in a classroom, but it's a challenge to be strategic in the middle of chaos. Hosch noted that as the world has evolved, people in business need to remember to talk through the computer, not to the computer — a fitting reminder at a virtual event.

Business Library Announces STAR Award Winner

The Business Library's 2021 Super Teacher Advocating Research (STAR) winner is David Jacobson, newly named Executive Director of Working Professionals.

"David engaged with the Business Library the moment he came to the Cox School of Business," says Business Library Director Sandy Miller. "He was instrumental in embedding Business Library tutorials into Canvas for the Online MBA program. Since that time, he has sought out opportunities to include a library research component in his graduate courses."

In spring 2021, Jacobson and Miller were awarded an SMU Libraries Information Literacy Stipend to develop a three-pronged research plan for OMBA'S Complex Problem Solving course.

Greg Sommers, professor of Practice and director of the Master of Science in Accounting program, received the STAR Award in 2020.



David Jacobson, center, holds STAR Award certificate. With Jacobson, (left to right) are Business Library staffers Caroline Hoard, Tracey Rinehart, library director Sandy Miller and Karen Leeseberg.



Student employee Lauren Horton, Library Assistant II, demonstrates DTEN technology in the Business Library.

DTEN & Kaptivo Technology comes to the Business Library

DTEN technology, located in the Business Library group presentation room, is an all-in-one interactive device that allows users to initiate or join Zoom meetings, save and share notes or presentations with the interactive whiteboard and send content wirelessly to the DTEN display.

Kaptivo, located in several Business Library study rooms, is a digital whiteboard technology ideal for brainstorming and capturing ideation. The Kaptivo whiteboard camera allows users to write on an existing whiteboard while content can be viewed in real-time via a web browser. The camera captures and displays only the written information. As it's erased, old content is automatically saved, allowing the user to return to it. At the end of the session, content can be shared as PDF files via email.

These technological enhancements provide opportunities for students to collaborate with study group members in new ways, providing improvements to information sharing and content saving for future access.

Cox in the Community

SMU Cox Sponsors 40 Under 40

SMU Cox was the presenting sponsor for the Dallas Business Journal's "40 Under 40 Awards," held virtually in July. This is the second year the Cox School has sponsored the awards. Cox also partnered with the Dallas Business Journal on this year's Leaders in Diversity Awards, which celebrates area business leaders who advocate for diversity and inclusion, and this year's Women in Business Awards, which honors influential business women.

These sponsorships help align the Cox School with partners who celebrate remarkable business leaders who make an impact in our diverse and vibrant business community.

ACAP Returns to SMU Cox

In collaboration with the National Association of Black Accountants (NABA), the Dallas Accounting Career Awareness Program (ACAP) celebrated 20 years of helping spark career interest in accounting and finance in an on-site interactive enrichment program for teens. For 18 of those years, the Cox School of Business has been honored to host the one-week ACAP residency program for high school students of all grade levels. Thirty-five high school students visited campus this summer for the weeklong program. Students were introduced to accounting, finance, economics and management through a focused, undergraduate-level program taught by college faculty and guest lecturers in business and government. The students also took courses in team building, college life and business in corporate America. Approximately 80% of Dallas ACAP students enroll in college and major in accounting or other business-related disciplines.

SMU Cox Welcomes Juneteenth Picnic

In celebration of Juneteenth, a day that commemorates the emancipation of enslaved Black people in the U.S., the Black Graduate Student Association hosted a Freedom Day Cookout in the Cox School courtyard. Those who attended celebrated with guest speakers Dr. Tye and Courtney Caldwell, Cox BBA '00 and founders of ShearShare, the No. 1 salon and barbershop booth rental app. Guests also enjoyed food from Smokey John's Bar-B-Que & Home Cooking, an iconic Dallas restaurant founded by the father of current Cox EMBA student Yulise Reaves Waters, BBA '02.

The Cox Latino Business Club Gets a New President

The Cox Latino Business Club held its June meeting at Te Deseo in Dallas' Harwood District to hand over the reins to Luis Zepeda Santacruz, PMBA Class No. 87, as the club's 2021-22 president. The Latino Business Club members help connect, support and develop the Cox Latino business community through powerful speakers, networking events and peer relationships. The club works to provide a platform for current students, alumni, prospective candidates and business leaders to share support and advice as well as have career opportunities, service events and cultural enrichment.

SMU Cox Hosts Dallas Startup Week

After nearly two years of planning, SMU Cox was honored to host Dallas Startup Week 2021 in August. The office of Corporate Engagement & Strategic Partnerships worked with The Dallas Entrepreneurship Center (DEC) with CEO Bill Chinn, EMBA '10, to bring together thought leaders, investors and corporate innovators for the five-day summit. Dallas Startup Week took place on campus as well as virtually, and it was the largest entrepreneurial event in North Texas.

Associate Dean of Graduate Programs and Executive Education Shane Goodwin, Executive Director of the Caruth Institute for Entrepreneurship Simon Mak and Adjunct Professor of Entrepreneurship John Terry spoke during the event. They were joined by keynote speakers Dallas Mayor Eric Johnson, Match Group CEO Shar Dubey and Guy Raz, podcast host of "How I Built This." Various tracks featured AI and automation, capital and funding, defense innovation, fashion, gaming and e-sports, healthcare, legal, marketing, retail and SAAS.

FALL 2021

FACULTY AND STAFF ACHIEVEMENTS



Marci Armstrong, Brierley Endowed Professor and marketing professor of practice, marked five years as the director of the Brierley Institute for Customer Engagement,

the world's only such academic institute. In November, she moderated the Institute's fifth annual panel discussion featuring Thaddeus Arroyo, CEO of AT&T Consumer; Geoff Cottrill, CMO of Topgolf; and Kurt Stache, American Airlines' former SVP of Marketing, Sales and Loyalty. The panelists discussed the marketing and customer engagement challenges and opportunities brought about by the pandemic.



Charles "Chip" Besio, senior lecturer in marketing, retired in July. Besio first joined Cox as an adjunct professor in January 1984. He served as director of marketing at

Sewell Automotive Companies, a billion-dollar Dallas-based automotive dealership group, while teaching at SMU Cox from 1992 until 2011. During his tenure with the Cox School, he taught for SMU Abroad for three summers — two in London and one in Dublin. He has also taught at SMU-in-Taos seven times and during many SMU Intercession classes. The Cox School recognized Besio in 2010 and 2011 with the award for Outstanding Teaching in the BBA Program. He plans to continue to teach as an adjunct a few times a year for SMU-in-Taos and SMU Intersessions. He and his wife, Sharon, plan to travel frequently.



Sreekumar Bhaskaran, associate professor of information technology and operations management (ITOM) and Corrigan Research Professor, co-authored a paper titled, "The Strategic Drivers of Drop-shipment and Retail Store Sales for Seasonal Products," which has been accepted by the Journal of Retailing. At the Platform Strategy

Research Symposium at Boston University, Bhaskaran also presented "Best or Right? — Positioning and Authentication in Online Matching Platforms," co-authored with Cox Professor and Carr P. Collins Chair in Management Information Sciences **Amit Basu** and former Cox Assistant Professor of ITOM **Rajiv Mukherjee**.

Global supply chain concerns throughout the past several months spotlighted Bhaskaran's expertise on the topic. Scientific Sense featured an interview with him in November on a podcast about the challenges involved in managing innovation and supply chains: [podcast: scientificsense.net/S21110](https://www.scientificsense.net/S21110). In September, he moderated

"The Future of Supply Chain," a panel discussion among corporate CEOs and COOs organized by NTX Inno and the Dallas Business Journal: bit.ly/DallasSupplyChainFuture.



Neil Bhattacharya, associate professor and Corrigan Jr. Endowed Research Professor, was invited by the accounting department at the University of Bath, United Kingdom,

to give a virtual talk regarding his paper, "Non-Compliance with Mandatory Derivatives Disclosure Rules and Regulatory Interventions." The study investigates the causes and consequences of non-compliance with the provisions of mandatory derivatives disclosures (Statement of Financial Accounting Standards 161). Contrary to common perception that companies generally follow mandatory disclosure rules, about half of the sample firms do not fully comply with mandatory derivatives disclosure rules. The research sheds light on the motivations for and consequences of non-compliance with financial disclosure mandate.



Marcus Butts, associate professor and department head of management and organizations, co-authored three papers for publication in Journal of Applied Psychology:

"Are You Sick? Understanding the Effects of Coworker Presenteeism on Workplace Mistreatment," "Managing My Shame: Examining the Effects of Parental Identity Threat and Emotional Stability on Work Productivity and Investment in Parenting" and "Work-Leisure Blending: An Integrative Conceptual Review and Framework to Guide Future Research." At the 2021 Academy of Management (AOM) meetings, Butts' publication in Academy of Management Journal, "When Work and Family Blend Together: Examining the Daily Experiences of Breastfeeding Mothers at Work," won the 2020 AOM Outstanding Publication in Organizational Behavior Award. At AOM, Butts also presented a paper titled, "The Daily Effects of Partner-Instigated Incivility on Helping at Work" and finished out his service as past chair of the Research Methods Division of AOM.



Bill Dillon, senior associate dean, professor of marketing and professor of statistics, the Herman W. Lay Endowed Professor of Marketing and the Altshuler Distinguished

Teaching Professor, has been invited to contribute to a project titled "Reflections of Eminent Marketing Scholars" for a special issue of Foundations and Trends in Marketing. The invitation was extended by the editor, who urged Dillon to participate as "an eminent and leading scholar in his field ... [whose] path can be a great inspiration to young researchers as they develop in their own careers."

ACHIEVEMENTS



Judy Foxman, senior lecturer in marketing, retired in July 2021 due to ongoing health issues — after 26 years as a full-time

lecturer. She began her Cox career as an adjunct professor in 1990, after several years in corporate consumer brand marketing. During her time at Cox, she earned numerous Outstanding BBA Teaching awards, including the C. Jackson Grayson Endowed Faculty Innovation Award. In 1994, she introduced the Honors Marketing Practicum class, with a focus on experiential learning. In 2011, she took her Honors Marketing Practicum students to the next level, when the class was invited to partner with Fox Sports Southwest, now Bally Sports Southwest, to participate in what became a decade of real-time, hands-on marketing challenges with many of the network's team partners, including the Dallas Mavericks and Dallas Stars. Working with BBA students, says Foxman, allowed her to help them mature and develop their marketing expertise, an opportunity she will miss.



Russ Hamilton, clinical professor of accounting, co-authored "Are Declining Effective Tax Rates Indicative

of Tax Avoidance? Insight From Effective Tax Rates" with Katharine Drake and Stephen Lusch of the University of Arizona and Texas Christian University, respectively. The paper demonstrates that effective tax rates, which are commonly used in both the business press and academic research, provide a biased view of firms' tax avoidance efforts. The study finds that virtually all of the decline in the average effective tax rates of domestic firms over the past 20 years is due to the use of prior year losses, rather than explicit tax planning efforts. The paper, which appears in the *Journal of Accounting and Economics*, also suggests an approach to better measure the tax planning efforts of firms.



David Jacobson, who was program director of the Online MBA program, became Executive Director of Working

Professionals MBA Programs in August.



Chotibhak (Pab) Jotikasthira, associate professor of finance, won the 2020 Outstanding Reviewer Award for the

Journal of Financial and Quantitative Analysis. He was also appointed associate editor for another top finance journal, the *Review of Financial Studies*, for a three-year term that began in July 2021.



Karthik Kannan, assistant professor of ITOM, is a grant reviewer for President Joe Biden's broadband

infrastructure development plan. As part of this process, Kannan will use his expertise in how internet connectivity impacts social and economic inequality to evaluate grant proposals for the National Telecommunications and Information Administration's (NTIA) broadband connectivity programs. These programs aim to provide cost-effective high-speed internet services to rural areas and underserved communities. Kannan is also working with nonprofit SMU DataArts to develop data-driven methods for helping performing arts organizations in the U.S. manage their post-COVID recovery programs. The project is currently under review by a management journal.



Karen Leeseberg, senior instructor and outreach librarian in the Business Library, authored "Reinforcing

Relationships with Business Librarians" in the *Mountain Plains Region of the National Business Educators Association (M-PBEA) Notes and Quotes*, 26:2, Winter 2020. The article focuses on encouraging business faculty to see the pandemic changes as an opportunity to learn how librarians can assist with courses. Leeseberg also wrote "Using the Pandemic to Move Forward: Building on the Past for a Solid Future of Business Library Research Instruction," published in *Ticker: The Academic Business Librarianship Review — Online Instruction Special Issue*, 5:2, Spring 2021.



Shawn McFarland, assistant professor of finance, was awarded a 2021 summer research grant from the

Methodist Le Bonheur Center for Healthcare Economics, supporting research with University of Memphis co-authors Ronald Spahr and Mark Sunderman that explores the disparities in healthcare between insured and uninsured patients. Their work builds on existing literature by identifying the extent of the disparity among different medical specialties and seeks to determine the severity of illness at which uninsured patients switch from avoiding to pursuing healthcare services.



Robert Puelz, associate professor and Charles L. Dexter Endowed Chair of Risk Management and Insurance,

co-authored "Economics-Based Personal Finance" with Aaron Stevens of Boston University. Built as a college textbook based in academic research, the book joins a series of common personal finance problems, peels away the conflicts of interest and offers a holistic solution to financial well-being that has the best chance of optimizing the happiness rendered by one's present financial condition and prospects. It introduces the basic life-cycle model and why the life-cycle model should be the model used in a financial literacy course, a personal finance course, a CFP program and a first course in advisory wealth management.



Greg Sommers, professor of practice in accounting and director of the Master of Science in Accounting

program, assumed the duties of president of the Accounting Program Leadership Group (APLG) section of the American Accounting Association in August. The APLG is comprised of department chairs and program directors and seeks to stimulate excellence in accounting education by contributing to the development of outstanding accounting program leadership and supporting and encouraging high-quality accounting programs.



Dean Stansel, research associate professor in the Bridwell Institute for Economic Freedom, was a speaker on a virtual panel discussion of “The

Impact of the Biden Administration on Texas Business,” organized by The Texas Lawbook. He gave 10 presentations around the state (and virtually) for the Bridwell Institute’s Teaching Free Enterprise program. Stansel was interviewed by Dallas FOX-4 to discuss inflation, by the Dallas Morning News for a story on affordable cities and by Texas Monthly for a story on COVID-19 and the economy. He had an op-ed in the Dallas Morning News that summarized his latest academic journal publication on economic policy and domestic population migration.



Stephen Sweeney, former director of Full-Time MBA Admissions at The University of Texas at Austin’s McCombs School of Business, joined the Cox

School in June as the new assistant dean of Graduate Admissions for Full-Time Programs. Prior to joining McCombs, he was a manager and consultant for Infosys and held earlier roles within the hedge fund industry and Teach For America. Sweeney holds an MBA from McCombs and a BS from Tulane University.



Tom Fangyun Tan, ITOM associate professor and Corrigan Research Professor, wrote “The Impact of Load on Operational Risk at a Commercial

Bank” for Management Science. His research was also referenced in a Financial Times opinion piece, “What COVID Teaches Us About Innovating Fast.” Tan was invited to speak as a panelist about “Research, Publishing, and Tenure” during the second Doctoral Workshop on Supply Chain Analytics.



Wayne Taylor, assistant professor of marketing, co-authored an article titled, “How to Make Your Loyalty Program Pay Off,” published in the

Harvard Business Review in October. The article is based on Taylor’s recent research paper that explores how consumer businesses can make loyalty programs more effective by leveraging automated tools to “identify and intentionally focus promotions on the customers whose loyalty will be most valuable, and whose conversions will yield the greatest return.”



Mary Tays, who has been part of the SMU financial planning team since 2000, became the new senior financial business manager for the Cox School in

August. Ron Fellers, who previously held that position, is now director of academic planning for the Office of the Provost. Tays has been instrumental in the SMU Office of Business and Finance, handling the annual budget rollout, overseeing position control for the entire University and providing financial support to the Office of the President, the Office of the Vice President for Business and Finance, the Investment Office and the Office of Legal Affairs. She is continuing many of her longtime fiscal duties in a dual role.



Delania Teems, longtime Cox staff member, retired over the summer. Prior to her retirement, she served most recently as assistant director of the

Executive MBA (EMBA), Online MBA (OMBA) and MBA Direct programs. Teems began working at the Cox School as a temporary employee almost 25 years ago. She was hired to work full-time at the Caruth Institute for Entrepreneurship in July 1998 and moved to the EMBA team in November 2000. At a gathering in her honor, Teems was praised for “her ability to work closely with students, faculty and other staff members and maintain strong relationships.”

2020–2021

FACULTY EXCELLENCE AWARDS

C. Jackson Grayson
Endowed Faculty
Innovation Award
KARTHIK BABU
NATTAMAI KANNAN

Eugene T. Byrne
Endowed Faculty
Innovation Award
ROBERT ALLEN GWINN

Carl Sewell
Distinguished
Service to the
Community Award
STEVEN B. DENSON

Research Excellence
ULRIKE SCHULTZE

Barbara & James
Mangum Endowed
Award for Teaching
Excellence
RUSS HAMILTON

Boghetich Family
Distinguished
Teaching Award
AMIT BASU
MARCUS BUTTS
HEMANG A. DESAI
EDWARD J. FOX
JAMES S. LINCK
GORDON WALKER

2020–2021

STAFF RECOGNITION AWARDS

CHRISTINA CHURCHILL
JAMIE A. FULLER
MILKYAS
GEBRESELASSIE
ANGELA D. HOLLIDAY
WILLIAM R. JOINER
TOSHA RIDDLE-MAY
ANA I. RODRIGUEZ
LISA P. TRAN

Research Spotlight

Strengthening the Links in the Supply Chain

Assistant Professor of Finance Ruidi Huang finds that trade credit generosity bolsters supply chain stability.

By Jennifer Warren

The risk to supply chains from natural disasters — hurricanes, earthquakes, droughts and floods — experienced in the U.S. and other countries is more acute given potential climate risks. In their paper, “Trade Credit and the Stability of Supply Chains,” Assistant Professor of Finance Ruidi Huang and his co-authors show that disaster-affected firms in a supply chain can improve resilience through the financing mechanism of trade credit.

Supply chain disruptions can impose large costs. Actual or perceived operating risks faced by a firm can alter how a supply chain functions and can increase its fragility, especially when affected by natural disasters, according to Huang and co-authors Nuri Ersahin of Michigan State University and Mariassunta Giannetti of Stockholm School of Economics. The links in the chain can become badly bent.

The February 2021 freeze in Texas halted production lines. A drought in Taiwan, a major chip-making hub, threatens to further reduce industry output because of water demands used in the process. Beyond the supply chain, a region’s comparative advantage and long-term growth can be negatively affected. “Our paper highlights the conditions under which climate risk may result in a loss of comparative advantage and have deleterious effects on firms and the local economy,” Huang says. The authors are the first to show that trade credit in fact contributes to supply chain stability.

Trade credit helps both firms and customers

The study looked at data about supply chain relationships, including around 8,000 customers and suppliers from 2003 to 2019. The average firm had 21 customers and 20 suppliers in a chain. Huang and his fellow researchers also looked at a database of major U.S. disasters costing at least \$1 billion — 42 blizzards, earthquakes, floods and hurricanes, which were generally localized and affected 47 counties on average, but at the most 156 counties in a quarter. Parts of the Southeastern U.S. and the Gulf Coast, as well as California, were frequently hit by disasters. Overlaid with the sample of the firms culled by the authors, they noted that the location of the customers and suppliers of disaster-affected firms is much less localized and includes counties never hit by disaster as well as those hit often.

Huang and his co-authors found that firms affected by natural disasters extend trade credit to downstream customers, especially when they are important.

Additionally, credit extended to a disaster-affected firm from upstream suppliers improves the resilience of supply chains.

Huang notes, “I’m the factory firm that’s on fire and I give more credit to my customers. Why? Our findings say: ‘Keep the money longer; we want you to remain a customer.’ Suppliers of disaster-affected customers are aware of the issue, and they pitch in to provide more trade credit to affected firms, which then allows troubled firms to increase trade credit provision to their customers. It’s a counterintuitive finding,” he says. However, it is a solution that keeps the supply chain stable. Firms in concentrated industries extend less trade credit provision than those in competitive industries. Financially constrained firms also have less range of motion on trade credit provision.

“Trade credit has been ignored, how it keeps everything going — when you offer trade credit, things become stable and you can recover a lot faster,” Huang says.

“Supply chains are important for firms’ performance, but idiosyncratic shocks such as natural disasters, cyberattacks and trade wars threaten their stability and survival,” write the authors. Their findings are part of a climate adaptation solution. Supply chains can become more stable when natural disasters occur because affected firms use trade credit to increase the value of the relationships along the chain. For supply chain stability, generosity pays off.

Untapped Potential of Uncapped Initial Coin Offerings

Assistant Professor of ITOM Rowena Gan finds that a dual token model raises the accessibility of initial coin offerings.

By Jennifer Warren

Cryptocurrency markets are in their infancy, says Information Technology and Operations Management Assistant Professor Rowena Gan. The currencies are designed to develop technology firm projects and support their transactions in the future. Mature crypto projects are in short supply, however, and much of the breathless activity in cryptocurrencies has been speculative in nature. In their paper, “To Infinity and Beyond: Financing Platforms with Uncapped Crypto Tokens,” Gan and co-authors Gerry Tsoukalas and Serguei Netessine of the University of Pennsylvania’s Wharton School shed light on the optimal design of uncapped initial coin offerings (ICOs), meaning that an unlimited quantity of tokens is offered on launch day. Gan hopes to help legitimate firms efficiently issue tokens to finance their technology projects.

Crypto offerings are customizable

Initial coin offerings are an innovative method to finance blockchain projects. This emerging form of crowdfunding for blockchain-based startups is highly customizable, Gan says. Traditional forms of financing to raise funds such as bank loans, venture capital or initial public offerings rely on intermediaries, unlike ICOs. There is no ICO middleman or third party controlling the number of digital tokens issued, the price or who has access — the transaction is between the firm and investors or customers directly.

Although many crypto-funded projects are in their early stages, thousands of projects have successfully raised funds through ICOs worldwide. According to a late 2019 ICO bench report, more than \$65 billion has been raised. Research about uncapped ICOs, however, is extremely rare to date.

Off with the cap

Gan and her co-authors show that it is always in the firm’s interest to sell as many tokens as possible to investors, regardless of token price. Uncapped ICOs have received some criticism as being greedy, largely because of the behavior of speculators. They often overvalue the project, bidding up the price, and later lose money, which hurts the reputation of uncapped ICOs. Capping an ICO leads to speculators driving up the price of a finite number of tokens (like Bitcoin).

The authors suggest that a platform needs to either collect the right amount of commission, which allows it to credibly engage in platform building in the long term, or to register its tokens with a regulator that penalizes firm misconduct — or both. This can assure investors of more transparent project development. “Technologically, it’s very hard to regulate something that is decentralized,” Gan says.

More innovation and regulation

The Securities and Exchange Commission (SEC) recently passed regulation about aspects of asset tokenization. If firms want to issue security tokens specifically, then the SEC considers them a security. This type of token is a digital representation of an asset. The authors consider a very novel approach called the dual token model that uses security tokens initially to raise funds and then issues “stable coins” that do not change in value for transactions.

The paper is a first to examine dual token models, an emerging form of token issuance. The study shows that in a dual token model, “when there is a cost associated with creating and maintaining stable coins, relative to the utility token model (the main model), this always leads to a smaller profit for the firm.” Additionally, the authors observe that the dual token model raises the accessibility of ICOs, owing to the regulated nature and flexibility of security tokens, especially for firms with higher setup costs.

For complete summaries of these two and other Cox faculty research projects, please visit coxtoday.smu.edu.

NEW FACULTY



Gregory R. (Greg) Durham

is a visiting professor of finance. He has also been a full-time faculty member at Indiana University's Kelley School of Business, the University of Texas at Dallas and Montana State University. Durham earned a Bachelor of Science in electrical engineering from Montana State University, an MBA from The University of Texas at Austin and a PhD from Arizona State University. Focusing on behavioral finance and sports-wagering markets, Durham's research has been published in numerous journals, including *The Quarterly Review of Economics and Finance*. He has taught courses at the doctoral, graduate and undergraduate levels and has received five college-wide Outstanding Teaching awards.

Matt Isaac

is a visiting professor of marketing. His research focuses primarily on consumer judgment and decision-making, examining how contextual and motivational factors influence product evaluations and purchase intentions. He comes to SMU Cox from the Albers School of Business and Economics at Seattle University, where he was a faculty member for nine years and a tenured professor of marketing. Isaac holds a Bachelor of Science in biology from the University of Chicago, an MBA from the University of Chicago's Booth School of Business and a PhD in marketing from Northwestern University's Kellogg School of Management.

Edward Kim

joins the Cox School as a visiting assistant professor of finance after completing his PhD at Temple University. His research is in empirical corporate finance with a focus on corporate governance-related topics including executive compensation. Prior to his PhD, he worked at a shipbuilding conglomerate in Korea and at a commercial bank in Los Angeles. He holds an MBA from Washington University in St. Louis and a Bachelor of Science in biological engineering from Cornell University.

Michael B. Seeligson

is a visiting assistant professor of finance. He draws on his backgrounds in corporate law and finance to specialize in finance and corporate governance. His academic research investigates the boards of public companies and the influence they can have in steering corporate strategy and financial outcomes. He is a PhD candidate at the University of Texas at Dallas and holds a JD from the University of Virginia, a Master of Global Economic Law from Université Paris 1 Panthéon-Sorbonne, a Master of International Economic Law from Sciences Po Paris and a Bachelor of Science in mathematics from UT Dallas. An active corporate director, Seeligson currently serves on the board of Dallas-based Qualia Oto.

Nils Van den Steen

is a visiting clinical professor in the information technology and operations management department. He earned a Master of Science in business engineering (specializing in operations management) at Ghent University in 2015. Van den Steen completed his PhD in business economics at Ghent University in 2021. He teaches operations management to Cox undergraduates, and his research focuses on the intersection of information systems and business, with a current focus on B2B electronic commerce. He is a native of Belgium.

06/08/21

MarketWatch**“Is an Activist Hedge Fund’s Climate-Linked Coup of Exxon’s Board Simply a Case of ‘Greenwashing?’”**

Hemang Desai, distinguished professor of accounting, with Sorabh Tomar, assistant professor of accounting, voice concern about the addition of three new board members to ExxonMobil’s board, all from activist hedge fund Engine No. 1. “What is evident is that characterizing Engine No. 1’s victory as a win for climate action is akin to greenwashing when the concrete actions that oil and gas firms must take to transition sustainably, both from a financial and environmental perspective, remain elusive.”

07/06/21

KDFW-TV, FOX 4**“Gov. Greg Abbott Issues List of Demands from PUC, ERCOT After Feb. Winter Storm”**

Bruce Bullock, director of the Maguire Energy Institute, weighs in on the need to identify and implement measures to prevent another power grid failure in Texas like the one that happened statewide last February. “This is the kind of thing that needs to be fixed fairly quickly. On the other hand, it doesn’t lend itself to that quick of a fix.” The story featuring Bullock’s comments aired multiple times on FOX affiliates across the state.

08/13/21

CPO Magazine**“How Organizations Can Build Cyber Resilience Against a New Wave of Cyber Threats”**

David Jacobson, executive director of Working Professional Programs, discusses the increasing rate of ransomware and cyberattacks, as well as the steps organizations can take to build better defenses. “We have left open gaping vulnerabilities that the bad guys are now exploiting. We need to bolster our cyber resilience by evolving our approaches and responses to cyber threats, be they ransomware or state-sponsored attacks.”

09/12/21

BBC News Television**“Tech Workers Reconsidering Moves”**

Richard Alm, writer-in-residence at the Bridwell Institute for Economic Freedom, considers the potential labor market effects of recently passed state laws. “It’s going to become an issue if you have enough workers who don’t want to live in this state under those regulations. That will force companies to adjust their plans. Tech employees are young, highly educated, very mobile and in demand. You are competing in a very, very tough market, and it’s difficult, if you throw in another obstacle, to attract these people.”

09/14/21

Bloomberg**“Gensler Turns Spotlight on How Hard It Can Be to Get Bond Prices”**

Kumar Venkataraman, James M. Collins Chair in Finance, comments on the desire of the U.S. Securities and Exchange Commission’s chairman to bring greater efficiency and transparency to the trading of corporate bonds, municipal bonds and mortgage-backed securities. Venkataraman is a member of the commission’s Fixed Income Market Structure Advisory Committee. “Pre-trade transparency is a focus. If you’re a large, sophisticated investor, you receive quotes from many dealers and see the best price. If you’re less sophisticated, you might get a less competitive bid.”

10/04/21

Travel and Tour World**“SITE Foundation Launches New Project to Identify the Role of Incentive Travel & Motivational Events”**

Marci Armstrong, director of the Brierley Institute for Customer Engagement, lauds a new partnership between the Institute and the SITE Foundation (Society for Incentive Travel Excellence) to identify the role incentive travel and motivational events play in corporate strategy and direction from a C-suite perspective. “Our MBA students are conducting qualitative research with over 60 qualified corporate leaders based in North America, Europe, Middle East, Africa, Asia Pacific and Latin America, with findings published by the end of February 2022.”

10/07/21

The Orange County Register**“Unexpected Inflation is the Broken Promise of a Generation”**

Michael Davis, senior lecturer of business strategy and economics, warns the proposed multi-trillion-dollar infrastructure bill being debated in Congress has high potential to increase inflation. “We’re told that ‘moderate and temporary’ inflation in the range of 5% to 10% is an acceptable burden to bear. But remember that, especially for these millennials, this kind of inflation will come as a rude shock.”

10/11/21

D Magazine**“Why It’s Important for Your Doctors to Share a Water Cooler”**

Vishal Ahuja, assistant professor of information technology and operations management, contends patients can improve outcomes when treated by healthcare providers in the same office. Ahuja’s research finds co-locating mental health with primary care for high-risk patients can reduce hospitalizations and length of stay. But continuity of care is just as important as co-location. “There’s actually a chance that forcing myself to go where my PCP or my mental health provider is might even be counterproductive if it breaks my continuity.”

10/19/21

St. Louis Post-Dispatch**“Did Someone Criticize Your Parenting? How to React”**

Marcus Butts, associate professor of management and organizations (MNO) and MNO chair, co-authored a study published in the *Journal of Applied Psychology* titled “Examining the Effects of Parental Identity Threat and Emotional Stability on Work Productivity and Investment in Parenting.” Citing his research, the article focuses on how real or perceived criticism about parenting skills causes workers to pull back from work. “You’re dissatisfied with yourself,” says Butts. He explains people inherently want to feel good about the roles they care about and instinctively protect those identities (like parenting) with a burst of action.

QUOTABLES



All the Goodwill employees, volunteers and board members in this photo are SMU and SMU Cox alumni. At center: Tim Heis, BBA '01, Goodwill Dallas President and CEO and Kate Cox, MBA '21, Goodwill Vice President, Information Technology.

The Goodwill Connection

The Cox School and Goodwill Industries of Dallas created **a win-win opportunity** for students such as Kate Cox amid nationwide shutdowns. Now, both students and the company are reaping the benefits.

By Emily C. Laskowski

Flash back to May 2020 — there were nationwide shutdowns and work-from-home mandates. It was a time of uncertainty during which many job and internship offers for students were disrupted.

“May 2020 is when I lost the internship that I had lined up for the summer,” says Cox School alum Kate Cox, MBA '21. “I was worried; what will I do next? Especially in that time of the pandemic and being so close to the summer at that point, I didn’t think I would have the opportunity to do a summer internship.”

The Cox School began looking for viable options for students like her and the many other students in this position. Dean Matthew B. Myers asked Cox Executive Board members to consider whether their companies or other boards they served on could perhaps offer internship or employment opportunities.

“I remember getting the email about a lot of interns getting their offers rescinded,” says Cox School alum Tim Heis, BBA '01 and CEO of Goodwill Industries of Dallas. “At that point in time, we were well into the pandemic. We were shut down from the end of March through the beginning of May, but once we came out of that, we knew we had big projects that we wanted to take on, and that’s when we decided to reach out to several Cox School students on a variety of projects.”

Connecting Students to the Real World

Cox, no relation to Cox School benefactor Edwin L. Cox, was one of the students whose career management coach connected her to Heis. “He sent some information about the role and the work that he would like the interns to do for the summer,” Cox says. “And I just thought, ‘what a wonderful opportunity.’”

I love Goodwill; I always have. It’s such a fine organization — and having an organization hiring at that time was such a blessing as well. To do really great work for a fine organization was just a wonderful fit.”

A passion for producing great work is the reason Heis was eager to recruit Cox students in the first place — despite the ongoing pandemic.

“So many of our main challenges as an organization are business problems,” Heis says. “Whether that’s real estate, operations, IT or marketing strategy, we knew from a skill set perspective that Cox students can make a difference. And as a smaller organization versus a mega company, we need capacity and talent to be able to actually address a lot of those challenges.”

Cox’s internship focused mostly on data and analytics — building out a set of key reports for the executive team that are still used today,

for example — and her impact was immediate. Following her internship, Cox was hired as the vice president of IT and continues to thrive in her new role.

Heis says that when she first arrived, she helped Goodwill become a data-driven organization. “She added real-time reporting to a lot of our processes, which allowed us to measure our actions and identify improvement areas.” At Goodwill, many steps go into taking a donation and translating it into a sale. “For the first time, we actually have real-time information on how we’re doing at that process because of Kate’s work.”

As an intern, Cox implemented big changes, including installing iPads at the warehouse and developing an app for employees to track donated goods in real time, something previously tallied on paper and entered at the end of the week. Now, in addition to data and analytics, Cox has added networking, infrastructure and digital transformation to her toolbelt. “I love that at Goodwill I get to not only work with great people at a great team, [but also] wear many hats and do a lot of exciting work,” she says.

Education That Prepares Students for the Future

Being prepared to step into this kind of role is something Cox credits to her alma mater. She grew up in the Dallas area, and SMU had long been on her radar given its well-known alumni network and long-standing ties with community. But it was ultimately the Cox School’s analytics focus that sold her on the school. That curriculum, which teaches students how to make data-driven decisions, continues to influence her work at Goodwill.

“What I’ve learned from the program that made me able to take on this role was certainly the hard skills from our classes,” Cox says. “We have wonderful professors at SMU, especially Marketing Professor Ed Fox, and analytics classes. So it’s what I’ve learned about data, how to make data-driven decisions and how to gain insights — and the Cox network as well, because it’s certainly through Tim being an alum, and me being close with the people in the Cox Career Management Center and our professors, that gave me the opportunity to meet the Goodwill team and then join the team.”

That catalog of career-focused advantages for students rings a bell for Heis, who had a similar experience at the Cox School.

“When I think back on it, it really provided the foundation for my career and business, and it really opened my mind up to all the possibilities of where my future could go,” Heis says, emphasizing that getting to know professors personally both in the classroom and outside of it during office hours was a formative experience. “What that did was form these great relationships that really helped you think about what you want to do after school and where you want to go.”

David Miller, BBA ’71, MBA ’73, current vice chair of the SMU Board of Trustees and chair of the Cox Executive Board, served on the Goodwill Industries Board for many years, including as its board chair. Miller emphasizes the importance of Cox students giving back to the community once they’ve launched their business careers — something Goodwill facilitates through its ongoing efforts to connect with student volunteers while they’re on campus.

“For Cox students, and for that matter all SMU students, I think it’s essential to embrace the importance of community involvement and

early on find avenues to connect and help people who are in need,” Miller says. “Goodwill is essentially a business whose profits are fed into a huge effort to provide employment and job training for people who have physical and mental disabilities, as well as those who are disadvantaged. The Miller family is passionate about it, and I can easily see how SMU students, once exposed to the great things Goodwill is doing, would want to be involved.”

Networking for the Next Generation

Long regarded as a top U.S. business school, the Cox School regularly ranks highly for educational excellence, post-graduate salaries, professional networking opportunities and more.

Now, both Kate Cox and Heis are continuing to grow their own Cox School network at Goodwill Industries.

“We had an intern this summer in the technology department, so that was wonderful having the intern, her being in the shoes I was in last year,” Cox says. “And we also hired a full-time analyst to our team as well, and he’s from SMU. I would love to have an intern out of the program every summer, because that’s just been a wonderful value for the organization.”



Kate Cox at Goodwill Industries of Dallas

The Cox School has become known for opening these kinds of doors for countless students. Mentoring programs, student clubs and speaker series are all designed to connect students with the best business minds around the globe. The alumni network spans more than 40 countries and provides students with access to professional advice, networking opportunities and social connections in Dallas and around the world.

“I really value the relationship between SMU, the Cox School and Goodwill, because of course, Goodwill is such a fine organization that does so much to make an impact in the community, through our mission services,” Cox says. “The relationship also really allows us to expand our Goodwill team through all the bright leaders that come out of Cox. From the Cox School, we’ve seen so many graduates [who] are driven and excited and want to make an impact in their communities. I think that graduates these days aren’t just looking for the highest-paying job; they want to make a difference as well.”

Kitt Center Celebrates 10 Years

To commemorate the Kitt Investing and Trading Center’s 10th anniversary, its namesake, **Barry Kitt, taught a class to finance students**, who will take what they’ve learned into the real world.

By Natalie Gempel

In between classes at California State University, Sacramento, Barry Kitt would often find himself walking over to nearby stock brokerage EF Hutton to sit with the “old-timers,” watch the ticker tape and talk stocks with those who were there day in and day out. For Kitt, this ritual proved to be invaluable to his professional growth — and decades later, it became the inspiration behind a generous gift to SMU and the Cox School of Business from Barry; his wife, Beth; and their three children: Gregory, Cox BBA ’08; Wake Forest University alumna Monica; and Steven, Cox BBA ’13.

It’s been a decade since Kitt and his family celebrated the launch of the Kitt Investing and Trading Center, a vital part of SMU Cox that allows students to experience hands-on, practical finance and investment experience without needing to stray from campus. In that time, the center has evolved to meet students’ needs as they’ve changed with the times. Now, as the center celebrates its 10th anniversary, Kitt reflects on why the center is so important for business students who walk through its doors.

“Our goal was to build the investment and trading center so that students would have access to state-of-the-art investment technology and tools and to provide the right environment to learn,” Kitt says. “In an ever-increasingly competitive world, we wanted the students to have the best possible opportunity to help them become financially successful in the future, and Cox has provided that opportunity to them.”

Kitt’s dedicated spirit comes to life through the Kitt Center, a place where students go to learn not only practical applications but also how to think outside the box. That’s a lesson Kitt himself conveyed to students when he taught a class for Cox Professor of Practice in Finance Don Shelly’s class in early November, in honor of the center’s 10th birthday.

The Kitt Vision

Back at EF Hutton, Kitt’s experience learning the ropes was a bit different than that of students today. When he heard about a new stock, he would go to the library section at Hutton to do his research using the S&P and Value Line sheets, which were inevitably weeks or even months old. His perseverance paid off. The firm offered him his first job out of college as a stockbroker when he graduated in the spring of 1978. Barry promptly decided to move to Chicago where he spent the summer working on the Chicago Board Options Exchange (CBOE). His goal was to learn about stock options over the summer so that he could return to EF Hutton in the fall as an options specialist among the stockbrokers there. However, after having the opportunity to work over the summer at the CBOE, Kitt recognized that a bigger opportunity existed there and then spent the next seven years as a market-maker (trader) on the floor of the CBOE. Along the way, he also started a few businesses and sold one to a company in Dallas. That brought the Kitt family to Texas, where he eventually started a hedge fund,

“SMU built a wonderful center, and they have continued to make it a valuable tool for students who will be future leaders in the business world.”

— Barry Kitt



Beth & Barry Kitt



Barry Kitt teaches a combined class of undergraduate and graduate students as a guest lecturer on Nov. 11 in the trading center he and his family helped create.

The Pinnacle Fund LP, in 1994 and later started another fund, The Pinnacle China Fund LP.

By the time leaders at SMU told him about the concept for a trading and investment center, he had one son studying at Cox and another who had already graduated. Deciding to support the idea of an investment and trading center was a natural step for the Kitt family.

“The concept of an investment and trading center seemed like the perfect fit considering my 17 years as a hedge fund manager and more than seven years as a trader on the floor of the CBOE,” Kitt says. “Former Cox Dean Al Niemi shared his concept for the investment and trading center, and he took me down to the old computer lab where he wanted the investment center to be located. We had a brief discussion about the vision for the investment center. It was obvious that this was great for SMU Cox and a perfect way to give back to SMU, where our two sons had such a great experience.”

At the time, very few similar trading centers were in existence at other universities across the country. The goal was to make the Kitt Center the country’s best business school investment center by first observing existing programs at other universities and then building a center at Cox to create a program that made SMU Cox stand out from the pack.

A Showpiece for the School

Though he had the vision from the outset, even Kitt is a little surprised at the real impact the center has had in the 10 years since it opened. “I have probably received over 100 communications from students telling me that one of the reasons that they chose SMU was because they saw the Kitt Center when they first toured the campus and they wanted access to the center and the classes being taught there. SMU built a wonderful center, and they have continued to

make it a valuable tool for students who will be future leaders in the business world.”

Shelly, faculty lead for the Kitt Center, says the center has made a substantial impact on prospective students scoping out the University. “I think it’s really helped us in recruiting students,” he says. “We are grateful for the opportunities the Kitt Center has created for our finance students and for the School itself.”

It’s not only a showpiece for the Cox school, as Shelly puts it, but it’s also a place where students can learn how to use Bloomberg, FactSet, S&P Capital IQ, Morningstar and other platforms that prepare them for what’s next. According to feedback from alumni and their employers, it’s been doing an excellent job.

“When the employer calls up and says, ‘Your students are better prepared, and I can give them assignments sooner than I can give other people,’ that’s the barometer of how well we’re doing,” Shelly says. “They can just hit the ground running, so that becomes more and more important and gives our students the ability to differentiate themselves early on.”

Preparing for a Second Decade

The Kitt Center is looking forward to a significant expansion as it enters its second decade of preparing students for a future in investing and trading. The new center will be a larger space — holding 60 students instead of 37 in the current space — with tiered seating for better visibility and the capacity for more classes, more guest speakers and more room for students to learn and grow. Beth and Barry Kitt have committed \$1 million to make these enhancements possible.

“Kitt Center 2.0 is only going to be better and bigger,” says Cox Professor of Finance William Maxwell and Mary Jo Vaughn Rauscher Chair in Financial Investments, who also serves as academic director of The EnCap Investments & LCM Group Alternative Asset Management Center and academic director of The Don Jackson Center for Financial Studies. “The use of the center has exploded, and the new iteration will allow us to open up the opportunity to even more students. The newest Kitt iteration puts us at the forefront of business education, which is the fundamental goal of the institution.”

The need for students to push themselves to the forefront is something Shelly, Maxwell and Kitt all emphasize. The center’s namesake understands how important it is to go above and beyond to achieve one’s goals.

“When Barry Kitt first came to speak to my students 10 years ago, what impressed me most was his passion,” Shelly says. “His enthusiasm about investing and capital markets and his message of never settling for the easy answer resonates with students. The other key message he conveys to the class is that you must continuously improve yourself and always look for the next good idea or opportunity. It’s so important for young people to be inspired by someone who has done this for a long time and who is so passionate about it and still has that passion.”

Looking ahead to the next 10 years and beyond, Maxwell predicts that “the Kitt Center will become even more valuable over time as the financial world becomes only more complex and interconnected.”



SMU and the Cox School Remember Cary Maguire, Sr.

The energy industry leader was committed to the success of Cox students and the Dallas business community.

SMU mourns the loss of Cary M. Maguire, Sr., trustee emeritus and former SMU Board of Trustees member, who passed away on Tuesday, Aug. 10, at the age of 93. Maguire, a long-standing leader in the community, was among SMU's most active and generous donors, as well as a dedicated and innovative leader in the energy industry.

"Cary was a vibrant, pioneering member of the Mustang community," SMU President R. Gerald Turner says. "His commitment to the growth of the University's programs, the development of its students and the brightness of its potential laid the groundwork for its future success. Our University was made a better and more enriching learning and research environment because of Cary, and we feel his loss profoundly."

Maguire was a longtime member of the Cox Executive Board and the Maguire Energy Institute Board.

"In addition to his years of support for SMU, Mr. Maguire's generosity helped lead the Cox School to its current prominence as a globally competitive business school," says Matthew B. Myers, dean of the Cox School. "His gifts helped shape the School in many ways. Because he was an iconic oil industry entrepreneur, the Maguire Energy Institute honored him with its prestigious Pioneer Award two years ago. Cary Maguire helped guide the trajectory of the Cox School and the career success of countless SMU Cox graduates. We are grateful for his contributions and saddened by his passing."

Maguire became a part of the Mustang community through his late wife, Ann Thompson Maguire, '52, a Dedman College of Humanities and Sciences alumna. His service to the University included 24 years on the SMU Board of Trustees, as well as his being a member of the Executive Committee for the Campaign for SMU and co-chair of the Cox School Campaign Committee. Over the years, he chaired several University boards and committees, including the Cox School of Business Executive Board, the Maguire Energy Institute Advisory Board, the Maguire Center for Ethics and Public Responsibility Advisory Board and the investment and audit committees. He sat on the President's Leadership Council and held directorships in the Foundation for Business Administration and the John Goodwin Tower Center in Dedman College.

"The Maguire Ethics Center would not exist without the foresight and leadership of Cary Maguire," says Rita Kirk, William F. May Endowed Director of the Maguire Center for Ethics and Public Responsibility. "His dedication to ethics education and community outreach is felt in everything we do here at the center. His loss is immeasurable, but his vision will be continued through the lives we change and the students we educate."

Maguire's gifts to the University were as numerous as his active roles in its development. Maguire was a key donor to and supporter of the Cox School of Business, establishing the school's Maguire Energy Institute in 1974, which has been at the forefront of energy education and research for nearly 50 years. In 1995, he gifted \$2 million to establish the Cary M. Maguire Center for Ethics and Public Responsibility, which offers University-wide ethics-related education and activities to students and faculty. Later, Maguire endowed the center's directorship, naming it for the center's founding director William F. May. Other contributions to the University include the Maguire Chair in Oil and Gas Management and the Cox School's Maguire Building, which houses undergraduate programs.

In 1995, Maguire and his late wife, Ann, were named recipients of the Mustang Award for extraordinary philanthropy to the University. Maguire was honored by the Maguire Center



SMU President R. Gerald Turner with Maguire at the 2019 J. Erik Jonsson Ethics Award Luncheon. Proceeds from the annual event benefit SMU's Cary M. Maguire Center for Ethics and Public Responsibility.



(Left) Pioneers in oil and gas education and advocacy, the Cox School's Maguire Energy Institute presented founder Maguire and his longtime friend and fellow SMU supporter Dr. Bobby B. Lyle (at right), with the prestigious Pioneer Award in 2019. (Right) Maguire established the Maguire Oil & Gas Institute, now the Maguire Energy Institute, at SMU Cox in 1974.



for Ethics and Public Responsibility in 2021 with its J. Erik Jonsson Ethics Award, given to individuals who epitomize the spirit of moral leadership and public virtue.

"Cary was a devoted friend to the University on every level, and his commitment to ethics and integrity ran deep," says longtime friend Bobby B. Lyle, SMU trustee and vice chairman of the Maguire Ethics Center and Maguire Energy Institute Advisory Board. "We are fortunate that he shared his passion, leadership and his gifts with SMU, where our students will carry his legacy forward."

Maguire served as chair and president of Maguire Oil Company and Maguire

Energy Company and chair of Components Corporation of America and Staco Energy in California. His passion for the energy industry and ethical business practices led him to serve on various national committees and councils and to fund various causes, including the Maguire Chair in Ethics and American History in the Library of Congress. A national leader and well-respected businessman, Maguire will long be remembered on the Hilltop for his generosity, his dedication and his outstanding service.

A memorial service was held in his honor Aug. 16 at Saint Michael and All Angels Church in Dallas.

Ulrike Schultze Examines Technology's Impact on People and Organizations

In her research, the SMU Cox information technology and operations management professor focuses on how to make digital transformation more effective in organizations.

By Robert Ito



How is technology changing who we are and how we interact with each other as more and more of our waking hours are spent on social media? Who are we becoming — as individuals and as members of society — the more we engage in technology-mediated spaces that are increasingly populated by robots and AI? These are the kinds of questions that have fascinated Ulrike Schultze, a professor in information technology and operations management (ITOM) at SMU Cox, for years.

This summer, Schultze was made full professor at the Cox School. The promotion, says Schultze, will allow her to work on more ambitious projects than ever before. "It provides me a platform that allows me to think much bigger than I've allowed myself to think in my career," she says.

A Different Approach to Technology

Schultze came to Cox in 1997, after receiving her PhD in management from Case Western Reserve University; in 2004, she was awarded

tenure. Over the years, her research has been published in leading information systems journals such as *Information Systems Research*, *Management Information Systems Quarterly* and *Information and Organization* — and she is currently serving as a senior editor at *Journal of the Association of Information Systems*.

The Dallas area, with its enormous range and diversity of business organizations, has been the perfect home for Schultze, whose research is directly related to how technology impacts people and groups. She has looked at everything from the ways in which virtual reality environments can be used as legitimate communication media in workplaces to the ethics of online human subject research. Working alongside colleagues in both academia and the corporate world, Schultze is moving beyond the traditional questions about technology — How do we build it? How do we design it to fulfill certain objectives? — to envision the various effects it has when, as she describes it, the technology is put into the wild. "We frequently talk about the unintended

consequences, if not outright failure, of technology implementation," she says. "It's that aspect that I try to understand."

To that end, Schultze must stay at the cutting edge of technologies such as blockchain and VR and the latest incarnations of social media platforms. She is currently looking at the different ways that AI and "algorithmic phenomena" are impacting and will continue to impact all of our lives in the coming years; in a forthcoming research study, she examines the ethics of using AI in hiring. "That's something that, of course, could really impact my students," she says.

Digital Transformation and Its Effects

Schultze has several other research projects in the works, some of which will be done in collaboration with doctoral students from other countries. In the coming years, she hopes to continue to focus on who we're becoming in the face of increasing digital transformation and how to make digital transformation more effective in organizations.

She also plans to keep up her research on the burgeoning world of social media and its effects on society — even if, as she confesses, she's not on social media all that much herself. "I don't have the time, to be quite honest," she laughs. "I'd like to understand people who thrive in this environment. I'd like to understand the logic. But I don't feel that I need to become a part of it. I think that's the difference in ethnographic work. You sort of have a choice in terms of how involved you get."

Marcus Butts Analyzes Workplace Communications and Work-Life Balance

The SMU Cox associate professor of management and organizations, with three psychology degrees, researches topics including workday social media usage and inter-team dynamics.

By Trace Miller

When it comes to business school professors, Marcus Butts is unique. The SMU Cox chair of the Management and Organizations Department has three degrees in psychology. “There aren’t a whole lot of psychologists in business school,” he says.

Butts brings a unique perspective to the classroom, blending his academic and research interests in leadership dynamics and work-life issues with his experience in the business world.

Between his bachelor’s degree at Texas A&M and master’s and doctorate degrees at the University of Georgia, Butts worked in human resources, consulting with companies about telework, paid leave and on-campus childcare centers. When he went to grad school to study organizational psychology, he maintained his interests in employer-employee relations and work-life balance, even as he shifted from a consultant’s role helping companies to an academic’s role of studying and researching the work-life intersection, which he continues to do.

Using Workplace Experience as Data

Now, Butts pursues his interests in both the classroom and his research. An associate professor of management and organizations and a Marilyn and Leo Corrigan Endowed Research Professor at Cox, he’s currently conducting studies on social media usage during the workday and on gossip in the workplace.

In his research, Butts has found that workday social media usage can unite employees with their colleagues, but it can also offer a break from work. On the one hand, it fosters engagement; on the other, it offers escape. Workplace gossip functions much the same to unite coworkers — but it also causes guilt in the gossiper, who spends the rest of the day doing extra work to repair their relationship with their boss.

To conduct many of his studies, Butts uses a unique lens called experience sampling. “Often throughout our day we have moments, and those moments are experiences,” Butts says. “I try to tap into those experiences on Monday, Tuesday, Wednesday, Thursday, Friday, so on and so forth. Then I look at how those experiences differ across those days within a person.”

For example, a few years ago, Butts studied after-work electronic communications. He wanted to understand how employees handle emails from the workplace when the workday is over. Tracking 150 people across 10 days, he calculated deviations from the mean for each person’s response to after-work communications.

“Let’s say on Mondays, when the email was really anger-oriented, I then, in response, get agitated,” Butts says. “Well then on Tuesday, when it’s less anger-oriented, my emotions are happier. So we can track those across days. We’re looking at deviations above and below the average score across those days — or within person dynamic changes.”

Butts and his colleagues then aggregated the data to look at not only the individuals, but also different demographics, including industry and gender. They found that the more negative an after-work electronic communication and the more involved its demands, the more negatively people reacted. They also found that segmentors — people who view work and life as separate spheres — react more negatively than integrators, who view their work and life as one sphere. Although the common wisdom is to separate life at work from life after work, Butts’ study shows that it might pay off to view your life as a single, whole entity.

Helping Organizations Benefit Employees

When he’s not conducting workplace communication research, Butts teaches classes

on team leadership in organizations and on people analytics. In the latter, he teaches much of what he learned working in HR. In the former, he covers everything from inter-team dynamics to organizational leadership, drawing on his research of work-life balance as well as on topics such as destructive leadership practices. His goal is to capture how companies can function best and implement best practices.

“We find that it’s that type of common-sense or logical insights that are more likely to be applied in organizations,” Butts says regarding his research and its results. “So instead of having really convoluted, complex, ivory tower, academic kinds of questions — that would never be acted upon in an organization — it’s these little moments that impact the employee’s life. If you can show that to a team of executives, I have found that the company is more likely to try to create new practices or new management styles that then mimic those results to benefit the employees.”





The campus community marked the campaign launch with an outdoor ceremony and picnic on the Main Quad.

SMU Launches \$1.5 Billion Campaign

SMU Ignited: Boldly Shaping Tomorrow, the University's third comprehensive fundraising campaign, aims to provide more need- and merit-based scholarships to students, boost the University's research classification and increase partnerships with corporations and nonprofits.

Delivering on the promise of partnership with the city it calls home, SMU launched a \$1.5 billion fundraising campaign in September focused on the opportunities created through scholarships, meaningful research and teaching and community. With the support of its donors, the exemplary private University intends to reimagine the role of education and SMU itself in an era of rapid change.

SMU Ignited: Boldly Shaping Tomorrow is the University's third comprehensive fundraising campaign, all of which launched under the leadership of President R. Gerald Turner, who joined the University in 1995. Aiming for the largest fundraising target ever set by a private college in Texas, SMU Ignited is positioned to accomplish three major objectives:

- Transform the lives of high-achieving students by enabling them to come to SMU regardless of means. The University will offer more need- and merit-based scholarships, including meeting full financial need for high-performing Pell Grant-eligible students from North Texas and providing a financial safety net for students who can be derailed by sudden financial crises. **\$450M+ goal**
- Enrich teaching and research by investing in faculty pursuits that have substantial societal impact. The University's plan to reach the highest level of research capability recognized by the Carnegie Classification system will also support excellent teaching, corporate and industrial partnerships and Dallas' emergence as a technology hub. **\$600M+ goal**
- Enhance the campus and community by increasing partnerships with corporations and nonprofits, such as the West Dallas STEM

School and Dedman School of Law legal clinics for those who cannot afford representation. The University will also bring more people together on campus for diverse programming and to boost Division I athletic teams, investing in facilities, programs, student-athlete success and community outreach programs. **\$450M+ goal**

“This moment is built on more than 100 years of excellence, our vision for the future and our partnerships with Dallas and the communities around us,” Turner says. “We are heartened by the opportunity to make an SMU education accessible for more excellent students from every background, and we’re energized by the opportunity to extend our impact, particularly through research, across North Texas and around the world. Quite simply, this effort is about strengthening our ability to do good in the world.”

The University kicked off the public phase of the campaign Friday, Sept. 17, gathering guests, students, faculty and staff on the Main Quad in front of iconic Dallas Hall to celebrate the investment in the future of SMU and the North Texas region it serves. The festive announcement was followed by an all-University picnic, accompanied by the SMU Mustang Band and cheer squads.

Tens of thousands of donors have established strong momentum during the planning phase of the SMU Ignited campaign

by committing more than \$654 million to date. That amount already exceeds the \$542 million raised during the entire life of SMU’s first campaign, A Time to Lead, which ran from 1997–2002. The University raised \$1.15 billion in its second campaign, SMU Unbridled: The Second Century Campaign, which ran from 2008–2015 and broke all records for fundraising among Texas private universities. SMU Unbridled provided for 689 endowed scholarships, 54 new endowed faculty positions and significant funding for 24 major new facilities or renovations.

As a private university not eligible for most state and federal education funding, SMU is tuition-dependent for most operational costs. The generosity of donors is vital for SMU to continue its upward trajectory through new programs and facilities, endowed faculty and scholarships. Find out more information about the campaign at smu.edu/ignited.

The gifts and commitments that have accrued during the planning phase of the SMU Ignited campaign signal extraordinary confidence in the University’s future and its ability to serve the surrounding community, including:

- \$100 million from the Moody Foundation — the largest gift in SMU history — to create the Moody School of Graduate and Advanced Studies.
- \$50 million — the largest contribution in SMU history from an alumni family — from Carolyn and David B. Miller, BBA ’72, MBA ’73,



A nighttime light and sound show during Homecoming Weekend put a new light on Dallas Hall. Images of wild mustangs galloped across the Main Quad to celebrate SMU Ignited: Boldly Shaping Tomorrow.

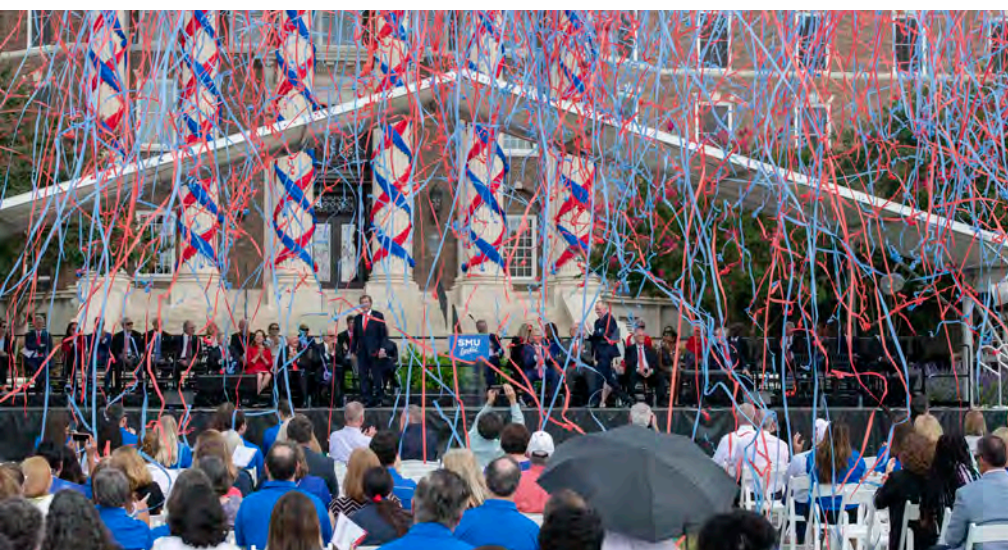
to support Cox School of Business students and faculty.

- More than 90 individual contributions of \$1 million or more.

Gerald J. Ford, convening co-chair of the campaign, has been an SMU trustee since 1992, witnessing firsthand the transformation of SMU into a nationally recognized institution that boasts outstanding teaching and research faculty. His family provided the lead gift for the campus’ newly opened research hub, the Gerald J. Ford Hall for Research and Innovation.

Global in scope, the campaign already has kickoffs scheduled for Houston and Atlanta and ones planned for New York, Los Angeles and other regions with high concentrations of alumni and current students. SMU alumni are invaluable supporters, contributing 62% of donations to the successful SMU Unbridled campaign and just over half of donations to the earlier Time to Lead campaign.

In addition to Ford and SMU Board of Trustees Chair Robert H. Dedman, Jr., ’80, ’84, campaign co-chairs include trustees Michael M. Boone, ’63, ’67; Kelly Hoglund Compton, ’79; Ray L. Hunt, ’65; David B. Miller, ’72, ’73; Caren H. Prothro; and Carl Sewell, ’66. Ford, Hunt, Prothro and Sewell have been partners with Turner in SMU fundraising since the University’s first campaign launched in 1997. Find out more about campaign leadership and the 100-volunteer SMU Ignited organization at smu.edu/ignited.



Confetti rained down on the platform party to kick off the SMU Ignited: Boldly Shaping Tomorrow campaign for impact.

As higher education continues to be a major factor in economic mobility, the ability of SMU to offer more aid to students in the North Texas region based on financial need can create positive economic ripples in their communities and in the region as a whole.

“SMU’s economic impact on the Dallas economy is already \$7 billion a year,” says Dale Petroskey, president and CEO of the Dallas Regional Chamber of Commerce. “This new campaign will allow SMU to add even more to improve our community, and by providing more scholarships, will give many more educational opportunities for local students who otherwise would not be able to attend SMU. It’s exciting to see SMU’s continuing commitment to invest to fuel both the human capital and the economic engine of Dallas.”

The pledge to raise \$450 million for underserved students includes plans to provide academic and social support — including for those whose parents did not attend college — to ensure successful graduation and retention rates. The additional scholarship support is also expected to contribute to campus diversity.

While SMU has long been an exemplary teaching institution, the University’s growing research portfolio is drawing international recognition and creates new opportunities for partnerships in and around Dallas. Building the University’s capability to hire star-quality research faculty and provide them with the resources they require, including post-doctoral staff, is a major component of this new campaign. The gift creating the Moody School of Graduate and Advanced Studies in November 2019 was a signature investment in both graduate education and research.

“Research is essential to SMU’s ability to make an impact through technology,” says Rich Templeton, chairman, president and CEO of Texas Instruments and an SMU trustee. “Building a strong future for our community requires comprehensive education and robust research opportunities. Providing greater access for students and better support for PhD research makes an impact that goes far beyond the SMU campus.”

SMU has a 10-year plan to achieve inclusion in the most prestigious research category available to American universities — the Carnegie Commission on Higher Education’s R1 classification, which is awarded to those universities with the highest levels of research. The framework created by the Carnegie Commission measures research activity by a variety of factors, including research expenditures, number of research doctorates awarded and number of research-focused faculty members. The classification is based entirely on publicly available data and not on qualitative peer or expert assessments. SMU currently holds the Carnegie Commission’s R2 status for high research activity, having advanced past 55 other universities since 2005 on the road to R1 status.

Igniting the Future of Business Education

SMU’s new \$1.5 billion campaign, SMU Ignited: Boldly Shaping Tomorrow, will help renovate and expand the Cox School’s buildings and endow MBA scholarships to **empower tomorrow’s business leaders.**

As part of SMU Ignited: Boldly Shaping Tomorrow — the University’s new \$1.5 billion campaign for impact — the Cox School of Business has announced two bold initiatives that will propel us into our next era of innovation: an extensive renovation and expansion project for the Cox School’s buildings and a drive to endow MBA scholarships, empowering the next generation of business leaders to meet grand challenges with meaningful solutions.

“For more than a century, the Cox School has inspired great ideas and shaped world-changers,” says SMU President R. Gerald Turner. “This next chapter in the School’s history promises to build on Cox’s tradition of excellence by providing even more opportunities for discovery, collaboration and research. I am excited to see what the Cox School, fueled by SMU Ignited, will accomplish.”

Already, donors have committed more than \$100 million to shape the leadership pipeline and create a culture at Cox where faculty and students are encouraged to spend their days on campus collaborating and blazing new trails in business.

“The Cox School continues to grow in reputation and ability to transform the business landscape,” says Tucker Bridwell, ’73, ’74, president of the Mansefeldt Investment Corporation and the Dian Graves Owen Foundation and chair of the Cox School Campaign Steering Committee. “Empowered by world-class facilities and expanded scholarships, the future of the Cox School’s impact is boundless.”

Building a Brighter Tomorrow

To compete at the highest level not only requires high-caliber faculty and students but also the right facilities to foster educational excellence and collaboration. With a planned two-year renovation and expansion of its current facilities, the Cox School of Business will further its goals and scope, sparking new developments and taking on new challenges to place it prominently and competitively on the world stage.

“Our newly revamped buildings, classrooms and meeting spaces will spark bold thinking, groundbreaking research and service the needs of tomorrow’s entrepreneurs.”

— Cox School Dean Matthew B. Myers

Spurred by a landmark gift of \$50 million in October 2019 — the largest single gift from an alumnus in SMU’s history — from David B. Miller, ’72, ’73, co-founder and managing partner of EnCap Investments, the Cox School began plans for its bold renovation and expansion project. Donors have answered the call, contributing more than \$90 million to date. By April 2022, SMU seeks to raise the final \$30 million needed to break ground on the project and create new and improved facilities, which will provide the environment needed to train students for a growing synergistic and technologically integrated business landscape.

“Our newly revamped buildings, classrooms and meeting spaces will spark bold thinking, groundbreaking research and service the needs of tomorrow’s entrepreneurs,” says Cox School Dean Matthew B. Myers, Tolleson Chair of Business Leadership and David B. Miller Endowed Professor in Business. “I’m grateful to our generous supporters for building on our longstanding tradition of adapting to meet the changing needs of the industry.” (Read more about Dean Myers’ and David Miller’s vision for the Cox renovation and expansion project starting on page 40, with conceptual renderings through page 55.)

The Business of Changing the World

The Cox School’s \$30 million drive to endow MBA scholarships is also well underway. Since its founding, Cox has attracted top business minds from across the country and around the world — students, faculty and alumni whose enterprising spirits influence the way the world

does business. Scholarship support advances the worldwide recognition of the excellence of our undergraduate and graduate programs. Our students are bold, inventive and confident — ready to drive solutions the world needs now — and the business community is taking note.

In the newly released Bloomberg Businessweek Best B-Schools 2021–22 ranking, a well-respected indicator of the top MBA programs nationally, SMU Cox ranked 31, moving up 11 points from 42 in the ranking two years prior. This classification is based on input from employers and recruiters; the graduating class of ’21; alumni from the classes of ’13, ’14 and ’15; and data submitted by the Cox School on compensation, learning and entrepreneurship. This tremendous jump shows how meaningful a Cox MBA is to the business community. MBA scholarships enable more students to benefit from the highly regarded education Cox graduate programs offer. (Read more about the Bloomberg Businessweek ranking on page 7 of Program News.)

Generous supporters Carolyn and David Miller and the late Edwin L. Cox, ’42, have already put SMU halfway to our goal of \$30 million, with \$15 million to shape the leadership pipeline and empower the next generation of entrepreneurs. Miller allocated \$10 million of his historic \$50 million donation to join Ed Cox in the MBA scholarship challenge.

Miller earned his undergraduate degree on a basketball scholarship and his MBA in finance on a teaching fellowship. He understands the power scholarships can have on one’s path. “SMU has been tremendously important in my own life and that of my family,” Miller says. “This gift is an investment in its future. We are excited to support Cox’s forward-focused vision for advancing business education and developing talented business leaders.”

The Millers’ gift supporting MBA scholarships was inspired by the late Edwin L. Cox, the namesake for the Cox School of Business. As a native of Mena, Arkansas, Cox completed his first two years of undergraduate study at SMU in the late 1930s. He went on to earn IA and MBA degrees from Harvard Business School, after which Cox pursued a career in oil and gas exploration and production before founding



Dean Matt Myers and Cox School Campaign Steering Committee Chair Tucker Bridwell announce the new building is “a go” at the Cox Executive Board meeting on October 15.

the Edwin L. Cox Company, for which he served as CEO.

“Throughout his life, one of my father’s greatest passions was helping the next generation of business leaders discover new projects and reinvigorate the business landscape,” says Berry R. Cox, chairman of Cox Partners Inc. “My father’s posthumous gift to endow MBA scholarships will transform lives and propel innovation in ways we can’t yet imagine.”

To get involved or learn more about how to invest in the Cox School priorities, contact Ashley Pitts, director of development in the Cox School of Business, at apitts@mail.smu.edu or 214-768-4988.

EXPECTED IMPACT

- Provides welcoming, technologically advanced spaces to fuel innovation and contribute to the 9-to-9 culture at Cox, where faculty and students are encouraged to spend their days on campus collaborating and making connections.
- Encourages collaborations to help faculty, students and partners tackle grand challenges.
- Empowers top-tier students to come to the Hilltop and carry SMU’s enterprising spirit into the world.

Connecting the Next Generation

Katy A. and Kyle D. Miller, BBA '01, commit \$5 million to Cox School of Business expansion and renovation

A \$5 million gift from Katy A. and Kyle D. Miller, BBA '01, to SMU's Edwin L. Cox School of Business will create a place that will kindle productive partnerships and cultivate meaningful connections to fuel the success of the Cox community. The Millers' generous commitment will establish the Katy and Kyle Miller Courtyard, part of the future Cox School renovation and expansion project, which will provide faculty, staff, students and visitors with an open, welcoming environment to exchange ideas, form lifelong friendships and build business associations.

"Kyle embodies all that is great about SMU and the Cox School in particular; his entrepreneurial spirit, ability to tackle grand challenges with grace and determination and his inclusive approach impress everyone he meets," says SMU President R. Gerald Turner. "SMU is deeply grateful to Katy and Kyle for leading by example and for their

"The Cox School gave me the skills I needed to succeed in my career, and Katy and I are excited to pay that gift forward and empower future entrepreneurs and business leaders."

— Kyle Miller, BBA '01, founder, president and CEO of Silver Hill Energy Partners, LP



Katy A. and Kyle D. Miller, BBA '01

ongoing commitment to helping the next generation of business leaders succeed."

The new Katy and Kyle Miller Courtyard, an oasis along Bishop Boulevard, will be a place for students, faculty, staff, visitors and corporate partners to gather for lunch, study sessions, discussions and formal events. Enhanced landscaping and seating areas highlight the surrounding historic façades and provide shaded sanctuary. The space features four building entries and a stunning view into the new Commons to the east.

"We felt it was a privilege to give back to a place that has given us so much," says Kyle Miller, founder, president and CEO of Silver Hill Energy Partners. "The Cox School gave me the skills I needed to succeed in my career, and Katy and I are excited to pay that gift forward and empower future entrepreneurs and business leaders. We can't wait to see what future Fortune 500 companies get their start over coffee in the courtyard."

The Katy and Kyle Miller Courtyard is part of the Cox renovation and expansion project that will equip the Cox School to meet the needs of an ever-changing business landscape. The new Cox facilities will foster educational excellence and collaboration. Through the renovation and expansion project, Cox will further its goals and scope, sparking new developments and taking on new challenges to place it prominently and competitively on the world stage to shape the leadership pipeline and create a culture at Cox, where faculty and students are encouraged to spend their days on campus collaborating and tackling grand challenges.



Kyle Miller and his wife, Katy, accept a gift of thanks from (left to right) SMU Board of Trustees Chair Robert H. Dedman, Jr., SMU President R. Gerald Turner and Cox School Dean Matthew B. Myers during the Cox School's Executive Board dinner.

"The Miller family has been integral to the growth of the Cox School. We are very proud to count Kyle and his father, David Miller, '72, MBA '73, among our illustrious alumni," says Cox School Dean Matthew B. Myers, Tolleson Chair in Business Leadership and David B. Miller Endowed Professor in Business. "We are grateful to Kyle and Katy for their continued commitment to helping our community forge new connections and generate new ideas."

Kyle Miller currently serves as president and CEO of Silver Hill Energy Holdings, LLC, and Silver Hill Partners, LP, oil and gas investment and operating partnerships based in Dallas. He founded the Silver Hill franchise in 2011 and, throughout the past decade, led Silver Hill I and II through the successful acquisition, development and disposition of multiple large-scale oil and gas assets. In addition to his leadership roles, Miller also created, managed and sold several midstream and minerals joint ventures that supported the company's core operating businesses.

Prior to Silver Hill, Miller was a principal and senior vice president of Energy Trust Partners in Dallas, where he led the firm's business development efforts and assisted in the management and oversight of the firm's upstream private equity funds. Before Energy Trust, Miller was a vice president at Energy Spectrum Advisors in Dallas, and he began his career with Wells Fargo Bank and Wells Fargo Energy Advisors in Houston, Texas.

Miller received a BBA degree in finance from SMU in 2001. He is a recipient of the Outstanding Young Alumnus award from the Edwin L. Cox School of Business. He is also an active volunteer and currently

serves on the Cox School of Business Executive Board, as well as the boards of Goodwill Industries of Dallas and the Children's Medical Center Foundation.

Katy A. Miller was born and raised in St. Louis, Missouri. She is a graduate of Vanderbilt University, where she currently serves on the Board of Advisors for the College of Arts and Science. Katy Miller is an active community volunteer in Dallas and also serves on the Children's Medical Center Foundation Board of Directors and Executive Committee and the Senior Source Board of Directors and is an active volunteer with Goodwill Industries of Dallas. She formerly worked at Bank of Texas prior to the birth of her three children, currently ages 10, 8 and 5.

"Kyle and Katy's passion for SMU and dedication to the Cox School have inspired other young philanthropic Mustangs to give back to the University," says Brad E. Cheves, SMU vice president for development and external affairs. "We are grateful to Kyle and Katy for this wonderful new place that promises to enrich the lives of our students and faculty."

This gift is part of SMU's multiyear, \$1.5 billion campaign, SMU Ignited: Boldly Shaping Tomorrow. As a premier private university, SMU exists to shape future leaders who transform communities and organizations through ingenuity and thoughtful problem-solving. Building on our history of excellence, we launched SMU Ignited to attract and support outstanding students and faculty, to explore new fields and cutting-edge technologies, and to positively impact Dallas and the world beyond.

Kim and Bill Shaddock, MBA '74, Commit \$6 Million to SMU Cox for Shaddock Hall

Their gift will help create a space that will **inspire educational excellence, collaboration and learning.**



At the gift announcement in the Cox School's Ernst & Young Gallery on Oct. 1, Bill Shaddock said he hopes current and future students will continue to "pay it forward." (Left to right) Kim Shaddock, SMU President R. Gerald Turner, Bill Shaddock (at podium), SMU Board of Trustees Chair Robert H. Dedman, Jr., Cox School Dean Matthew B. Myers and SMU Vice President of Development & External Affairs Brad Cheves.

A gift from Kim and William (Bill) Shaddock, MBA '74, will establish Shaddock Hall as part of the building renovation project of the Cox School of Business. The \$6 million contribution will foster educational excellence through dedicated spaces for learning, research and collaboration.

"Through this gift, Bill Shaddock and his family are helping to nurture business education and an enterprising spirit in future generations of SMU and Cox School students," says SMU President R. Gerald Turner. "Additions like Shaddock Hall will help the Cox School of Business grow in prominence and national rankings."

Kim and William C. Shaddock Hall will promote strong partnerships and industry research to meet the needs of an ever-evolving business landscape. Providing students with unique learning and networking opportunities, Shaddock Hall will strengthen the Cox School's position as a leading institution for business education and leadership in North Texas.

"SMU was a bright and illustrious beacon in my life," says Bill Shaddock, a leading figure in the North Texas business community. "It gave me the entrepreneurial education I needed, as well as the confidence to drive myself toward a very successful career. It feels only right that I provide a tangible gift of appreciation for what SMU and the Cox School of Business have done for me, my family and the success of my business. I hope that this gift will help propel current and future students toward their own success, and that they, too, will pay it forward."

Shaddock Hall will include dynamic spaces with a dedicated business library reading room and expansive classrooms, which will ensure that students are equipped with the knowledge and resources necessary to reach their goals. The hall will also be home to the dean's boardroom, a premier conference room with seating for 20, overlooking the central hub of the Cox School. Shaddock Hall will house offices for support services including marketing, communications and academic affairs.

"This gift illustrates the quality and bold initiative of SMU's alumni," says Cox School Dean Matthew B. Myers. "As the Cox School

continues to expand its reach beyond SMU's campus, partnerships with our local business community are critical, and we are excited to join Bill in this new endeavor."

Located at the heart of SMU's campus, Shaddock Hall will support the future growth and success of SMU Cox and the work of its faculty and students within the school and across campus. Shaddock Hall will strengthen the school's ability to attract external partners and outstanding new faculty and students.

"We are incredibly grateful to Bill Shaddock and his family for their tremendous commitment to the Cox School building renovation project," says Brad E. Cheves, SMU vice president for development and external affairs. "Our donors are the backbone of our campus and our mission, empowering academic, personal and professional growth on the Hilltop."

A proud SMU alumnus, Bill Shaddock, MBA '74, is owner and CEO of the Bill Shaddock Family of Companies. Shaddock earned his MBA in real estate at SMU and went on to earn a JD from Baylor Law School before joining the law firm of Turner, Hitchins, Webb, McInerney, Hartnett & Strother in 1977. Bill Shaddock left the practice of law in 1983 to join his brother, Peter, in the real estate development business. Since that time, Shaddock Development Company has become one of the most prolific real estate businesses in North Texas. Bill Shaddock is still a partner in Shaddock Development Company with his brother Peter and sons, William and Andrew.

Bill Shaddock is also owner and CEO of Capital Title of Texas, the largest independent title company in the United States, and Shaddock National Title Holdings, a collection of leading title companies across the U.S. He is owner of and chairman of the board for First National Title Insurance Company — the ninth largest title underwriter in the United States — and Willow Bend Mortgage Company. Aside from his generous commitments to SMU, Bill Shaddock's many professional and personal accomplishments include business and humanitarian awards for both his business acumen and selfless work in the Dallas community and at his alma maters.

Kim McDonald Shaddock graduated from Baylor University in 1976 and has a



William (Bill) Shaddock, MBA '74, with his wife, Kim Shaddock.

master's degree from the University of Texas at Dallas. Using her university education in social work and sociology, she proudly served the children of Dallas as a special education teacher in the Dallas Independent School District for many years. A founding member of the Kim and Bill Shaddock Family Foundation and of Star Children's Charity, Kim Shaddock was also an active member of both the National Charity League and National Service League.

The Shaddocks' relationship with SMU is strengthened by their sons, William and Andrew, and daughter, Caroline. All three of the Shaddocks' children and their two daughters-in-law have attended and graduated from SMU. The couple's contribution to the Cox School of Business honors and magnifies the family's legacy at SMU by supporting a future of excellence at the Cox School and in its students.



Dean Matt Myers and Peyton Dekker, MBA '22, president of Cox Veterans in Business, unveil the prototype for the new plaque honoring the men and women who served in the U.S. Armed Forces during the global war on terrorism.

Veterans Day: New Plaque Will be Part of Veterans Garden

To commemorate Veterans Day on Nov. 11, the U.S. Military Veterans of SMU and the Cox School's Veterans in Business Club honored fellow SMU students, alumni, faculty and staff who served in the global war on terrorism. In a special ceremony, Cox Veterans in Business President Peyton Dekker, MBA '22, and Cox Dean Matt Myers, faculty adviser to SMU Military Veterans, unveiled the prototype for a specially commissioned plaque dedicated to veterans of the war on terrorism. Once complete, the plaque will have a place of honor in the Rock Garden, between the Cox School and the Hughes-Trigg Student Center, which will now be known as the SMU Veterans' Garden.

The plaque was made possible through the sponsorship of 7-Eleven and company President and CEO Joe DePinto, who is also a military veteran. Cox Professor of Practice Jason Galui, a former Army lieutenant colonel, was keynote speaker.

SMU Cox MBA Programs Fully Covered by Yellow Ribbon Program

U.S. Armed Forces members and veterans interested in earning an MBA can now receive a full scholarship at SMU Cox School of Business. The Cox School is now able to increase its Yellow Ribbon funding, resulting in enough financial support to fully cover tuition and fees for active duty military and veterans who are admitted into Cox MBA and specialized master's programs.

"We're proud to be able to increase opportunities for our military service providers," says Cox School of Business Dean Matthew B. Myers, a veteran who understands firsthand the difference this benefit can make. After he was a medic in the U.S. Army Airborne from 1979 to 1982, the GI Bill helped Myers cover his college costs when he returned from military duty.

"Removing potential cost barriers to a graduate business education is one way we can show our appreciation for the men and women who've dedicated at least part of their lives to answering our country's call," Myers says. "It is our privilege to provide them the education they need to achieve further success in their current and/or post-military careers."

The Cox School increased its Yellow Ribbon funding from \$7,500 a year per eligible student to \$15,000. When matched by the Veterans Administration, the financial support fully covers tuition, general student fees, a health center fee and a Cox program fee for the Full-Time MBA, Professional MBA, One-Year MBA and Online MBA. The Executive MBA program, which targets seasoned business leaders, is 83% covered by Yellow Ribbon and GI Bill funding. GI Bill students can expect an estimated out-of-pocket cost of \$21,000, which can be reduced with additional scholarship funding.

The Yellow Ribbon GI Education Enhancement Program (Yellow Ribbon Program) is a provision of the Post-9/11 Veterans Educational Assistance Act of 2008. Active duty military and veterans interested in learning more about expanded scholarship duties for Cox School graduate programs may email mbainfo@smu.edu or call 214-768-4648. Applications for the 2022 program are now being accepted.



Happy 5th Anniversary to the Brierley Institute for Customer Engagement

Established in September 2016 as the world's first academic customer engagement institute.

Thank you to Diane and Hal Brierley for making the Cox School of Business at SMU home to this extraordinary institute.

The Brierley Institute has accomplished much in a short time, including:

- Developing unique, cutting-edge curriculum for MBA and EMBA students, comprising five courses and leading to a specialization for marketing MBAs in customer engagement. Three hundred and ninety-six students have successfully completed these courses, leading to careers in marketing, consulting and business analytics.
- Embarking on a national research initiative early in the COVID-19 pandemic – tracking consumer sentiment about businesses' responses to the pandemic and learning how customer engagement makes a difference. The longitudinal research tracked trends from May to October 2020 for the retail, travel and entertainment industries.
- Hosting the annual Professors Institute to gather 30 to 50 untenured faculty from the world's best business schools to interact with experienced business leaders, discussing trends that shape customer engagement and opportunities for future academic research, as well as teaching curriculum needed to prepare students for successful careers in today's data-driven marketing world.

Go to coxtoday.smu.edu to read a Q&A with Hal Brierley.



Watercolor renderings on pages 40–55 provided by Jeff Stikeman Architectural Art.

New Buildings Map

1. Bryan S. Sheffield Hall
2. Bolin-Bridwell Hall
3. Cary M. Maguire Building
4. Kim and William C. Shaddock Hall
5. Joseph Wylie Fincher Memorial Building
6. Heppner Family Commons
7. Southeast Hall
8. Trammell Crow Building
9. Katy and Kyle Miller Courtyard

BOLDLY SHAPING TOMORROW

As plans take shape for a **bold renovation and expansion project**, the Cox School's vision for its new facilities aims to promote interdisciplinary and collaborative learning, foster community and provide a space for all students, faculty, staff and visitors to work and learn.

By Emily C. Laskowski

As the Cox School heads further into its second century of business education at SMU seeking to broaden its reach and ascend to new heights, enhancement plans are well underway. Work will soon begin to expand and renovate the decades-old Fincher, Crow and Maguire buildings — the core of the Cox quad — on Bishop Boulevard, the University's main thoroughfare.

"It's such a beautiful campus, and it just really takes everybody's breath away when they see it for the first time," says Cox Dean Matthew B. Myers. However, Dean Myers knew it needed updating when he heard a prospective student liken it to an old high school. "I think that says it all; it's a school that has a great history and a wonderful legacy. But my first thoughts were that the facilities that are here just don't stand up to the quality of education we receive at Cox, and we have to fix that."

The Idea for Renovation and Expansion Comes to Life

After joining the Cox School as its ninth dean in 2017, Dean Myers voiced the idea of renovating to alumnus and SMU Board of Trustees member David Miller, BBA '72, MBA '73, who currently serves as the Cox School's Executive Board chair.

"I started floating with him the idea of how, one: In order to remain competitive, we had to catch up with the other Top 50 business schools, almost all of which had already started or completed construction on their facilities," Myers says, "and two: that I thought it was going to be a real game changer for the campus at large because of the increased emphasis on multidisciplinary studies."

For Miller, this struck a chord. As a former SMU basketball player, Miller has fond memories of Moody Coliseum and was instrumental in its renovation in 2013.

"Moody, back in the day when I was here, was one of the grandest basketball arenas in the country, but frankly, 45 years later, it was really tired and desperately in need of renovation," Miller says. "Today, the

same thing is true with Cox, and it was imperative that we develop a bold plan to renovate and expand the business school complex in order to attract and retain the best and the brightest faculty and students. That's what we hired Dean Myers to do, and he's done precisely that."

In 2019, Miller and his wife, Carolyn, made what is to date the largest alumni gift in University history to help in that effort. Part of their \$50 million gift funds scholarships and part of it helped get the ball rolling on plans for the facilities' expansion.

In support of this vision, current renovation plans include more space to facilitate the Cox School's approach of engaged learning, which brings students and companies together to work on real-world, real-time projects, and total facility upgrades aimed at promoting interdisciplinary and collaborative learning. "That's such a big piece today of higher education that the new project will facilitate that type of interaction and collaboration," Myers says. That means Cox students will have opportunities to interact with Lyle Engineering students, Meadows School of the Arts students and so on.

"More importantly, what I'm most excited about is the fact that we are building a community that everybody's going to be proud of, that everybody wants to spend their days in and that everybody will remember once they become alumni," Myers says.

What the Renovations Entail

From a blueprint perspective, achieving this vision means increasing the footprint of collaborative spaces, learning spaces and department offices and decreasing the footprint of centers and institutes and administrative spaces — though still improving those facilities at every corner. Ultimately, the school will grow about 30% in square footage.

"Most, if not all of that square footage, is student-centric," Myers says. "Every square foot that we have is a learning space."



Digital rendering of the new Cox School quad as seen from Bishop Boulevard. This and digital renderings through page 49 provided by MAQE.

Creating a Cox Community

Building something for everyone is no simple task, but Myers says they have been an open book for suggestions from students as well as faculty, staff, alumni and the community in an effort to provide these groups with the resources they need to compete and a community-driven environment.

“We want to create a 9-to-9 environment,” Myers says. “We want them to have full access to all faculty and staff, technology, food and each other – to build the community that really represents what modern business schools are all about.”

That goes for faculty and staff as well as students. “[We want] to recruit the best and brightest, not only those who are behind the podium, but those who are shepherding our students through the programs and interacting with our corporate partners,” Myers says. “You have to have the type of work environment that really makes people want to be a part of that community.”

Myers believes the new Heppner Family Commons – surrounded by the esteemed Fincher Building and its Maguire and Crow counterparts – will serve as the nucleus for that community, a power source for students that uses community culture to help foster an improved educational experience. Four new buildings will expand the Cox School’s learning environment: Bryan S. Sheffield Hall, Bolin-Bridwell Hall, Kim and William C. Shaddock Hall and the Southeast Hall.

“The students learn as much from each other as they do from the professors,” Myers says. “The ability to interact, work together and take advantage of the intellectual and experiential diversity that’s in our student body – that can’t happen if the students aren’t together. That’s one of the key parts – that intangible learning experience – that other business schools and other universities have really benefited from. And we want to do the same.”

As part of its renovation and expansion planning process, SMU surveyed and toured competitive academic institutions and sought

feedback from corporate partners. Their findings underlined important connections between academia and the corporate world.

“We really pride ourselves at Cox that our students, the first day that they hit the ground at a new job, are productive and adding value to the company. They know what they’re doing.” But Myers saw that business schools hoping to remain modern must emulate as closely as possible the working environment where students will eventually be employed.

Preparing Business Leaders for the Future

The Cox School’s new strategic vision aims to prepare tomorrow’s business leaders for the global economic landscape with facilities built to train students for an increasingly collaborative and technologically integrated world.

This extensive renovation and expansion project is one of two new initiatives from the Cox School that feed the University’s new \$1.5 billion fundraising campaign, SMU Ignited: Boldly Shaping Tomorrow. Donors have committed more than \$100 million to make these initiatives possible. Of the \$120 million budget for the building complex renovation, \$90 million has been raised as of mid-October.

“There’s just enormous momentum thanks to the incredibly generous leadership gifts we’ve received,” Miller says. “It’s an exciting time for SMU and certainly an exciting time for Cox.”

At this stage, plans to break ground on the Cox School renovations are scheduled for late spring 2022, with completion estimated to take two years.

“I think that everybody involved with the Cox School – students, alumni, donors, faculty and staff – has realized that this is a real game changer, not just for Cox, but for the campus,” Myers says. “We are very excited about it. We’ve come a long way very fast. Four years ago, this project wasn’t even on the campus master plan, and now here we are getting ready to break ground in the next few months.”

Let the renovating begin.



BRYAN S. SHEFFIELD HALL

Located in the southwest corner of the Cox School quad, the new Sheffield Hall will feature up-to-date classrooms designed for collaboration and data-focused problem-solving. Sheffield Hall will serve as the new hub for Cox School's Bachelor of Business Administration (BBA) program, including BBA admissions, academic advising and student records. It will also be the new home of the Brierley Institute for Customer Engagement and the JCPenney Center for Retail Excellence. In addition, it will house classrooms, conference rooms and faculty offices.



BOLIN-BRIDWELL HALL

In the northwest corner of the business school, Bolin-Bridwell Hall will offer a learning environment that mirrors the evolving workplace, using leading-edge technology to build students' data fluency. Classrooms will be dedicated to technology, data and data analytics. Bolin-Bridwell Hall will be the new home for the Bridwell Institute for Economic Freedom and the Robert and Margaret Folsom Institute for Real Estate. It will also house classrooms and conference rooms.



HEPPNER FAMILY COMMONS

The central hub of the Cox School, providing students and faculty with dynamic, open spaces to spark discussion, promote collaboration and encourage a 9-to-9 environment, where new ideas can be shared.



KIM AND WILLIAM C. SHADDOCK HALL

Shaddock Hall, in the Cox School's northeast corner, will foster educational excellence through dedicated spaces for learning, research and collaboration. It will include the Business Library Reading Room and expansive classrooms. Shaddock Hall will also be home to Academic Affairs and the Dean's Boardroom, a premier conference room with seating for 20, overlooking the central hub of the Cox School. Faculty and adjunct offices will also be housed in this building, as will support service offices such as marketing and communications.





SOUTHEAST HALL

The new hall in the southeast corner of the Cox School will provide a popular spot for students, faculty, staff and visitors: the Cox School's new Café. The Business Leadership Center will also make its home in this building. The Southeast Hall will feature opportunities for collaboration beyond the classroom, such as the South Overlook Lobby and a 32-person seminar room, as well as faculty and adjunct office space.



KATY AND KYLE MILLER COURTYARD

A sprawling, revamped outdoor space located in the heart of the SMU campus and Cox School that promises collaborative discourse, thought-provoking instruction and engaging events in an airy, open environment centrally connecting the school's numerous facilities.

CRUM FAMILY AUDITORIUM

With seating for approximately 400, this auditorium will be home to guest lectures, academic presentations and visiting corporate partners, making it one of the largest auditoriums on SMU's campus.



CAFÉ

A crucial space for productivity and collaboration, supporting a 9-to-9 environment in the neighboring Commons, offering faculty and students quality food options and expanded hours to fuel academic activity.



CAREER MANAGEMENT CENTER

An expansive, centrally located, 6,600-square-foot center dedicated to the development and career advancement of Cox School students, offering a kitchen, multiple changing rooms for job interviews and 12 dedicated meeting rooms for interviews with corporate partners, company information sessions, career coaching, resume-building assistance, career workshops and cultivated networking events.





DEAN'S SUITE

A centrally located space crucial to the operations of the Cox School of Business, housing the dean's office and his administrative team as well as the JPMorgan Chase Parlor. The suite will support collaborations with industry partners and Dallas leadership representatives, while still being available to the school's faculty, staff and students.



BUSINESS LIBRARY

A specialized library located on the lower level near the Behavioral Lab, offering career preparedness programs and cutting-edge technology along with resources for in-depth research in real estate, marketing, risk management and operations management, among other topics.



TERRACE

A rooftop event space designed to take advantage of the North Texas seasons for outdoor events, receptions and academic gatherings. The Terrace will overlook the Turner Centennial Quadrangle and Crain Family Centennial Promenade and offer striking views of SMU's campus.



CENTER/INSTITUTE SUITES

Dedicated spaces for each of the Cox School's 10 institutes and centers – including the Brierley Institute for Customer Engagement, the Bridwell Institute for Economic Freedom, the Caruth Institute for Entrepreneurship, the EnCap Investments and LCM Group Alternative Asset Management Center/The Don Jackson Center for Financial Studies, the Robert and Margaret Folsom Institute for Real Estate, the Maguire Energy Institute and the Albert W. Niemi Center for Economic Growth and Leadership Development, among others – with unique, dynamic facilities to support students, including administrative offices, meeting rooms and spaces to host workshops and presentations.

COMMONS OVERLOOK

An open, inviting expanse between the Commons and the Ernst & Young Gallery, offering sweeping views of the Commons and Katy and Kyle Miller Courtyard, easy access via a striking, central stairway and additional study spaces and collaboration areas.



CLASSROOMS

Dynamic, upgraded academic spaces including traditional lecture halls, cluster-style classrooms and hybrid-model classrooms that enhance the educational experience through revolutionary technology, project-based learning, modern pedagogy and collaborative research.

For information about remaining naming opportunities and other opportunities to support the Cox School's renovation and expansion project, contact SMU Cox Development Officer **Ashley Pitts**, apitts@mail.smu.edu.

Allies for Cox

Active Duty Military and Veterans

Among the graduate student population at the Cox School of Business, 69 students are currently active duty in, or veterans of, the U.S. Armed Forces. Their military service has come during the global war on terrorism. As the fall 2021 semester got underway, America marked 20 years since the beginning of that conflict, Sept. 11, 2001. Our active duty military and veterans — students, alumni, faculty and staff members — are truly allies in every sense of the word and Allies for Cox. We asked a cross section of current graduate students who've served in the war on terror what they would like all of us to know about their time in military service.



Corbin C. Anderson

Former Captain, Aviation Officer and UH-60 Blackhawk Helicopter Pilot in the U.S. Army

Full-Time Two-Year MBA in finance, anticipated graduation 2023

Originally from Westlake, TX

"I had the honor of serving with amazing leaders, soldiers and aviators who came from all different walks of life. Those individuals I served with helped mold me to become a successful officer and junior leader in the Army. People are the Army's most important asset. I was blessed to serve with leaders of character who were incredibly smart, tough and diverse, and who had the ability to solve incredibly complex and time-sensitive problems. I will forever be grateful for the individuals with whom I had the privilege to serve and who continue to serve our country."



W. Joe Beeby

Former First Lieutenant, Amphibious Assault/Armor, in the U.S. Marine Corps

Full-Time Two-Year MBA in general business, anticipated graduation 2023

Originally from Dallas, TX

"The heart of the United States military is made up of 18-year-old enlisted Marines, soldiers, sailors and airmen. Serving alongside and leading those young warriors is a humbling and life-changing experience that I will always be grateful for. The American people should know and be proud of the fact that our wars are fought and won primarily by these inspiring young men and women who represent the very best of our nation."



Tina Cathey

Former Captain, Signal Corps in the U.S. Army; former National Guard

Executive MBA (EMBA) in general business, anticipated graduation 2022

Originally from military bases around the world (military family)

"My success in the business world is directly related to the lessons learned while serving in the Army. When pay and job title are non-negotiable, as it is in the military, critical lessons such as selfless service, overcoming adversity, leadership and accountability were tested and learned because failure is simply not an option. I've relied on these learned skills throughout my time in corporate America and while in the Executive MBA program at SMU. The Army provided me the means through an ROTC scholarship to get my bachelor's degree and critical leadership skills applicable both in and out of the Army. Fourteen years after serving, the Army still continues to support my educational journey via the Post-9/11 GI Bill as I work to complete my MBA."



Andrew W. Charapko

Former Captain in the U.S. Army's Field Artillery

Full-Time Two-Year MBA in general business, anticipated graduation 2023

Originally from New York, NY

"We all joined the military for a variety of reasons, and we all left the military for a variety of reasons, too. While there are many ways that the veteran community appears homogenous and can fit into similar buckets of experiences, we each go down different paths that lead us to and from service. While not everyone served themselves, many people have friends and family who served, which helps to diversify and expand the number of people who can relate to the veteran experience. I hope that all people feel comfortable talking about their experiences in an accessible and productive manner so that we can help to normalize the veteran experience and reduce the civilian-military divide."



Angelo Gnodle

Current Captain in the U.S. Army's Adjutant General Corps

Full-Time Two-Year MBA in general business, anticipated graduation 2023

Originally from Prescott, AZ

"Just like anything in life, perspective is everything. There will be many great times and just as many not-so-great times, so how you mentally approach each situation will set the tone for how you feel as you go through it. It's this thought process that keeps me motivated to serve."



Glenn McQuown

Former Lieutenant Colonel, Aviation Branch, in the U.S. Army

Executive MBA (EMBA) in general business, anticipated graduation 2022

Originally from Brookville, PA

"I am proud to have served our nation during a challenging time while participating in post-9/11 operations. The Army is people, and I was humbled to have been given the responsibility to lead our country's sons and daughters in different leadership roles and challenging environments. I could not have asked for a more challenging and fulfilling first career of service and team to be on. SMU and the Cox School of Business have been instrumental in my transition journey. I have been inspired by the people and challenged by the curriculum. I cannot say 'thank you' enough."



Hayden Meredith

Former Captain in the U.S. Army Infantry

Executive MBA (EMBA) in general business, anticipated graduation 2022

Originally from Dallas, TX

"Veterans leave the military with tremendous qualities — hard work, loyalty, participating in diverse teams, courage — and they've been through an experience that is more foreign to your background than you realize. You should ask them about it. Their stories will expose an entire world to you. The big secret veterans have is this: They feel your experiences are completely foreign to them as well. Oftentimes, they don't know how to engage you. I encourage you to take the first step."



Bobby Panchisin

Former Captain in the U.S. Army's Field Artillery

Online MBA (OMBA) in general business, anticipated graduation 2022

Originally from Downingtown, PA

"Looking back on my military service, I didn't realize how much fun I really had. When you're in the service, you are constantly focusing on the next mission at hand, so you don't get to enjoy it as much. The reality is, though, I've made lifelong friends from all over the world, and I genuinely enjoyed getting to work with people of different backgrounds in locations that I would have never experienced if I stayed at home."



Destiny Perez

Former E-6 Aircraft Maintenance Technician and Instructor for the Air Education and Training Command in the U.S. Air Force

MA/MBA in Arts Management and Arts Entrepreneurship, anticipated graduation 2023

Originally from San Marcos, TX

"Military service afforded me time to figure out who I was and what I wanted in life. A mentor once asked, 'If you could only do one thing the rest of your life and you never got paid for it, yet you'd still be happy, what would that be?' Thanks to that question, I changed my undergraduate degree to focus on my passion for dance. Later in my service, as an instructor, I learned I love teaching as much as I love learning. If I could share one thing with you, it's to ask yourself the same question. Find your passion."



José Ruiz

Former Lieutenant Commander and Pilot in the U.S. Navy

Online MBA (OMBA) in general business, anticipated graduation 2022

Originally from Puerto Rico

"Serving my country was a privilege I hold no regrets toward. The lessons I learned working with the Navy were many, but some stand out more than others. The U.S. Navy gave me newfound resilience, values of integrity and commitment, leadership skills and a strong work ethic that I would never forget and that will always guide me in what I want to do in life, personally and professionally. My experience as a Navy officer shaped me as a person, and I can attribute much of my success in life to my time in military service."



Stephen Stuart

Former Sergeant (E-5) in the U.S. Army

Online MBA (OMBA) in general business, anticipated graduation 2023

Originally from Houston, TX

"The military has been in my family for years. My grandfather, Louis Lynn Stuart, served 35 years in the Army and retired as a brigadier general. My father served in the Army Reserve, and my brother served active-duty Army for eight years. Putting the U.S. Army uniform on every day, serving my country and defending our nation's freedom is one of the proudest moments of my life. My time here at SMU as a student-veteran has been great. There are numerous resources available to help me out with my academics and military benefits. I'm looking forward to the next two years of grad school and can't wait to graduate."



Kolby Vaverka

Former Captain in the U.S. Army, Infantry and Military Intelligence

Full-Time Two-Year MBA in business analytics and supply chain and operations management, anticipated graduation 2022

Originally from Midwest City, OK

“Transitioning out of the military is hard. It is easy to feel isolated as a veteran, leaving behind the familiarity of the military and taking the leap of faith to start a new career in business. Having a tight-knit and supportive community at Cox that rallies behind veterans and other diversity groups is critical to our success. Engaging with veterans and allowing us to share our experiences and ask questions does a lot to promote acceptance and inclusion. Some of my classmates who served in the military have incredible stories and unique skills that would bring immense value to any organization.”



Brandon Venturini

Former Lieutenant and Supply Corps Officer in the U.S. Navy

Professional MBA (PMBA) in general business, anticipated graduation 2022

Originally from Grand Rapids, MI

“Being in the military is certainly not an easy job. Long hours, lots of time spent away from family and less-than-ideal living situations most of the time. For me, it was a lot of time on a ship, patrolling the Middle East and Southeast Asia. I am very happy and proud to have served, and I am thankful for the experiences and people I met along the way. More so, I am grateful for all the men and women who selflessly serve to keep us safe.”



Drewnard (“D”) Woods

Current Combat Airlifter, E6 rank, in the U.S. Air Force Reserve

Professional MBA (PMBA) in real estate/finance, anticipated graduation 2023

Originally from Chicago, IL

“Coming from the South Side of Chicago, it’s a war zone in itself. I chose to join the Air Force because I knew it would challenge me mentally and would propel me forward in other ways, such as being able to pursue a career in business, to look sharp, give attention to detail and be willing to show up early even if that means waiting around a bit. I’ve gained other great attributes, too. Most importantly, I knew I was joining something that I would be proud of the rest of my life, and that maybe one day, I would be able to tell my story to encourage others to join the ranks of the world’s greatest Air Force.”

Read about SMU Military Veterans and Cox Veterans in Business efforts to create a plaque at SMU honoring veterans of the global war on terrorism, as well as the Cox School’s enhanced Yellow Ribbon Program scholarship opportunities for veterans, on page 38.

Nominate a **Cox Ally** at smu.edu/cox/ally-nomination.

CLASS NOTES

Class of 1968

Lydon Neumann, BBA, was named among the Top 25 Consultants of 2017 by Consulting Magazine and became a CHIME Foundation Certified Healthcare Executive at Impact Advisors LLC.



Class of 1973

John C. Dodson, BBA, currently writes and produces for film and TV.

He has done recordings for Blake Shelton, Luke Bryan, Kacey Musgraves, Kenny Chesney, Jason Aldean, Netflix, HBO, BET and "The Voice" and has also done four feature films.

Class of 1975

Roger Miller, BBA, will skate to and sing Lieutenant Pinkerton's "Yankee Vagabondo" aria from "Madama Butterfly" at the World Figure & Fancy Skating Championships in Brasher Falls, New York, using a melodigrand piano on the black ice for live music. Karen Courland Kelly is putting musicians on skates on the ice for historical pieces, and Roger is up for the challenge.

Baldev Seekri, MBA, has had two books published in the past four years. In 2017's "Seizing Success: How Mindset Makes It Happen," he argues that success requires a mindset that rejects old assumptions and limitations and frees people to reach greater heights. The book is a collection of stories of people who tapped into their dynamic success mindset and experienced genuine lasting success and happiness. In 2020's "Meaningful Aging: How Mindset Makes It Happen," Seekri gives new hope to seniors to make their lives purposeful and joyful. It empowers seniors to take charge and create meaning in their golden years. Seekri also published "Organizational Turnarounds with a Human Touch" in 2010.

Class of 1976



Bob Hirth, BBA, senior managing director of Protiviti, has been named to the National Association of Corporate

Directors 2021 Directorship 100 list. The list recognizes leading corporate directors, corporate governance experts, policymakers and influencers who significantly impact boardroom practices and performance. He is also a founding member of Protiviti, served as chairman of the Committee of Sponsoring Organizations of the Treadway Commission (COSO) from 2013-2018 and is currently chair emeritus. He previously served two terms on the Standing Advisory Group of the Public Company Accounting Oversight Board (PCAOB) and in 2013 was inducted into The Institute of Internal Auditors' American Hall of Distinguished Audit Practitioners.



Class of 1979

Benny "Ben" Anderson, BBA, retired from Deloitte

as global managing partner of Tax Quality, Risk & Regulatory and lives in Tyler, Texas, where he is involved in occasional mediation and related work. He and his wife are avid travelers and gardeners.

Class of 1981

Bryan Dunklin, MBA, is board certified in commercial and residential real estate law by the Texas Board of Legal Certification.

Fred Foote, BBA, is president of Merit Insurance Services, Inc.



Patricia Williams, née Barrett, MBA, retired after teaching accounting at Fordham University for 17 years.

She's written two fiction books: "The Two Weddings of Zhao Ping" and "E-Vengeance."

Class of 1983

Cathy Margolin, BA, BBA, has owned Pacific Herbs, a company rooted in East Asian medicine, for 11 years. Its products help people boost their immune systems and reduce the need for pain medications.

Class of 1984

Geoffrey Wadsworth, BBA, has been based in Atlanta for more than seven years, working as the SVP portfolio manager for Truist's CCB commercial dealer team. Despite the 2020 pandemic lockdown, Geoffrey's 25-year anniversary celebration with his wife, Jessica, was great.



Class of 1985

Dan Dearen, BBA, currently serves as the president and CFO of

Axonics, Inc., a medical technology company he co-founded and helped take public in 2018, with 2020 sales of more than \$111 million and a current market capitalization of approximately \$3 billion. Dan recently joined the board of directors of Endotronix, a digital health and medical technology company dedicated to advancing the treatment for heart failure, as an independent director and chair of the audit committee. Dan lives in San Diego, CA, with his wife, Lisa, and their daughter.

Tracey Etelson, MBA, is running a scholarship not-for-profit, coaching parents who homeschool with alternative education and designing high-end women's empowerment retreats.

Class of 1990

Melissa Kibler, MBA, began serving a two-year term in March 2020 as president of public service association American College of Bankruptcy. In June 2021, Melissa received the Women's Leadership Award at Global M&A Network's Turnaround Atlas Awards. She is a senior managing director at national financial advisory Mackinac Partners, a restructuring and turnaround management firm that was acquired in May 2021 by Accordion, a private equity-focused financial consulting and technology firm with a heritage of serving the office of the CFO.



Demetrios Lahiri, MBA, and his wife, Maria, are happy that their daughter, Alexandra, is a senior and their son,

Demetrios III, is a sophomore at Highland Park High School. Demetrios' company, AFAS, has merged with Assurant and is now AFAS an Assurant Company. He is the company's vice president and has been working there for 23 years. The family celebrated the Fourth of July in Aspen, Colorado, and in August they traveled to The Quail in Carmel, California, and the Concours d'Elegance in Pebble Beach, California, to show one of their vintage Ferraris.



Larry Lawyer, BBA, runs a private, early-stage investment and commercialization business, focused on energy transition, EGS, manufacturing and technology opportunities.

Jay McAuley, MBA, has been named vice president of strategic relationships at True North Advisors, a wealth management firm providing clients with comprehensive offerings in investment management and wealth planning. He was previously president of Texas Health Resources Foundation, and before that, president of Texas Health Presbyterian Foundation.

Class of 1992



Chris Bowles, BS, launched Lame, "socially responsible social media" targeting Gen Z, in the summer of 2021 with bright youngsters passionate about social and planetary changes impacting them and their kids' future.



Blaine Grant, BBA, is excited to announce that he has been nominated and approved to be a member of the board of trustees of the Louisville

Collegiate School, where his younger son attends high school. Blaine is also excited to announce that his oldest son was an incoming freshman at SMU this fall.



Class of 1994

Kelly Rosales, MBA, is CFO at the Dallas Holocaust and Human Rights Museum.

Read more Class Notes at coxtoday.smu.edu/ClassNotes21.

Class of 1995

Nancy Hong, BBA, landed her dream job at her alma mater and started on March 16, 2020, one day before the campus shut down because of the pandemic.

Kevin Walker, MBA, joined CAA Brand Consulting as global head of cultural and consumer insights, focusing on helping brands interpret macro-level cultural shifts and understand the attitudes, opinions and behaviors of consumers to develop strategic marketing solutions.

Class of 1996

David Watson, MBA, is vice president of sales at Aviso.



Class of 2001

Alexis Fletcher Willis, BA, was promoted to vice

president, Tax Planning & Controversy at Match Group.

Trent Hendrixson, BBA, is operations director at Focus Staff in Dallas.



Marsha Wulff, EMBA, is a general partner in LoftyInc Afropreneurs Fund 3, which empowers world-class African founders.

Class of 2002

Robert Cline, BBA, is a quality control specialist at Tennessee Housing Development Agency in Nashville.

Class of 2003

Anthony Herrera, BBA, MSA, was named Furman University's first-ever chief innovation officer.



Class of 2004

Ali Gowani, BBA, supported a successful Series A raise with an

artificial intelligence startup firm in Dallas area (AmplifAI) and has now joined Amazon in its Workforce Intelligence group focused on data engineering and analytics.



Class of 2006

M. Fasal Shariff, BBA, is a certified public accountant (CPA), a

certified tax coach (CTC) and founder and CEO of Shariff CPA Firm in Dallas.



Class of 2008

Patrick Raschle, BBA, recently moved to Mexico from Zurich.



Brandon Wiechmann, MSA, and his wife had twins in February 2019 and now have a full house of four kids under age 7. In June 2020, Brandon began serving as the CFO of InterCool (a PE-backed industrial refrigeration company) in Carrollton, Texas.

Class of 1998

Marianne Moore, MBA, is currently serving her second term as a state senator in Maine.

Class of 2000

Sharad Ghai, MBA, is expanding his manufacturing business.

Norman Ma, MBA, is developing smart software.



Class of 2009

Parveen "PK" Kumar, BBA '83, EMBA '09, has joined Accenture with more than 20 years of consulting experience in software implementations, which has included ERP project management, HR transformation, change management and HR business process redesign. He has performed various roles including solution architect and delivery lead. His projects have focused on project management and delivery of Oracle Cloud modules, including core HR, compensation management, revenue recognition, general ledger, accounts payable and asset management for large organizations.

Brent Levin, is president at Patriot Glass Repair and president at Glass Systems, Inc.



Caroline Wright Turnipseed,

BBA, launched CWT Consulting Group, a marketing consulting agency focused on growing female-founded consumer brands.



Class of 2011

Phil Quist, in addition to his role as an agent at CAA, is now an

investor at Connect Ventures — a \$400 million investment partnership between CAA and global venture capital firm New Enterprise Associates (NEA), with a focus on early-stage consumer-focused businesses. He was also named a Pollstar Impact 50 honoree, which is awarded to executives who are making the biggest impact on the live entertainment industry. Phil was also recently named to the Forbes Under 30 Board.

Kimberly Ryan, BBA, started a company with her family three years ago that acquires entrepreneurial wellness and personal care brands. She runs Baebody, a previously e-commerce-only skincare and wellness brand with thousands of five-star reviews and the No. 1 eye cream on Amazon. This year, the company has been focused on expanding into retail and recently landed its first product, Baebody Collagen Tea, in CVS stores. The company's full line of skincare is also now at HEB stores, and the company plans to roll out to more retailers soon.



Veronica Winans,

BBA, has completed the MS in Business Information Systems program and the Business Analytics Graduate Certificate at the University of Arkansas at Little Rock with a 4.0 GPA. She has been able to use the skills she's learned to further her career as a product manager at Aptegy, an education technology startup in Central Arkansas. Along with her husband, Jacob, Veronica is excited to welcome a baby boy in December.



Class of 2013

Igli Laci, BBA, is the founder of Equity Breakdown, a financial research company focusing on blockchain, energy storage, DNA sequencing, robotics and artificial intelligence.



Chibundu Nnake, JD/MBA, has a new job as government relations manager at NetApp. He also has a new baby, Chibundu Achebe Nnake II, born March 31, 2021. The family bought a house in Washington, D.C.



For Class Notes 2014 and above, go to coxtoday.smu.edu/ClassNotes21.

A Message from the Cox Alumni Association Board Chair

Dear Fellow Alumni and Friends:

Excitement is in the air at SMU! Over the course of a busy fall semester, the campus ramped up activities. I am reminded of all that the SMU Cox School has accomplished, but just as importantly, of the exciting challenges that lie ahead. Through the generosity of so many people, our institution is positioned to thrive and grow for the next century. I want to thank everyone for their continued devotion and tireless contributions!

COVID-19 has impacted everyone, and I want to extend a Texas-sized “thank you” to University and Cox School leaders for their rapid response to not only comply with health and safety protocols, but to implement and harness technology for our community to thrive regardless of the learning environment. The resiliency demonstrated across campus and the willingness of everyone to adjust to a “new normal” has been truly remarkable. It illustrates why our institution is moving up the ranks! Just as importantly, life on the Hilltop has resumed with in-person classes and regular interaction with faculty that is so vital. Our alumni activity and outreach have also resumed, as evidenced by events such as homecoming, tailgating on the Boulevard and fall football games at SMU. If you have not had an opportunity to visit the campus lately, I encourage you to do so.

As you’ve read in this issue of CoxToday, SMU recently launched a new capital campaign titled SMU Ignited, with a goal of raising \$1.5 billion – designed to enhance the campus and our community. For us as alumni, supporting the fundraising campaign for the Cox School building expansion and renovation – you’ve seen the impressive artist renderings on pages 43-55 – is a priority in the months ahead. None of this activity would be possible without the efforts and planning demonstrated by everyone involved and our strong alumni base of supporters. It is an extraordinary time to be associated with SMU, and I thank you for your generosity.

Our mission for the Cox Alumni Association is to Be Informed, Be Involved and Be Invested. I invite you to help us achieve this mission through the gifts of your time and financial support as we elevate the reputation of SMU and the Cox School while empowering Mustangs who will change the world.

Pony Up!



Frank A. McGrew IV, BBA '90
SMU Cox Alumni Board Chair
Cox Executive Board Member



Kevin Knox
Executive Director, Cox Alumni Association
Assistant Dean, Cox External Relations
Contact Kevin at kknox@smu.edu

DALLAS, TX	Bill Ajello	EMBA '19	bill.ajello@maplebank.com
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CHICAGO, IL	Chase Spirito	BBA '06	chase.b.spirito@jpmorgan.com
NEW ORLEANS, LA	Matthew Moeller	BBA '99	matthew@moellerfirm.com
BOSTON, MA	Jessica Chang	BBA '06	chang.jess@gmail.com
CASTINE, ME	Jim Bernard	PMBA '02	jamesmbernard@icloud.com
KANSAS CITY, MO	Ashley McClellan	BBA '04	ashley.mcclellan@hcahealthcare.com
	Kylie Wood Owens	BBA '06	kylie.owens@hotmail.com
ST. LOUIS, MO	Chip Hiemenz	BBA '06	chip.hiemenz@gmail.com
ALBUQUERQUE, NM	Gerard Lebar Jr.	MBA '20	gerard.lebar.jr@gmail.com
NEW YORK CITY AREA, NY	Rick Calero	EMBA '08	rick.calero@tiaa-cref.org
	Paul Collins	MBA '02	paul.collins@hubinternational.com
	Laura Till	BBA '82	ltill@financialguide.com
	Roy Turner	BBA '88	roy.g.turner@pwc.com
OKLAHOMA CITY, OK	Chris Wilson	BBA '03	cwilson@gobaker.com
TULSA, OK	Rich Wilson	MBA '05	rich@wilsoninterests.net
NASHVILLE, TN	Frank McGrew	BBA '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
HONG KONG, CHINA	Javier Silvera	MBA '07	javier.o.silvera@citi.com
SHANGHAI, CHINA	Jiang Wu	MBA '00	jwusmu00@hotmail.com
GUATEMALA CITY, GUATEMALA	Alexandra Cabane	BBA '10	alecabane@gmail.com
BANGALORE, INDIA	Arun Subramanian	MBA '01	psarun@hotmail.com
NEW DELHI, INDIA	Aakash Moondhra	MBA '03	aakash.moondhra@gmail.com
MONTERREY, MEXICO	Lorenzo Ortiz Cantu	BBA '12	lorenzo@orcacapital.com.mx

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Reunions
Oct. 1, 2021**

Class Years Ending
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The Statler, Dallas

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