

Cox today

SMU • COX SCHOOL OF BUSINESS

WINTER 2024



— PAGE 44 —

THE ENTREPRENEURIAL MINDSET

Business titans Nirav Tolia and Megha Tolia named co-founding directors of the William S. Spears Institute for Entrepreneurial Leadership.

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COMBINING FINANCE WITH REAL ESTATE

New master's program will incorporate Dallas as a practical laboratory.

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THE COUNTDOWN HAS BEGUN

The new David B. Miller Business Quadrangle at SMU Cox moves closer to completion.

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LEARNING FROM INDUSTRY GREATS

New leaders on leadership series offers valuable insights.

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a career in real estate,
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BE THINKING
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Joseph Cahoon

Professor of Practice, Real Estate
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Our Vision is Coming to Fruition

A Letter from Dean Myers

We are almost there! What began in October 2019 with the largest-ever gift in Cox School history and one of the largest in SMU history from now-Board of Trustees Chair David B. Miller, '72, '73 will come to fruition in just over three months. The University will hold a dedication ceremony at the site of the new David B. Miller Business Quadrangle on May 3, a week before commencement and two years, almost to the day, since the groundbreaking ceremony. Final touches will continue for a few weeks, even as faculty and staff begin moving into the newly renovated and expanded space. When the fall semester gets underway in August 2024, undergraduate and graduate business students will be the first to attend classes in the new, state-of-the-art Cox School of Business. As you know, this effort is part of the University's \$1.5 billion SMU Ignited: Boldy Shaping Tomorrow campaign, launched in September 2021. Alumni and supporters have helped get SMU to over \$1 billion of that goal, and the Cox School is more than 88 percent of the way toward covering the cost of the \$140 million renovation and expansion project. I invite you to take a close-up look at the latest building progress on pages 38-43.

The soon-to-be-completed David B. Miller Business Quadrangle will symbolize a new era for SMU Cox. In truth, that era began when the Cox School launched its NextGen curriculum in 2020 on three foundational pillars: analytics, experiential learning and leadership. The new building will foster a 9 a.m. to 9 p.m. collaborative learning environment and will offer plenty of reimagined space and technology to enhance analytics and experiential learning opportunities. The Cox School launched new opportunities this past fall for Cox students to learn from and be guided by exceptional leaders in new ways. On the cover of this issue, we feature Megha Tolia and Nirav Tolia, who were named co-founding directors of the William S. Spears Institute for Entrepreneurial Leadership in September. Each brings extensive leadership and entrepreneurial experience—not the least of which

is Megha Tolia's role as president and COO of television powerhouse Shondaland and Nirav Tolia's experience as founder and former CEO of the wildly successful social app Nextdoor. Read more about the Tolias' work with the Spears Institute on pages 44-48.

The same evening that the Tolias were announced as the Spears Institute's co-founding directors, President and CEO of the George W. Bush Presidential Center Ken Hersh made his first appearance as the Cox School's newly named inaugural Distinguished Executive in Residence and conducted a special interview with Dallas Federal Reserve Bank President Lorie Logan. A Q&A with Hersh on page 49 offers insight into his leadership journey. Hersh is one of several dynamic leaders who graciously agreed to take part in a new Cox School one-on-one interview series this academic year. The "Leaders on Leadership: Fireside Chat Speaker Series" featured on pages 52-55 highlights which qualities leaders across a variety of professions share. Through audience Q&As and dialogue with Associate Dean Shane Goodwin, leaders

INDEED, NONE OF US HAS ALL THE ANSWERS, BUT AT THE COX SCHOOL, WE DO HAVE A VISION FOR THE FUTURE.

from backgrounds such as athletics, military, corporate and nonprofit companies offer their perspectives on what motivates people who seize leadership opportunities—despite not knowing all the answers before they leap.

Indeed, none of us has all the answers, but at the Cox School, we do have a vision for the future. We thank you for the support you've offered to help make our vision a reality. It's an exciting time on the Hilltop, and nowhere more than at SMU Cox. We are grateful to you for sharing with us this journey into a new era.

Matthew B. Myers

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

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Now in its second year, this program for high-achieving rising high school seniors is helping foster a future generation of leaders.

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Shane Goodwin teaches the next generation of business leaders, but leadership can be tricky to define. Read about the new speaker series that explores what leadership means to different people.



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

UNDERGRADUATE NEWS

Family Weekend Begins with BBA Scholars Reception

The annual BBA Scholars Reception for the scholars and their parents kicked off Family Weekend 2023 at SMU Cox in September. The Cox School welcomed 104 BBA Scholars to the undergraduate Class of 2027. The program was created by Cox School benefactor Edwin L. Cox, who created the BBA Scholars program and initiated the reception as a way to personally interact with the top tier of first-year Cox BBA students. This year's event marks the first time since Mr. Cox's passing in 2020 that his grandson and Cox Executive Board member Justin Cox, BA '08 has offered welcoming remarks and, following in the tradition his grandfather began, visited with students and their parents.

BBA Scholars are pre-selected for admission into the Cox School based on their outstanding high school academic achievements, strong leadership skills, recommendation letters and compelling essays. Family Weekend activities included an opportunity for parents to audit sample classes and culminated in the Boulevard and the SMU vs. UNC Charlotte football game.



Justin Cox, BA '08 chats with a BBA Scholar and her family.



BBA Scholars and their parents mingle in the Collins Center as Family Weekend gets underway.



UNDERGRADUATE NEWS

Subiendo Academy Returns to Campus for Second Year

Subiendo Academy, a leadership development program designed to empower the next generation of Texas leaders, began its second year in the summer of 2023 through the generosity of Cox Executive Board member Gary Crum, his wife Sylvie Crum and the CFP Foundation. This five-day program for high-potential rising high school seniors from various backgrounds debuted at the Cox School in the summer of 2022. Read more about Subiendo Academy on pages 50-51.



CFP Foundation Executive Director Clayton Crum Harkness met with high school students participating in the second annual Subiendo Academy in the Cox School's Collins Center in June.

Women in Business Club Hosts Networking Event

In September, the Cox School's BBA/MS Women in Business Club hosted its second WIB Dinner and Networking Event in SMU's Mack Ballroom. Approximately 200 students and corporate representatives participated. Carole Wentz, a retired senior executive with Merrill Lynch, delivered the keynote speech urging female leaders to be brave. The evening included a seated dinner with various networking opportunities and a panel discussion during which Dallas-area women executives shared their career experiences.



BBA and MS women networked with each other and corporate executives at the WIB Dinner.



Three of the BBA Women in Business student leaders who helped make possible the group's second annual Dinner and Networking Event are, from left to right: Alyssa Coker, VP of Finance, BBA '24; Adaeze Okoli, VP of Employer Relations, BBA '24; and Christiana Braswell, President, BBA '24.

GRADUATE NEWS

Cox CMC Partners with Hegi Center to Host Career Closet

The Cox Career Management Center and the Hegi Family Career Development Center partnered to host SMU's first Career Closet event. On August 30, after months of planning by the Career Closet team, more than 700 students visited the pop-up style shopping event where they searched through more than 1,000 donated articles of professional attire. This joint effort enabled undergraduate and graduate students to build and enhance their professional wardrobes with a wide selection of free clothing specifically curated for interviews, internships and the workplace. Donations came in from across the SMU community and the greater Dallas area. Professional clothing was donated by faculty, staff and other students campus-wide in time to wear to career fairs and networking events in the fall.



The Hughes-Trigg Student Center was transformed into a pop-up career closet for students in need of professional attire for job fairs and interviews.



Young men, as well as women, enthusiastically searched for just the right size and color.

MBA Student Named NAREIM Fellow

The National Association of Real Estate Investment Managers (NAREIM) named Cox Distinguished Scholar William Harris, MBA '24 a Jeff Barclay Fellow this fall. The awards are given to outstanding graduate students who plan to pursue careers in commercial real estate or real estate investment management. Harris is a second-year MBA candidate with a concentration in Real Estate Finance and Entrepreneurship. A Cox Distinguished Scholar, Harris is also a Cox Community Scholar, a Toigo Fellow



William Harris, MBA '24

and an associate at the Cox Real Estate Impact Investment Fund. Additionally, he is a Niemi Fellow, conducting research and producing nonpartisan policy recommendations to advocate for innovation districts and affordable housing.

NAREIM is the industry association dedicated to the business and organizational strategy of real estate investment management. Founded in 1990, NAREIM today represents real estate investment management firms with combined assets under management of more than \$2.5 trillion.

GRADUATE NEWS

Graduate Clubs Recruit New Members

New and returning Cox graduate students had an opportunity in August to learn more about graduate clubs and organizations. Representatives from 22 graduate clubs set up display tables in the Collins Center's Commons area to make their best recruiting pitches to potential new members. Cox graduate clubs and organizations offer students the opportunity to refine individual leadership skills and expand their own networks.



Graduate club recruiters explain how joining their respective organizations enhances the Cox graduate degree experience.

SMU Cox Full-Time MBA Ranks #27 in Bloomberg Businessweek

In the 2023-24 *Bloomberg Businessweek* rankings, released in September, the SMU Cox Full-Time MBA program ranks No. 27 in the U.S.—a 13-point increase over last year's ranking in the same publication—and No. 1 in North Texas.

Dean Matt Myers said, "As you know, our rankings philosophy is that we don't ever want to put a stake in the ground around rankings, but when the news is good—and this is great—it's nice to share it. It's also an opportunity for all of us to acknowledge the hard work and strategic implementation by everyone on the graduate admissions, student engagement, career management teams and the efforts of our faculty. Working together, you all have achieved great results. Congratulations and thank you to each one of you."

A few months earlier, in spring 2023, *U.S. News & World Report* ranked the SMU Cox Full-Time MBA program No. 33, an 8-point increase from the previous year's ranking.



SMU Cox: "The School to Watch"

Following the *Bloomberg Businessweek* rankings release, *Poets&Quants*—an online forum offering content about graduate business programs—explores the rankings movement of various schools. The publication's founder and editor-in-chief John Byrne, who also designed the original *Businessweek* rankings years ago, is the co-author of a story that analyzes the rise of MBA rankings among multiple business schools in Georgia and Texas. The article singles out SMU Cox with this positive assertion: "The school to watch in the Lone Star State? Look no further than the metroplex's SMU Cox. It moved up 13 spots in 2023, buoyed by a 3.5-point increase in Compensation – and a 25.6-point jump in Diversity."

MBA to Watch

Two Cox Class of 2023 Full-Time MBAs, Jennifer Cain and Brent Schlagel, were named among the year's MBAs to Watch by *Poets&Quants*. Cain, a Coppell, Texas native, joined the global management consulting firm Kearney after graduation. *Poets&Quants* singled out Cain for her pre-MBA job with the International Research and Exchanges Board (IREX), where she helped create and tailor humanitarian programs valued at more than \$480M to help and positively empower over 800,000 people. A Cox Business School Distinguished Scholar and Forte Fellow, Cain served as a Cox School Ambassador, a peer coach in the Career Management Center, the vice president of finance and membership in Graduate Women in Leadership and a board member of the Cox Corporate Strategy and Consulting Club.

Schlagel originally hails from Colorado. After graduating in May, he joined Fortune 500 company Emerson as a strategic planning analyst. A home renovations enthusiast, he completed a massive remodeling job on his condo while working toward his MBA. He interned at o9 Solutions. Schlagel was a Reaching Out LGBT+MBA Fellow and an MBA Ambassador, and in his first year of the MBA program, he served on the Student Advisory Board. He was also the project manager for the SITE travel incentive research project and was a semi-finalist in the Cox business accelerator program. Schlagel and Cain were among 235 global business school nominees submitted for *Poets&Quant's* "MBA Best & Brightest," and later named by the publication as "MBAs to Watch."



Jennifer Cain, MBA '23



Brent Schlagel, MBA '23



Left to right: Distinguished Scholar Evan Hudgins, MBA '25; Alex Christensen, MBA '25; Jenna Buckley, MBA '25; and Distinguished Scholar Kalkidan Alemu, MBA '25 with second graders at Guzick Elementary.

SMU Cox MBAs Deliver Books to Dallas ISD Elementary School Students

For their community outreach project, 70 SMU Cox School of Business Full-Time MBA Class of '25 students visited Dallas ISD's Frank Guzick Elementary in southeast Dallas in October. The MBA students delivered gift bags containing books written by local author Sharon Jones-Scaife, who accompanied the Cox students. In addition to Jones-Scaife's books, SMU Cox also donated bookmarks (made by the MBAs) and crayons to all pre-K through second graders at the Title I campus. Cox students read to the children in small groups and talked about their own educational journeys.

Each fall, incoming FT MBA students participate in a community outreach project as part of their first-year foundations course. Assistant Dean Julie Maass and FT MBA associate director Kerry Wright in the Office of Student Enrollment and Engagement organized the project. The team selected Guzick Elementary because 97% of its student population are economically disadvantaged and the school is an AVID campus. AVID (Advancement via Individual Determination) is a global nonprofit organization working to close the achievement gap by preparing all students for college readiness and success in a global society. The MBA students enjoyed the project, and several asked how soon they could return.

GRADUATE NEWS

MBA Creativity and Tenacity on Display in Cox Corral

Cox MBAs demonstrated creativity and resilience during the second annual Cox Corral “Unbridled Ventures” event held in October at Crum Auditorium. Cox Corral is the culmination of a required course launched in 2022 based upon feedback by corporate partners about the qualities they want in MBA candidates/prospective employees such as tenacity, resilience, grit and drive. Employers also want to hire MBAs who are comfortable working with ambiguity. In this project-based course, second-term MBA students form groups and apply the concepts and methods learned in their core courses to launch a new product or service in a new venture or within an existing organization. In an ambiguous and uncertain environment, MBAs complete business plans, including prototypes, and make final project presentations to venture capitalists. During Cox Corral 2023, 63 students in 12 groups presented to venture capitalists who offered feedback. Six groups were awarded first, second or third place honors for their efforts.

Teams were evaluated by two sets of judges. The first group consisted of Venture Capitalist (VC) Judges: John Terry, Abe Minkara, James Bottom, Mitchell Kokko and Julie Silcock.

The Market, represented by fellow MBAs and audience guests, voted for the service or product they are most likely to purchase and most likely to invest in.

The VC Judges awarded team Cinto first place for its business plan, which proposed an everyday casual belt designed to be used as a high-functioning tourniquet. This idea came from a student who was a Special Forces medic prior to his MBA.

The Market selected team SpeakSafe as first place for its plan to offer a personal safety tool that alerts emergency contacts with seamless voice activation via a mobile device application.

Both groups were awarded \$1,000 in prize money by Graduate Student Enrollment and Engagement.



Left to right: Members of the VC Judges' first place team, Cinto, left to right: Abe Minkara, Legacy Knight; Tom Beamish, MBA '24; Jon Serrell, MBA '24; Tyler Krysiak, MBA '24; Kyle Hinshaw, MBA '24; John Terry, Churchill Terry and adjunct professor of Strategy and Entrepreneurship; Mitchell Kokko, Valley Capital Partners; Shane Goodwin, associate dean of Executive Education and Graduate Programs.



Members of the Market team chosen for first place by the Market judges, SpeakSafe, left to right: Andres Herrera, MBA '24; Guillermo Rosique, MBA '24; Emilee Lancaster, MBA '24; Jordan Chambers, MBA '24; Graham Doll, MBA '24; Shane Goodwin, associate dean of Executive Education and Graduate Programs.

Cox Students Participate in PepsiCo X SMU Case Competition

In November, first-year students of the Cox Two Year FTMBA program squared off in the annual PepsiCo Case Competition, also known as the PepsiCo X SMU Case Competition, an in-house Cox-only competition. Thirteen teams of four to six students each had one week to craft a plan for a Doritos and Mountain Dew innovation case submitted by PepsiCo. Each team presented to PepsiCo executives, as well as representatives from the Cox faculty and Cox second-year FTMBAs. The final competition was judged by two PepsiCo judges and one second-year FTMBA. The first-place team won \$900, to be divided among the six team members. The second-place team won \$200 dollars, also to be divided among that team's members. Participation in case competitions gives students more opportunities for experiential learning, a core pillar of the Cox curriculum.



Left to right: Winning PepsiCo Case Competition team members Youngjae Jeon, Caitly Reynoso, Sobari Alatta, Jack Reagor, Shayan Ehtesham, and Kialond Bronson-Smith, all first-year FTMBAs.

Best & Brightest Executive MBA '23

Caleb Messer, EMBA '23, is one of only 105 EMBA students to be named "Best & Brightest" in 2023 by the publication *Poets&Quants*. The annual feature honors EMBA students whose academic excellence, extracurricular leadership, and professional achievement represent the best of business education.

Messer is the CEO of GME Supply, the premier outfitter of fall protection, safety equipment, power tools and gear for men and women of industry. He moved into



Caleb Messer, EMBA '23

the lead role of this private equity-backed business at age 37, an achievement he cites as his proudest professional accomplishment to date. He credits his Decision Modeling class for teaching him ways to directly benefit his company. "I entered the course with limited quantitative modeling experience and was able to make top marks while helping colleagues who were struggling," says Messer. "I have since leveraged the lessons I learned in class to improve decision-making processes at our company."

The 2023 EMBA Best & Brightest honorees were chosen from the world's 56 highest-ranked programs.

EMBA Expands to Fall and Spring Entry Terms

The Executive MBA degree program launched its first-ever spring entry on January 12, now giving EMBA students the option to start in spring or fall. EMBA students who start in the spring will participate in the Global Business Project and trip, the Unbridled Leadership Practicum and the Executive Insights forum, as well as several electives with students who start the EMBA program in the fall.

1. The first deadline for the fall 2024 term is February 12. The final deadline for fall 2024 is June 10.
2. The spring 2024 cohort closed in December.
3. Newly expanded elective hours give students more time to focus on areas of special interest and growth.

To apply, visit: coxgradadmission.smu.edu/apply

GRADUATE NEWS

EMBA Annual Book Review Hosts Author Jimmy Soni

Executive MBA students, alumni and guests welcomed award-winning author Jimmy Soni on Nov. 16 to discuss his book “The Founders: The Story of PayPal and the Entrepreneurs Who Shaped Silicon Valley” during the annual book review hosted by Cox EMBA Class of ’01 and SMU Cox. Soni is also the author of the acclaimed work “A Mind at Play: How Claude Shannon Invented the Information Age,” and previously worked as managing editor at *The Huffington Post*. Additionally, he worked as a strategy consultant at McKinsey and Company. All attendees received a free copy of Soni’s book.

SMU Cox Executive MBA ’01 alumnus Don Ritter, his wife Leslie, and the EMBA Class of ’01 host the annual event. Ritter and his EMBA peers formed a book club during their time as Cox students. Each year, they reconnect with one another, current EMBA students and other friends while gaining insight from best-selling authors.



EMBA students enjoy a post-lecture discussion with author Jimmy Soni. Left to right: Bindu Challapalli, EMBA ’24 Class President; Seth Sartain, EMBA ’25; Dawson Barksdale, EMBA ’25; Eswar Chodisetty, EMBA ’25 with the author (back to camera).



Left to right: Don Ritter, EMBA ’01; Leslie Ritter; Author Jimmy Soni; John Slocum, SMU Cox Professor Emeritus.

Cox Online MBA Students Come to Campus

Eighty Online MBA students, representing a mix of different program cohorts, took part in the OMBA program’s first projects-based Dallas immersion in June. Twelve teams participated in consulting projects with Dallas companies and nonprofits, providing consulting services to address business-related problems. Students also had an opportunity to explore campus and get to know each other while working on their consulting projects over meals in Umphrey Lee Dining Hall and through team-building activities such as an evening at Game Show Battle Room.

Although many of the OMBA students are Texas-based, about 10% are from other states, including Florida, New Jersey, New York, Pennsylvania and Virginia on the east coast, as well as Colorado, Missouri and Utah.



OMBA students who hadn’t met until June’s Dallas immersion enjoyed team-building time at Game Show Battle Room.



Children’s Health Vice President Tina Brown, third from right, met with the OMBA team assigned to a consulting project for Children’s Medical Center Dallas.



OMBAs gathered for a partial group photo on the last day of their summer immersion.

OMBA Best & Brightest '23

Valecia Harris, OMBA '23, is one of 52 graduates honored by *Poets&Quants* in its sixth annual Best & Brightest Online MBAs feature. Harris works as an independent senior advisor providing guidance, expertise and support to early-stage and growth-stage established companies seeking to navigate complex business challenges and strategies. This includes managing risk associated with legal and regulatory compliance, competitive market trends and best practices to improve operational efficiency. A very engaged online student, Harris served as president of the Cox Graduate Entrepreneurship Club and the Graduate Women in Business organization. Thirty-one top-ranked online MBA programs sent in nominations. The 2023 *P&Q* Best & Brightest class includes 29 women and 23 men, ranging in age from 27-55. Their professional positions are varied and include entrepreneurs, military personnel, physicians, consultants, engineers and financiers.

Harris is the first SMU Cox OMBA student to be named Best & Brightest OMBA. SMU Cox became eligible to participate in the *Poets&Quants'* OMBA Best & Brightest ranking after the graduation of the Cox School's first OMBA cohort in 2022. *Poets&Quants* currently ranks the Cox OMBA program No. 20 in the nation.



Valecia Harris, OMBA '23

Expanded Slate of Cox Graduate Certificate Options

In conjunction with the roll-out of a newly expanded offering of specialized SMU Cox graduate certificate options, the Cox Graduate Admissions Office announces all SMU alumni are eligible for a 50% discount on tuition costs when they begin a graduate certificate program at any point in 2024.

SMU Cox now offers the following graduate certificate options:

- Graduate Certificate in Finance
- Graduate Certificate in Accounting
- Graduate Certificate in Real Estate
- Graduate Certificate in Marketing
- Graduate Certificate in Business Analytics
- Graduate Certificate in Supply Chain and Operations Management
- Graduate Certificate in Strategy
- Graduate Certificate in Entrepreneurship
- Graduate Certificate in Leadership and Management
- Graduate Certificate in Strategic Human Resources Management

The certificates help participants fill a knowledge gap and improve job performance. Building upon a student's existing knowledge, they provide focused and specialized learning opportunities in classes with low faculty-to-student ratios. Having an MBA is not a mandatory requirement for enrollment, but many students have already earned a graduate degree. Those who haven't will earn course credit for a Cox graduate degree while they learn from SMU Cox faculty alongside graduate degree-seeking students.

Applications are currently being accepted for summer and fall 2024 entry terms.

The deadline to apply for summer 2024 is March 29, with graduate certificate classes slated to begin the week of May 6. The deadline to apply for fall 2024 is the week of July 19, with graduate certificate classes to begin August 19. Candidates are encouraged to apply ahead of these deadlines to be best prepared for admission and enrollment prior to the start of classes.

Admission Requirements:

- A completed bachelor's degree
- Minimum 2 years of post-undergraduate work experience
- A submitted online application which includes:
 - A professional resume
 - Unofficial copies of undergraduate transcript(s)
 - One short essay
 - No application fee
- An admission interview
- After the online application is submitted, the admission committee can offer an invitation for the applicant to complete an admission interview as a next step.

To start a Graduate Certificate application, visit:

coxgradadmission.smu.edu/apply

EXECUTIVE EDUCATION

Latino Leadership Initiative Celebrates Newest CEDP Graduates

For the first time since the pandemic began, the SMU Cox Latino Leadership Initiative’s Corporate Executive Development Program (LLI CEDP) held an on-campus graduation ceremony in the Collins Center. Forty-seven participants from around the country, each selected to participate by their respective corporations, attended periodic three-to-four-day sessions beginning in April 2023. Commencement was held in October, during Hispanic Heritage Month.

Even though Latinos comprise the largest ethnic minority population in the U.S. with 63.7 million people, it is a population drastically underrepresented in the ranks of executive and senior executive positions. Research shows while Hispanic managers and directors reach mid-level management positions faster than their peers, there is little or very slow movement into the C-Suite. In the more than 10 years since SMU Cox Executive Education created CEDP, its goal has been to offer mentorship and training to help high-potential, mid-level Latino managers leverage their cultural knowledge and hone strategic leadership skills to reach high-level executive positions.



Graduates of the 2023 Corporate Executive Development Program gather with the program leaders after commencement (middle front row, left to right: LLI Academic Director Jerry Magar; LLI Associate Director Staphany Lopez-Coronado; LLI Executive Director Ana Rodriguez; LLI Academic Director Jose Antonio Bowen).

Ana Rodriguez Receives La Cima Award from Greater Dallas Hispanic Chamber of Commerce

Congratulations to SMU Cox Latino Leadership Initiative Executive Director Ana Rodriguez. The Greater Dallas Hispanic Chamber of Commerce honored Rodriguez as its 2023 La Cima Education Latina Leader in October. “La cima” means “the top” in Spanish. Selection committee judges selected her based on a nomination submitted by Wells Fargo, one of many clients for which Rodriguez has helped develop and teach leadership training programs. In addition to her years heading the Cox School’s Latino Leadership Initiative, Rodriguez is also the managing director of business development for Executive Education at SMU Cox.



Ana Rodriguez (center) celebrated with (left to right) Marisela Peña, AT&T; Maribel Hurtado, AT&T; SMU Cox LLI Associate Director Staphany López-Coronado; and SMU Cox Assistant Dean for Finance, Facilities, and Administration Catherine Collins during the GDHCC 2023 La Cima Latina Leadership Awards ceremony.

HR Roundtable Explores Retirement Readiness

Cox Professor of Management Marcus Butts hosted Executive Education’s Human Resources Roundtable Meeting in August at CAPTRUST Dallas. About 15 human resources professionals gathered to hear John Pickett and Travis Whitten of CAPTRUST Dallas address “The Big [R] in the Great Resignation – Helping Your Employees by Enhancing Retirement Readiness.” The duo shared ideas on how HR departments can help employees take better advantage of retirement savings plans. They presented statistics revealing that such company benefits are underutilized. The SMU Cox Human Resources Roundtable is a forum for a select group of strategic HR leaders who meet quarterly to examine strategic people issues.



Left to right: Travis Whitten, CAPTRUST Dallas; Shanna Downs, Assistant Director of Client Engagement, Cox Executive Education.; Sally Siegel, Cox Managing Director of Business Development, Cox Executive Education.; Sheri Moore, Director, Cox Executive Education; Professor Marcus Butts, HR Roundtable Academic Director; and John Pickett, CAPTRUST Dallas Senior Vice President.

Healthcare Leaders Convene at SMU Cox

North Texas healthcare stakeholders and decision-makers gathered in the Collins Center in October to discuss pressing challenges facing patient-centered care at the Cox School’s inaugural 2023 Healthcare Conference—Patient-Centered Care: Access and Cost. SMU Cox Executive Education, in partnership with Jim Hinton, operating partner at private equity firm WCAS and former CEO at Baylor Scott & White Health, and McKesson CEO Bryan Tyler, convened more than 100 healthcare industry professionals from across North Texas for an in-depth conversation about healthcare access, costs and other key issues.

Conference topics ranged from “Health Access and Equity” to “How AI Impacts Patient Care, Access and Cost.” In part, the goal of the one-and-a-half-day conference was to help determine how SMU and the Cox School can add value to the area’s growing healthcare industry and help shape North Texas into a center of healthcare excellence. Conferences on “AI for Healthcare” and “Physician Leadership” are planned for late spring.



Left to Right: Jill Lewis, moderator; LaDale George, Perkins Coie; Chris Akeroyd, SVP Information Services and CIO of Children’s Health; Kevin O’Brien, board member—Lirio, EmOpti, Memorial MRI & Diagnostic; SMU Cox Associate Professor of ITOM Vishal Ahuja discuss AI’s impact on patient care, access and cost.



Associate Dean of Executive Education and Graduate Programs Shane Goodwin interviews McKesson CEO Bryan Tyler about his journey as a leader in the healthcare industry.

CENTERS OF EXCELLENCE

BRIERLEY INSTITUTE FOR CUSTOMER ENGAGEMENT

Brierley Institute Welcomes New Leadership Team

The Brierley Institute for Customer Engagement, the world's first academic institute created to advance knowledge of and improve business practices in customer engagement, has a new leadership team. Renowned Professor of Marketing Venkatesh "Venky" Shankar joins SMU Cox as the new Harold M. Brierley Endowed Professor with the Brierley Institute for Customer Engagement and also a Professor of Marketing at the Cox School, effective January 2024. Brad Harraman, who has served as a consultant with the Institute since 2019, came on board full-time as the Institute's director in May 2023. The Brierley Institute enables MBA candidates studying marketing to specialize in customer engagement and then pursue successful careers that will shape the future of customer loyalty strategies.

Most recently, Shankar served as the Ford Chair Professor of Marketing & E-Commerce and Director of Research at the Center for Retailing Studies at the Mays Business School, Texas A&M University. For having made significant contributions to the research, theory and practice of marketing, the American Marketing Association (AMA) just nominated Shankar to be an AMA Fellow. He was selected for the fellowship by a group of distinguished academic peers and will be honored at the AMA Winter Academic Conference in St. Pete Beach, Florida this February.

In 2020, 2021 and 2022, Mendeley Data ranked Shankar among the Top 1% of scientists in marketing based on citation data covering seven million scientists in 22 major fields. In 2014, also based on data calculations of highly cited papers, Thomson Reuters recognized Shankar as one of the World's Most Influential Scientific Minds. He has received numerous other academic honors, including being named one of the Top 10 experts on innovation management worldwide by the *Journal of Product Innovation Management* in 2012.

Harraman assumes responsibility for the daily activities of the Brierley Institute, including student outreach and corporate engagement. A veteran marketer and SMU Cox alumnus, Harraman spent the previous 30 years working alongside Hal Brierley and the Brierley companies implementing some of the most forward-thinking strategic initiatives and technology solutions in the loyalty and customer engagement space, building profitable customer relationships for brands including United Airlines, Hertz, Hilton, Neiman Marcus, GameStop and e-Rewards/e-miles, to name a few.

Benefactor Hal Brierley, who serves as executive in residence of the Brierley Institute, will continue to impart his many years of expertise and thought leadership working closely with the new leadership team.

"Venky's remarkable body of academic research on customer engagement and marketing strategy, combined with Brad's keen understanding of loyalty and his role in helping shape the Brierley

Institute's curriculum, make this a truly dynamic duo," said Brierley. "I'm looking forward to working with this leadership team at the Brierley Institute to help shape the future of customer engagement and to increase understanding about effectively connecting with customers."

An industry-shaping visionary and pioneer in the field of customer engagement, Brierley and his wife, Diane, initially donated \$10 million to establish the first-of-its-kind Brierley Institute for Customer Engagement at SMU Cox in 2016. The Brierleys continued their support of the Institute with an additional \$5 million commitment in 2019. Their generosity makes possible student consulting projects, as well as competitive MBA curricula and scholarships. It also funds research by early-career faculty members and connects customer engagement professionals and corporations in the Dallas community and beyond.

As a community of graduate students, academics and corporate leaders, the Institute examines and explores why customers engage with brands, and how that engagement drives loyalty and value. The Institute introduces proven strategies for establishing and sustaining profitable customer relationships, engineering behavior change and understanding the role consumer psychology plays. Additionally, it addresses a critical and growing business need: capturing customer attention in what Brierley has described as "a time-starved, social media-obsessed environment."

Previously, Professor of Practice in Marketing Marci Armstrong led the Brierley Institute from its inception until 2022.



Besides an extensive body of award-winning research in customer engagement and marketing, Venkatesh "Venky" Shankar brings to the Brierley Institute his expertise and research in digital business, marketing strategy, retailing, international marketing and pricing. Shankar's co-edited "The Handbook of Marketing Strategy" has been touted as "an essential resource guide for researchers, doctoral students, practitioners, and consultants in the field of marketing strategy."



As director of the Brierley Institute, Brad Harraman will collaborate with Shankar and Brierley on the continued evolution of the course curriculum for the Brierley Institute's degree specialization requirements.

FOLSOM INSTITUTE FOR REAL ESTATE

Folsom Institute Sends Students to Los Angeles

Twenty SMU Cox undergraduate and graduate students attended the Urban Land Institute conference in Los Angeles in November, courtesy of the SMU Cox Folsom Institute for Real Estate. While in California, students also visited Eastdil Secured, Hackman Capital Partners, Affinius Capital, Hines, JLL Capital Markets, Lincoln Property Company and their respective project sites, and attended a networking event with SMU Cox Board Members, alumni and special guests.



Executive in Residence Hal Brierley shares his customer engagement knowledge with MBAs.



Students enjoyed ocean views while sitting in classrooms.



The generosity of Diane and Hal Brierley, shown here at the 2016 gift announcement, made possible the Brierley Institute for Customer Engagement.



Real estate students experienced learning opportunities at the Urban Land Institute and half a dozen commercial real estate firms and project sites.

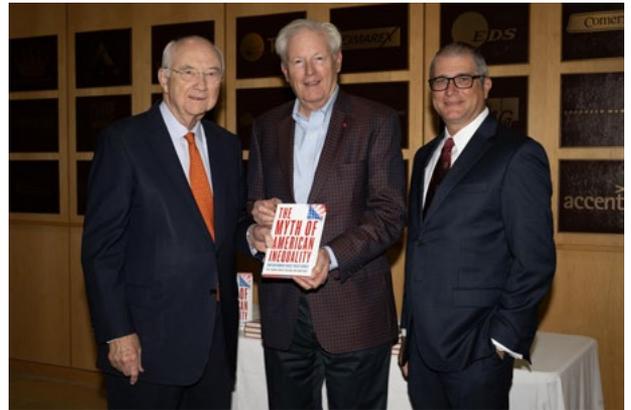
CENTERS OF EXCELLENCE

BRIDWELL INSTITUTE FOR ECONOMIC FREEDOM

Bridwell Institute Brings Former U.S. Senator Phil Gramm to Cox

Economist and former U.S. Senator Phil Gramm of Texas was a Bridwell Institute for Economic Freedom guest lecturer in September as part of the Institute's "Flourishing and a Free Society" series. He spoke about his new book, "The Myth of American Inequality: How Government Biases Policy Debate." He offered his perspective that everything Americans have heard about income inequality, poverty and other measures of economic well-being in America is wrong.

As Gramm told the audience of about 140 guests, "The way inequality in this country is typically measured leads to a misguided policy debate, and that when appropriately measured, inequality is not the threat to American society" it is often perceived to be. The former senator made the case that inequality in the U.S. is currently at its lowest level since WWII.



Former U.S. Senator Phil Gramm (far left) with Bridwell Institute for Economic Freedom benefactor and Cox Executive Board Chair Tucker Bridwell, BBA '73, MBA '74, and the Institute's Director and Jerome M. Fullinwider Centennial Chair in Economic Freedom Bob Lawson.

NABE Comes to Cox

The Cox School and Bridwell Institute for Economic Freedom hosted a reception in October for the 65th Annual Meeting of the National Association of Business Economists (NABE), held in Dallas. Bridwell Institute Director Bob Lawson stepped in for Dean Matt Myers, who was traveling, to deliver welcoming remarks. The professional organization is the largest international association of business economists and others who use economics in the workplace. About 120 conference attendees attended the reception.



NABE Executive Director Tom Beers introduces Bridwell Institute for Economic Freedom Director Bob Lawson at a NABE reception held in the Collins Center in October.

Spring and Summer Bridwell Activities

"Economic Freedom and Local Economies: What Does the Research Say?" was the focus of a March panel discussion moderated by the Bridwell Institute's Dean Stansel. It also featured Justin Callais from the University of Louisiana-Lafayette, Adam Hoffer from the Free Enterprise Center at Concordia University and Seton Hall University's Danielle Zanzalari. The panelists agreed that the large metropolitan areas of Texas illustrate that freer local economies tend to be more prosperous. They discussed research about the relationship between economic freedom at the local level and economic outcome measures.

Also in March, Georgetown University's Jason Brennan discussed his recent study "The DEI Dilemma: The Wrong Reasons or the Wrong Kind?" Brennan examined the pros and cons of evidence about the efficacy of such programs. In late May, eight students from universities across the U.S. joined Bridwell Institute faculty and other invited guests for the third annual Graduate Student Colloquium. Students were provided information about the technical aspects of the Economic Freedom of the World and Economic Freedom of North America indices and were exposed to a broad set of research using these indices. The event concluded with students proposing their own research projects.

Seventeen scholars traveled to Dallas early in the summer for two Bridwell Institute research colloquia. The gatherings were part of a larger project on Women and Economic Freedom, which included other scholarly colloquia. The project is also commissioning 15 research papers that will be published in a special journal issue, with one or more public programs to be held this spring.

CARUTH INSTITUTE FOR ENTREPRENEURSHIP

Caruth Institute Counts Down to Dallas 100™ with CEO Reception

The SMU Cox Caruth Institute for Entrepreneurship celebrated the top 125 Dallas 100 finalists in October at “The Road to the Dallas 100” networking reception in the Collins Executive Center. The event began the countdown to the annual Dallas 100 Awards Gala and was held one month before the main event.

At the October reception, 100 rapidly growing private companies with revenues of \$500,000 to \$100 million were announced in alphabetical order to help build anticipation in advance of the November awards event. Jim Wicker, the president and CEO of 2017’s top Dallas 100™ winner, JW Logistics, discussed how his supply chain company learned from, and even benefited during and after, the COVID crisis.



Representatives of the 125 companies named as this year’s Dallas 100™ finalists packed Crum Auditorium in October to hear keynote speaker Jim Wicker, president and CEO of JW Logistics, 2017’s No. 1 Dallas 100 company.

Healthcare Job Finder StaffDNA Named Fastest-Growing Privately Held Company in Dallas Area

At the Dallas 100™ Entrepreneur Awards Gala held at the Hyatt Regency Dallas in November, the SMU Cox School of Business Caruth Institute for Entrepreneurship revealed healthcare job finder StaffDNA as the Dallas area’s fastest growing private company. The 2023 slate of the Dallas 100™ fastest-growing privately held companies featured 16 healthcare-related businesses. Four of the top 10 winners specialize in healthcare staffing. Top firm StaffDNA’s job search technology serves a range of professions and settings from RNs to certified nursing assistants, as well as hospitals, skilled nursing facilities and home health settings.

“These winning companies deserve recognition for their contributions to the North Texas economy as well as their innovative spirit and resilience,” said Simon Mak, the executive director of the SMU Cox Caruth Institute for Entrepreneurship. “The healthcare industry is surging here and nationwide, and our Dallas 100 rankings reflect that growth.”



Caruth Institute for Entrepreneurship Executive Director Simon Mak, far left, with the CEOs and/or company representatives of the top 10 winners of this year’s Dallas 100™ Entrepreneurship Awards

CENTERS OF EXCELLENCE

MAGUIRE ENERGY INSTITUTE

SMU Cox FTMBA Students Win the National Energy Finance Challenge

For the fourth consecutive year, an SMU Cox Full-Time MBA team took first place at the National Energy Finance Challenge at The University of Texas McCombs School of Business. For the 20th annual competition in October, student teams developed and presented a strategy and solution to a real-world energy finance case offered by program sponsor Chevron. The Cox team beat out fellow challenge finalists Rice University, University of California-Berkeley, Texas A&M University and Northwestern University.



Left to right: Full-Time MBA students Jack Reagor, 1st year; Brent Farley, 1st year; Jace Eakin, 2nd year; Will Murphy, 1st year; and Bhumi Kamdar, 1st year won the \$10,000 top prize at the National Energy Finance Challenge, an annual case competition hosted by The University of Texas McCombs School of Business.

MBA Energy Club Travels to Houston

Fourteen students participated in the MBA Energy Club trip to Houston in November. The graduate students visited Bank of America, Wells Fargo Investment Bank, Energy Transfer Partners, RBC Capital, Wild Well Control and Jefferies for both educational and recruiting purposes. The BBA Energy Club made a similar trek in September. Maguire Energy Institute Associate Director Marsha Faram, who accompanied the students, says planning for additional trips in the spring is underway for both the BBA and MBA Energy Clubs.



MBA and MSF students visited potential future employers during their Energy Club Trek to Houston.



David Zhu, Two-Year FTMBA '25 (left) and Bose Abubakre, One-Year FTMBA '24 at Wild Well standing next to giant shears that cut pipe to control pipe leaks.

BLC Offers Students Close-Up Access To C-Suite Leaders

The Business Leadership Center brings a range of business leaders and C-Suite executives to campus through Mod A and Mod B each term to share their expertise and discuss their own leadership journeys with graduate students. In fall 2023, about 30 sessions were offered—each designed to help students develop effective leadership skills and learn practical applications that are essential in the business world. Norm Bagwell, Bank of Texas chairman and a member of the Cox Executive Board, imparted his wisdom in an intimate roundtable setting, giving students close-up access early in the Mod A fall term.

Mod B culminated in a visit from the newly announced Co-Founding Director of the Cox School's William S. Spears Institute for Entrepreneurial Leadership, Megha Tolia. As she shared with students, "Having an entrepreneurial mindset leads to innovation. It leads to stronger teams." Read more about the work of Megha Tolia and her husband Nirav Tolia with the Spears Institute for Entrepreneurial Leadership on pages 44-48.



Bank of Texas chairman Norm Bagwell shared some of what he's gleaned from his decades of banking experience.



Megha Tolia shared a PowerPoint to illustrate her personal story and underscore her professional advice.

CENTERS OF EXCELLENCE



Left to right: Instructional Design & Educational Technologies Librarian Melissa Johnson; Business Library Director Sandy Miller; 2023 STAR Award Winner Muku Santhanakrishnan; Instruction Coordinator & Business Graduate Programs Librarian Tracey Rinehart; Student Success Librarian Gayle Freeman-Staggs; and Business Undergraduate Program Librarian Justin Harrison.

Business Library Awards 2023 STAR Award

Congratulations to Clinical Professor of Finance and MS in Finance (MSF) Associate Director Muku Santhanakrishnan, the 2023 winner of the Business Library’s Super Teacher Advocating Research Award, better known as the STAR Award, given in August.

The Business Library staff credits Santhanakrishnan for being “instrumental in advocating for students to utilize library resources even before they begin their classes via workshops designed specifically for the MSF program.”

The librarians presented the award for his partnership in guiding student success, saying: “Muku recognized the need to pivot from Bloomberg Basics workshops to one designed for FactSet. Since a standalone workshop did not exist for this resource, he worked with Business Librarians to identify the elements that were important in addressing students’ needs with respect to proficiency in this business resource. The result was a Business Library FactSet Fundamentals workshop that was successfully delivered to incoming MSF students. It will be a staple of workshop offerings in the Business Library during the regular semester.”

SWGSB Distinguished Award Recipients Elevate Financial Services Industry Through Service

The chairman of Commerce Street Holdings and the banking commissioner for the State of Texas were honored in June at the annual banquet hosted by the SW Graduate School of Banking (SWGSB) at SMU Cox.

Charles G. Cooper received SWGSB’s Distinguished Alumnus Award. The award is given to a SWGSB graduate who has served the financial services industry in a way that goes above and beyond his or her peers. Recipients have made meaningful contributions to banking, and their work draws honor to the school. Cooper has been Texas’ banking commissioner since December 2008 and is responsible for chartering, regulation, supervision and examination of 213 state-chartered banks in Texas with aggregate assets of approximately \$419.8 billion. Cooper’s banking career spans a half-century.

William D. “Tex” Gross received the Distinguished Service Award. The honor is presented to someone who has made a significant contribution to SWGSB, its educational mission and the banking industry overall. Gross is the chairman of Commerce Street Holdings, the holding company for Commerce Street Capital and Commerce Street Investment Management. Gross has more than 50 years in the securities business. He founded the Dallas office of SAMCO Capital Markets in 1988 and has held senior positions with Southwest Securities; Schneider, Bernet and Hickman; Cullen Frost Bank and Merrill Lynch.



Left: Charles G. Cooper, SWGSB Distinguished Alumnus 2023
Right: William D. “Tex” Gross, SWGSB Distinguished Service Honoree 2023

COX IN THE COMMUNITY

40 Under 40 Dallas Business Honorees

The Cox School of Business co-sponsored the *Dallas Business Journal's* 17th annual "40 Under 40" Awards dinner in July. Approximately 300 guests were on hand for the event at The Hall on Dragon in the Dallas Design District. Two of the 40 honorees earned degrees from SMU Cox: Caitlin Clinton, BBA '09 and John Mowrey, PMBA '10. Another honoree, Allison Frizzo, completed her Starting a Business Certificate through the Cox School's Caruth Institute for Entrepreneurship in 2021. SMU Dedman School of Law alumna Melissa Kalka, '12, was among the honorees, but was unable to attend.

The *DBJ's* "40 Under 40" event honors rising business professionals in the North Texas business community. These men and women are leaders who were nominated by peers in the variety of sectors and industries in which they work in the DFW area. The publication narrowed down a field of 500 submitted nominations to the winning 40. In advance of the awards dinner, the Cox School was the site for a pre-event reception for honorees to meet each other and representatives of SMU Cox and Simmons Bank, the two event sponsors. All 40 honorees were featured in the *DBJ's* July 28 edition.



Left to right: Cox Assistant Dean of External Relations Kevin Knox with "40 Under 40" honorees Caitlin Clinton, BBA '09; John Mowrey, PMBA '10; Allison Frizzo, Starting a Business Certificate '21 and Cox Managing Director of Corporate Engagement and Strategic Partnerships Lisa Tran.



The 2023 *DBJ* "40 Under 40" honorees came to SMU Cox in July for a pre-awards reception.



A contingent of Cox staff and graduate prospects attended the *DBJ* Women in Business event. Elizabeth Jimenez, EMBA '22 (second row, second from right) explained how earning her graduate degree has expanded her career.

Cox Celebrates Women In Business

For the fourth consecutive year, the Cox School co-sponsored the 16th annual *Dallas Business Journal's* Women in Business awards luncheon in August. The event celebrates young business professionals. Director of Business Development for SMU Cox Executive Education Elizabeth Jimenez, Cox EMBA '22, told the audience about the impact her own higher education journey has made on her career.

COX IN THE COMMUNITY

SMU Cox Co-Sponsors *D CEO* Healthcare Event

Associate Professor of Information Technology and Operations Management Vishal Ahuja welcomed area healthcare professionals to “The Hospital of Tomorrow,” a *D CEO* Healthcare Breakfast co-sponsored by the Cox School of Business and Sendero in October. The event, held at the Dallas Regional Chamber office, included a panel discussion exploring how advancements in healthcare and architectural technology are affecting healthcare delivery. As part of a Healthcare Initiative in North Texas, SMU Cox has hosted events over the past several months focused on making North Texas a healthcare center of excellence.



Associate Professor Vishal Ahuja welcomed nearly 100 healthcare professionals to a healthcare discussion at the Dallas Regional Chamber in October.

50/50 Women on Boards' Conversation at Cox

Led by Lisa Tran, SMU Cox Corporate Engagement & Strategic Partnerships hosted the 50/50 Women on Boards Dallas-Ft. Worth Conversation on Board Diversity in October. This is the fifth year SMU Cox has sponsored the program and its second consecutive year to host the event. Nearly 300 current and aspiring corporate board directors visited the Collins Center for an engaging conversation with four seasoned C-suite executives and board directors: Anne Chow, former CEO of AT&T Business; Stacey Doré, chief strategy and sustainability officer of Vistra Corp.; Aishetu Fatima Dozie, founder and CEO of Bossy Cosmetics and Nina Vaca, founder, chairman and CEO of Pinnacle Group. Following the panel discussion, attendees networked with experienced director coaches, including Helmuth Ludwig, SMU Cox professor of practice in Strategy and Entrepreneurship.



Left to right: Aishetu Fatima Dozie, Bossy Cosmetics; Stacey Doré, Vistra Corp; Nina Vaca, Pinnacle Group; and Anne Chow, AT&T Business.

SMU Cox Helps Shine Spotlight on Student Golfers

SMU Cox was among 16 sponsors of the inaugural Southwest Airlines Showcase at Cedar Crest, a televised amateur invitational spotlighting 42 top college-aged golfers, 21 men and 21 women, from diverse backgrounds. The tournament debuted Nov. 13 on the GOLF channel with three days of live coverage from 1:30–4:30 pm CST. Cox Dean Matt Myers and Assistant Dean of External Relations Kevin Knox were among those on hand for the Pro-Am event on Sunday, Nov. 12.

I AM a Golfer Foundation (IAMGF), a local nonprofit, organized the 54-hole stroke play event that also included development opportunities such as conferences, seminars and job fairs for tournament participants and area youth. The Cox School partners with IAMGF, which aims to be a catalyst for community renewal and transformation in South Dallas by leveraging the city's historic Cedar Crest Golf Course to amplify the opportunities around the sport of golf and its related activities. Since its inception in 2018, IAMGF has engaged local youth in instructional programming, facilitated or provided paid internships and awarded scholarships.



Left to right: Julianne Esteve, SMU Cox School Alumni Affairs; Cox Alumni Board member Bill Ajello, Origin Bank; Matt Myers, Dean, SMU Cox School; Kris Stiles, San Jose State University student-athlete; Kendall Jackson, Howard University student-athlete; SMU Alumnus Roman Kupchynsky, MedProperties; Julie Maass, Assistant Dean, SMU Cox Graduate Student Enrollment & Engagement; and Kevin Knox, Assistant Dean, SMU Cox External Relations.

FACULTY Q&A

How the SMU Cox Master of Science in Real Estate Program Will Connect to Industry and Open Career Doors

Classes will incorporate Dallas as its **practical laboratory**.

By Patrick Reardon

The SMU Cox Folsom Institute for Real Estate turns 40 in 2024. Coinciding with this milestone, the Cox School will begin offering its new Master of Science in Real Estate (MSRE) degree program in fall 2024, with applications already being accepted. To better understand Folsom's—and Dallas'—storied history of real estate and how the MSRE complements the expanding market, we spoke with the Institute's Director, Joseph Cahoon, and the Director of the new MSRE program, Wally Boudry.

Take us back 40 years to when the Folsom Institute started—what did Dallas' real estate landscape look like?

Joseph Cahoon: Go back to Bob Folsom himself, the mayor of Dallas from 1976 to 1981. He built his commercial real estate career and was one of the leading real estate developers in North Dallas in the 1970s. When the Folsom family created this endowment in the early 1980s, Dallas was the land of big-thinking, iconic real estate developers. The can-do spirit of the 1970s and 80s led the real estate world. But it was also

a period—like today—of high inflation. Mortgage rates in 1983 were in the 12-13 percent range. Treasury rates were in the 10-11 percent range, yet the market was resilient in that period. Looking at DFW's population growth over the past five years and what we anticipate, we will continue to be one of the largest metropolitan regions in the country. The companies that moved here in the past five years have transformed the economic and real estate landscapes. If you look at 1984, when the Folsom Institute was founded, versus today, they're very similar periods. But 1983 was a generation of homegrown developers. Now, it's the generation of national firms paying attention and relocating to Dallas.

Someone from New York once asked me, "Why is Dallas where it is? Why does Dallas exist?" It's not on a major river. It wasn't originally a major thoroughfare for commerce. My only answer is: It exists because of sheer tenacity because it is business-friendly, and this attractiveness brings people together. I would compare that to SMU. If you were to go back to the 1970s and 80s, SMU was a Texan-student school. Looking at SMU today, much like Dallas, it has largely become a school



Joseph Cahoon is a professor of practice and director of the Folsom Institute for Real Estate.

that draws students from around the world and throughout the country: 60 percent of our students are not from Texas, and 20 percent of those students come from California. And, frankly, their parents are coming with them. Today, Dallas and SMU are attractors.

Tell us about the new Master’s in Real Estate program. How was the program and its curriculum developed? Why is it important for Dallas students?

Wally Boudry: We asked, “What does the perfect MS in Real Estate look like? Who is that student? How does this help their career?” A program like this always needs to be in service of something. Here, it is in the service of getting these students out into the industry and into their careers.

Leadership, analytics and experiential learning are the three pillars at the core of our Cox graduate and undergraduate curricula. As we crafted the MSRE curriculum, we combined theoretical and practical elements to ensure all of the above. On the theoretical side, students need to know why they’re doing what they’re doing. So, you pull in topics from finance, economics, marketing and accounting. On the practical side, we ask, “How do we apply that to real estate?” Students need to know how to model finances and how these deals get done. When building out



Wally Boudry is a clinical professor of real estate, Clara R. and Leo F. Corrigan Sr. Endowed Chair and director of the new MSRE program.

the curriculum, we focused on providing the theoretical underpinnings, then the skills. We will offer electives where students can dig deeper into individual topics after they have the theoretical basis. We can bring in adjuncts to take students through the state of the art of what’s happening in the industry. It’s about leveraging Dallas as this experiential laboratory. What they learn in this environment will prepare our students for successful real estate careers in Dallas, or anywhere in the world.

JC: We’re not only leveraging the full-time real estate faculty, but we’re also leveraging the best of our colleagues’ curricula throughout the Cox School. Returning to why, here in Dallas, we can leverage the best industry professionals as adjunct professors.

MSRE students will be studying and working in the heart of one of the fastest-growing metropolitan areas in the U.S. How is the program taking advantage of SMU Cox prime real estate?

JC: The major shift in Dallas over the past 10 years has been between the real estate property markets and the real estate capital markets and how those two have significantly grown in tandem. When you’re teaching a physical asset, you’ve got to be able to experience the assets. SMU and the Cox

School can use this city as our laboratory, not only because of the physical, commercial assets we have around us, but also because you have the entirety of the real estate industry within a 15-minute radius of this campus. When you look at the competitive setup of major universities and business schools, that’s one of our distinct advantages.

WB: We really have the whole microcosm of the industry located here, both on the physical side, which gives you great assets to look at, and a rich industry knowledge base: There is someone in Dallas you can find to talk to in each facet of the market.

We don’t want to pigeonhole a student. We have a broad job base in Dallas, and you can pursue many jobs in real estate. We have development courses set up inside of the program if you want to be a developer. We also have courses in asset management, real estate investment banking and commercial mortgage-backed securities. It’s about giving students that fundamental knowledge so they can start exploring the other elective topics available, which opens many career doors in all these areas.

Remaining Application Deadlines for the Fall 2024 Cohort:

Round	Application Due (11:59pm CST day of deadline)
3	March 5, 2024
4	April 30, 2024
5	May 28, 2024

Rolling Admissions based on availability after May 28, 2024. March 5 is the final priority deadline for scholarships and fellowships.

To learn more about admission requirements for the SMU Cox School of Business Master’s in Real Estate program, visit: smu.edu/cox-msre.

This interview has been edited for length and clarity.

FACULTY Q&A

Bridging the Gap Between Energy & Sustainability

The new Cox Master's degree program will be designed to **prepare students for the evolving energy landscape.**

By Patrick Reardon

The Maguire Energy Institute marks its 50th anniversary in 2024. At the same time, SMU Cox will be working with the Institute toward the fall 2025 launch of a new Master of Science in Energy and Sustainability (MSES) degree program. We spoke with Bruce Bullock, the Jane and Pat Bolin Endowed Director of the Maguire Energy Institute, and Professor of Finance Kumar Venkataraman, who serves as academic director of the Maguire Energy Institute & Kyle Miller Energy Program, to learn more about how the program, still in the development phase, will address the global tension between energy and sustainability solutions—and how it will prepare students for the next 50 years of an evolving energy landscape.

Bruce Bullock: In many ways, we're facing the same challenges we did 50 years ago. I entered the industry in 1983 in Dallas, which, at that time, was much more of a major oil producers' town. We had three major oil

companies headquartered here: ExxonMobil, a company then called Diamond Shamrock and Atlantic Richfield, or ARCO, as well as several independent oil and gas companies. Today, Dallas' energy focus has shifted substantially. A few independent energy companies still exist, such as Pioneer and HF Sinclair, but Dallas' focus is now more on large consumers of energy—manufacturers like Texas Instruments, Toyota and Caterpillar. Also, Dallas now has a significant interest in energy finance—many private equity firms and other investment houses here invest in oil and gas. That was not nearly as important back when we had major oil companies here because they were largely self-financing.

Kumar Venkataraman: Texas was known as a big traditional oil and gas producer. And today, it's a big producer of renewable energy, like solar and wind. The nature of where that energy comes from is changing, and it will continue to change. However, the Texas economy will still be an essential participant in the energy landscape.

Why are you excited about launching the MSES program in 2025?

BB: Right now, there is a global tension between energy sources and sustainability: How much oil and gas do we use? How does that affect sustainability from an environmental standpoint? How fast do we switch, and what are the economic and sustainability implications? That tension will be with us for at least another 50 years, and companies will need a lot of financial, operational and policy expertise in that area.

KV: The current areas with the largest global capital investment are renewable energy, energy-smart technologies and energy efficiency, clean transportation, green infrastructure, pollution prevention and control equipment on an industrial scale, plus sustainable water treatment. We want to prepare our students for emerging opportunities in these areas, with a deep understanding of energy landscape as it is and where it is going.



Bruce Bullock is the Jane and Pat Bolin Endowed Director of the Maguire Energy Institute.

How did you develop the curriculum for the new MSES program?

KV: We evaluated competitors' programs, where we noticed a focus on traditional oil and gas, conventional energy finance or economics, hydrocarbons and renewables. But these programs do not focus on sustainability. So, what we are crafting is an interdisciplinary master's program in energy and sustainability that fills the gap.

The MSES program will not be tied specifically to a functional area, such as finance or operations. The objective is to provide students with broad skills tied to sustainability and experiences in the energy world, so they are prepared to solve industry problems.

We will provide students with two types of elective options. One is what we consider the "traditional" option, where students can take a set of five or six elective courses in a particular area that they're interested in, for example, specializing in operations by taking courses offered by our operations department. Alternatively, if they are interested in energy finance, they can take a set of courses offered by the



Professor of Finance Kumar Venkataraman is the academic director of the Maguire Energy Institute & Kyle Miller Energy Program.

finance department, such that in addition to energy and sustainability, they have the technical skills to play a role in the energy finance space. Our objective is to create a

“The objective is to provide students with broad skills tied to sustainability and experiences in the energy world, so they are prepared to solve industry problems.”

unique offering that allows students within a traditional MBA or MS program to pursue their interest in the sustainability space.

Another important initiative is to offer a three-course sequence in sustainability—we

call it the sustainability track. Here, students will take courses in environmental, social and governance reporting, ethical leadership, corporate social responsibility and sustainable value creation.

This program creates new experiences for students interested in the emerging sustainability market while nicely complementing our other offerings, as the new courses can be commingled with what is currently available in the graduate program.

What are some examples of practical applications of an MSES?

BB: As part of the program, we envision formalizing two capstone courses where students will address real problems for real companies. For example, a regional manager of a rental car company needs to report carbon emissions from the tailpipes of all the rental cars. The pressure is for that level to be less and less. There are decisions to consider: Do they rent 20 percent electric and 80 percent fossil fuel cars? Or do they rent all hybrids? What solution meets market needs?

KV: The typical team that works with a CFO is usually well-trained in energy finances. But the team needs expertise on the sustainability implications and the carbon footprint of the company. Our students will be prepared to fill that role, specifically bringing the sustainability perspective into the conversations, whether in the boardroom talking to the CEO and the Board of Directors or at a project level. Looking ahead, we envision a future where all companies need a team that is looking at the corporate decisions from a sustainability perspective.

Applications for the new MSES degree program are not yet being accepted. Initial classes are planned for August of 2025.

This interview has been edited for length and clarity.

RESEARCH SPOTLIGHT

Research Confirms Gender Bias in U.S. Financial Industry

By Jennifer Warren

In groundbreaking research, Professor of Finance and Caruth Chair of Financial Management Darius Miller and Assistant Professor of Finance Ruidi Huang, with co-author Erik Mayer, now of the University of Wisconsin-Madison, examine gender bias in job promotions within the U.S. financial industry. “We uncover some of the first concrete empirical evidence that women must pass a higher bar to get promoted, an inquiry made possible by recent advances in statistical techniques,” Miller says. Going beyond simply documenting the oft-cited gender gap, the research shows hard evidence that gender bias can explain *why* the gender gap exists.

Analyzing the rank-and-file data of about 72,000 middle- and lower-level workers from more than 1,000 mortgage companies, also known as shadow banks, researchers based their work on Gary Becker’s Nobel prize-winning model about discrimination (1957), now known as the outcome test, which makes two central predictions: Firms with bias will set higher promotion standards for marginally promoted female workers, and those firms will incur costs by not promoting more qualified female workers.

The study uncovers the existence of bias and a root cause. They also found evidence for stereotyping bias, since women were underpromoted when working under both male and female managers. Using the emerging analytical tools, the researchers documented that women are held to a higher standard. “Men with less managerial potential get promoted, but women must be better to get promoted,” Miller says.

Study setting

In the U.S. financial sector, women comprise most entry-level employees but hold less than a quarter of top leadership roles. The study cites the broken-rung analogy as described by former Facebook COO Sheryl Sandberg as the main obstacle for women attempting the first step up from entry level to manager on their career ladder. The phenomenon hinders career trajectories and the overall talent pipeline for a company or industry.

The setting also highlights economic significance with new mortgage originations totaling more than \$2 trillion annually.

Mortgage loan officers’ compensation is tied to loan origination volume, which measures job performance. This large-scale data set, and an employee’s first transition from loan officer to manager, can reveal women’s performance details under both female and male managers, according to Miller.

Promotions Gap

The study investigated whether the lack of women in leadership roles—the gender promotion gap—is a result of gender bias in promotions and revealed the existence of such a gap at the shadow banks they analyzed. Male loan officers were 15% more likely to be promoted than their female counterparts, even when controlling for performance and experience.

The researchers used Becker’s proposal to test for true bias by measuring the relative outcome of a job promotion. “A finding that promoted women make better managers than men is hard evidence that women had to pass a higher promotion standard than men,” Miller says.

Applying Becker

Becker predicted that biases unrelated to productivity, such as promoting less qualified men because of their gender, would be costly to firms. This research finds correlations indicating firms with inequitable hiring practices will have poorer performance such as reduced lending volume, slower employment growth and lower survival rates. “Balanced hiring practices help firms benefit from higher-skilled women and perform better,” Miller says. “And the economy is undermined overall by promoting less qualified people.”

This study revealed what prior research was unable to prove: bias based on gender. While the study findings provide strong evidence of gender bias, it suggests having more women in managerial positions may not eliminate bias for future generations of women in finance if female employees remain held to a higher standard even by female managers, Miller says.

“Gender Bias in Promotions: Evidence from Financial Institutions” is forthcoming in *Review of Financial Studies*. The research won a best paper award at the Napa/Sonoma Finance Conference.

New Frontiers in Competition and the World's Most Valuable Brands

By Jennifer Warren

When the world's most valuable brands—Apple, Amazon, Google—enter new digital industries, how is market competition affected? Assistant Professor of Strategy and Business Policy Wendy Bradley and Julian Kolev of the U.S. Patents and Trademark Office analyze competitive forces in nascent markets by studying trademarks and the entry of superstar firms in the metaverse. They find a rise of intangible assets among firms and an entirely new terrain of economic growth that leans into the concept of creative destruction.

"Intangible assets, whether trademarks, patents or copyrights, are becoming extremely crucial to value creation for companies," says Bradley. "It's how they protect their ideas and signal to the market what they're working on." According to Bradley, research is beginning to show exactly why firms choose patents, copyrights or trademarks as part of their overall firm strategy, particularly when entering a new industry.

The entire ecosystem for virtual worlds could potentially generate \$5 trillion by 2030. Digital products and goods on the internet—infrastructure, hardware, experiences, platforms and beyond—have unique economic properties that are different from physical goods. In new digital product markets, traditional models of value creation may not apply.

Uncertainty surrounds which resources and capabilities will be valuable, and which firms will succeed or fail in a space that didn't exist previously, especially as this value changes over time. "Think of the virtual world as almost a duplication of the real world," says Bradley. Brands are now attempting to simulate the real world, which means consumers can purchase digital goods and unique experiences all within a virtual world. What consumers will value and how competition among firms will manifest under these new conditions remains unclear.

The superstars

Increasingly, the same companies, including Amazon, Google and Meta, hold the top-five largest valuations on the stock market, with less shifting of their relative positions. "We used to get fluctuation in terms of the largest, most valuable companies," Bradley says. Now, not so much. It's simply Alphabet, Amazon, Apple, Meta and Microsoft. These are the big technology companies. They can also be called superstar firms.

Big tech, internet giants or superstar firms are different competitively in many ways compared to physical goods and services firms of the past. Tech firms have monopolies (likened to railroads, electricity and

telecommunications industries) that are unique because of the data aspects. "Every market these days is basically digital," says Bradley. Big tech firms, those so-called superstar firms, have the infrastructure to collect massive amounts of data, thus dominating any industry they enter.

Persistence pays

More than ever, trends reveal industries are winner-take-all and increasingly concentrated, with large firms replacing small firms. The study finds that firm size is a positive predictor for trademark filings in the metaverse. Large firms file significantly more trademarks in these new markets.

Perhaps unexpectedly, the authors' research finds the smallest and largest firms tend to resemble each other in terms of their reaction to superstar firm entry. Bradley explains, "Smaller firms tend to persist; in fact, they just increase their product trademarking a little bit more than average. Small-to-medium-sized firms are the ones that decide to opt out or appear to be showing declines in terms of product introduction."

These findings likely are driven by differences in strategic priorities, the study theorizes. Very small digital firms may increase trademarking in the metaverse after superstar entry because they don't really have the option to exit if they've committed to this new industry. This persistence could be attributed to potential candidacy for acquisition by a superstar company or of a decision to double down on product introductions to gain a competitive advantage.

According to Bradley, born-digital firms have the unique characteristic of becoming global immediately. Research shows this often leads to a firm's longevity, survival and success. Global firms face greater-than-average declines in trademarking, whereas born-digital firms seem to exhibit a durable commitment to competing in the nascent market, even in the face of superstar entry.

Importantly, big tech has advantages, but born-digital firms that invest at the very beginning of new technology appear capable of competing in these new markets, like the metaverse, which has implications beyond entertainment. The metaverse also has potential applications for healthcare, education and energy. Bradley stresses the importance of studying these competitive effects so that despite superstar entry into a market, smaller rivals still have a shot at success.

The paper "Competitive Dynamism in Nascent Markets: An Empirical Exploration of Trademarks and Superstar Entry in the Metaverse" is under review.

NEW FACULTY



Jim Chester

becomes a professor of practice at the Cox School after serving as a Cox adjunct professor since 2019. His courses include "Business Law" and "Entrepreneurial Legal Strategies." He taught for 20 years as an adjunct law professor at Baylor Law School and has also taught at the University of Dallas and Texas A&M-Commerce. Chester is a technology business attorney with over 25 years of experience and is a successful entrepreneur. He holds a Juris Doctor degree from South Texas and a Master of Laws in international business law from the University of Houston Law Center.



Nuri Ersahin

is an assistant professor of finance. He earned his Ph.D. in Finance at the University of Illinois at Urbana-Champaign. He also holds an M.A. in Economics from Northwestern University, a Master of Science in Economics from the London School of Economics and a B.A. in Economics from Koç University in Istanbul. After finishing his graduate studies, Ersahin worked at Michigan State University for five years before coming to Dallas. His area of research is in empirical corporate finance and focuses on credit markets and supply chains. His hobbies include taking long walks, learning new languages, singing and watching documentaries.



Charlotte Haendler

is an assistant professor of finance. She holds a doctorate in finance from the Carroll School of Management at Boston College. Her research focuses on how digitalization is reshaping the traditional banking sector and on the impact of consumer protection programs on the financial sector at large. Before earning her Ph.D., Haendler worked at the European Central Bank in the Market Infrastructure and Payments division. She also holds a joint master's in Financial Economics from Bocconi University and HEC Paris. She grew up in Italy, which instilled in her a strong passion for art and food.



Scott Hensley

is a new professor of practice in Management and Organizations (MNO) who has been at SMU Cox for more than 11 years in both career services and graduate admissions. During that time, he pursued a doctorate in higher education and taught as an adjunct faculty member for the Business Leadership Institute (BLI) and later MNO. Hensley holds undergraduate degrees in accounting from SMU Cox and economics from SMU Dedman College, an MBA from Vanderbilt and a doctorate in higher education from SMU. He previously worked as a public accountant at EY and as a consultant with KPMG.



Yurianna Kimmons

is a professor of practice in Management and Organizations. She received her Ph.D. in Management from The University of Texas in Austin and was previously part of the management faculty at Oklahoma State University. Prior to pursuing her Ph.D., Kimmons worked for her alma mater, the University of Notre Dame, in Development. She is originally from Houston, Texas. In her free time, Kimmons enjoys playing sand volleyball and baking sourdough bread for her husband and daughter.



Xiao Liu

joins SMU Cox as an assistant professor in accounting. She recently completed her Ph.D. at Rice University. Liu also holds an M.S. in Financial Mathematics from the University of Chicago and a B.A. in Economics and Mathematics from Wuhan University in China. In her research, she uses both reduced-form and structural methods to study the real effects of accounting standards and prudential regulation in the banking industry. Outside of work, Xiao enjoys yoga, foreign movies and playing with her cat.



Jane Tan

joins Cox as an assistant professor in the Information Technology and Operations Management (ITOM) department. Most recently, she served as an assistant professor at Indiana University's Kelley School of Business. She holds a Ph.D. from the Foster School of Business at the University of Washington and earned her bachelor's in engineering at Renmin University of China. Tan's research examines how technology changes the way people perform prosocial behavior, including charitable giving, volunteering and social movement engagement. She lives in North Dallas with her husband and two children.



Nathan Walcott

rejoins SMU Cox as a clinical professor of finance. He earned a B.A. in Biochemistry from Rice University and an MBA, Master's in Finance and Ph.D. in Business Administration from the University of Washington. He has previously held faculty positions at Washington State University, with SMU's Cox School and, most recently, the University of Colorado – Boulder. Walcott departed SMU Cox in 2021. Remarking upon his return, he said he knew the grass was greener at SMU Cox, but didn't know how much greener until after he left.



Michael Seeligson

is a clinical professor in finance continuing at Cox after two years as a visiting associate professor. Prior to SMU, Seeligson was an assistant provost at UT Dallas, where he built the National Merit Scholars Program and served as head of admissions while he pursued his Ph.D. studies in Finance and Economics. He holds a J.D. from the University of Virginia and master's degrees in International Business Law from Sciences Po and The Sorbonne, both in France. He primarily focuses his research on the intersection of corporate governance and innovation. His academic research extends to the startup world, where he has helped launch three companies in the 3D printing and biotech spaces.



Nils Van Den Steen

is an incoming clinical professor of information technology and operations management. He holds a Ph.D. in Business Economics from Ghent University in Belgium, where he also earned an M.S. in Business Engineering-Operations Management and a B.S. in Business Engineering. His research focuses on business process digitalization. He also serves as associate director for The Commercial Diplomacy Initiative. He came to Cox as a visiting professor in the fall of 2021 and has been in that role since.



Alex Zhou

is a new associate professor of finance at the Cox School. His research includes financial intermediation and market microstructure, with a focus on the fixed income markets. Zhou's research has appeared in noted academic journals, such as the *Journal of Financial Economics* and *Management Science*. He currently serves as an associate editor for *The Journal of Empirical Finance*, *The Journal of Financial Markets* and *The International Review of Finance*. Previously, Zhou was a principal economist at the Federal Reserve Board of Governors. He earned his Ph.D. from Cornell.

ACHIEVEMENTS



Vishal Ahuja, associate professor of ITOM, was named “Outstanding Healthcare Innovator” in *D CEO* magazine’s 2023 Excellence in Healthcare Awards. Now in its 10th year, the program honors the top healthcare entrepreneurs, practitioners, leaders and systems in North Texas. Ahuja was among the Excellence in Healthcare finalists featured in *D CEO*’s December issue. Finalists were honored and winners were announced at a November awards event. In October, Ahuja presented a plenary talk at an industry conference called “Integrated Care Conference,” organized by the Collaborative Family Healthcare Association in Phoenix, Arizona. Ahuja co-authored a paper titled “Predicting Hospital Readmission in Medicaid Patients with Heart Failure Using Administrative and Claims Data,” which was published in the summer/fall 2023 issue of *Perspectives in Health Information Management*. The paper develops predictive algorithms for preventing readmissions among heart failure patients.



Amit Basu, professor of information technology operations management (ITOM), Carr P. Collins Chair in Management Information Sciences and ITOM Department chair, co-authored “Competitive Digital Innovation – Transforming Products, Processes, and Business Models to Win in the Digital Economy,” published in 2023. The book helps companies understand the fundamental differences between digital and traditional business and how to harness those differences and digital technologies in an effective way to compete successfully in the marketplace.



Marcus Butts, professor of management, Corrigan Endowed Research Professor and chair of the Management and Organizations department, was among the 2023 nominees for the Rosabeth Moss Kanter Award for Excellence in Work–Family Research, one of the country’s most prestigious work-life field recognitions. His work was recognized among 11 nominees from more than 2,500 articles published in 2022. A panel of 60-plus reviewers from more than a dozen countries examined all articles published in a given year throughout more than 75 leading English-language journals from around the world. The Center for Families at Purdue University and the Boston College Center for Work & Family established the Kanter Award 23 years ago to raise awareness of high-quality work-family research among the scholar, consultant and practitioner communities.



Hemang Desai, Distinguished Professor of Accounting and chair of the Accounting department, co-authored “The SEC’s Short-Sale Experiment: Evidence on Causal Channels and Reassessment of Indirect Effects,” which is forthcoming in the top journal *Management Science*. Following up on a 2005–2007 SEC randomized trial that removed short-sale restrictions

from one-third of the Russell 3000 firms, early studies found modest market microstructure effects but no effect on short interest, stock returns, volatility or price inefficiency. Later studies attributed a wide range of indirect outcomes to this experiment, but few assessed causal channels. In this study, the authors examine the three most often-cited causal channels for these indirect effects: short interest, returns or managerial fear. They find no evidence to support these channels and reexamine the principal findings. Their paper highlights the importance of confirming a causal channel or an economic mechanism.



Russ Hamilton, clinical professor of accounting, won the 2022 American Taxation Association Outstanding Tax Manuscript Award for his paper “Are Declining Effective Tax Rates Indicative of Tax Avoidance? Evidence from Tax Rate Reconciliations,” which was co-authored with Katharine Drake of the University of Arizona and Stephen Lusch from Texas Christian University.



Melissa Johnson, instructional design and educational technologies librarian, created a new, highly interactive Business Library workshop to teach participants effective strategies for evaluating information using a method called SIFT, developed by a digital literacy expert. SIFT is an acronym for Stop, Investigate the Source, Find Better Coverage and Trace Claims, Quotes and Media to the Original Context. ChatGPT is the idea generator. Google Scholar, Library Search and Business Source Complete verify the authority and accuracy of the information.

In the workshop, students vote on one of three prompts the instructor enters into ChatGPT. In small groups, they investigate the generated response to determine whether the data, citations and overall answer are credible. Students are surprised to find not all information provided is factual or real. They walk away with an understanding of why it’s important to SIFT through their research before sharing it. “SIFTing through Business Research” was offered in the fall and will continue to be a regular workshop that anyone at SMU can attend in future semesters.



Helmuth Ludwig, professor of practice in strategy and entrepreneurship, and **Ranjith Raghunath**, adjunct professor of Information Technology and Operations Management, were among “The Favorite MBA Professors of The Class of 2023,” published in *Poets&Quants* in October. Students at the nation’s business schools who were nominated for the publication’s Best & Brightest MBA honor were asked to name their favorite professors. One of the Cox School Best & Brightest nominees named Professor Ludwig and offered this praise: “He challenges us to think through problems and, based on student interest, taps his network to create opportunities for us to connect with everyone from small start-up leaders to C-suite executives.”

Raghunath was also named a “Favorite MBA Professor” for what the student described as his disruptive approach to student development: “Raghunath peels back the layers of our analysis and logic, and then brings in an industry professional to further challenge our thinking.”



Milica Mormann, associate professor of marketing, presented her research at the University of Chicago’s Booth School of Business’ Marketing Research Workshop, as well as at the Subjective Probability, Utility and Decision-Making Conference in Vienna, Austria. She also chaired a session on Attention and Perception and participated in the Inclusive Design panel at the annual conference of the Society for Consumer Psychology in Puerto Rico.



Darius Miller, professor of finance, Caruth Chair of Financial Management and academic director of the Kitt Investing and Trading Center, and **Ruidi Huang**, assistant professor of finance, co-authored “Gender Bias in Promotions: Evidence from Financial Institutions” with Erik Mayer, former Cox assistant professor of finance, currently at the University of Wisconsin–Madison. The paper has been accepted for publication by the prestigious *Review of Financial Studies* journal. It was also accepted for presentation at numerous high-profile conferences and garnered a “Best Paper” award.

The authors tested for gender bias in promotions at financial institutions using two central predictions in Becker’s (1957, 1993) model: firms with bias will raise the promotion bar for marginally promoted female workers and will incur costs from forgoing efficient employment practices. They find support for both of these predictions using a new nationwide panel of mortgage loan officers and their managers, encompassing 72,000 workers. Read more about this research on page 30.



Ryan Murphy and **Dean Stansel**, research associate professors in the Bridwell Institute for Economic Freedom, along with recent SMU graduate Ellen Taylor, co-authored “Economic Freedom at Metropolitan

Statistical Area Borders,” which was published in the *American Journal of Economics and Sociology*. Read additional achievements by Stansel further in the text on this page.



Robin Pinkley, professor of management and organizations, Janet and Craig Duchossois Endowed Professorship in Management and Organizations and program director of the Master of Science in

Management program, co-authored “Gender, Pay Transparency and Competitiveness: Why Salary Information Sometimes, but Not Always, Mitigates Gender Gaps in Salary Negotiations,” published in June in the journal *Group Decision and Negotiation*. The authors find that salary

information is effective in reducing gender gaps, but the effects are nuanced, as they depend on the social comparison inherent to the information. The research was the primary focus of a *Harvard Business Review* “Women at Work” newsletter. Pinkley’s co-authored research published in 2022, “Agreement Attraction and Impasse Aversion: Reasons for Selecting a Poor Deal Over No Deal at All,” served as the impetus for a Harvard Law School Program on its daily blog in May: “Negotiation Mistakes: When Fear of Impasse Leads to Bad Deals.”

Pinkley presented “I’m Curious . . . Do Negotiators Have to Give Up Value When the Relationship Matters?” at the 83rd Annual Meeting of the Academy of Management in August. The paper was the winner of the Conflict Management Division’s Best Paper Award—Empirical or Theoretical. Also at the academy’s annual meeting, she was the creator and presenter of “Celebrating Don Conlon” in the Conflict Management division and host and speaker during “Celebrating Jennifer Chatman’s Lifetime Achievement Award” in the Organizational Behavior Management division.



Dean Stansel, previously mentioned research associate professor, organized and chaired a session at the Southern Economic Association conference in Fort Lauderdale and gave six presentations around the state for the Bridwell Institute’s Teaching Free Enterprise in Texas program. He appeared on Dallas TV affiliates KXAS–NBC 5 and KTVT–CBS 11 to discuss the proposed federal student loan forgiveness plan and was interviewed twice by *The Dallas Morning News* on a proposed guaranteed income program in Dallas and on the Ticketmaster/Taylor Swift debacle. Stansel co-authored the *Economic Freedom of North America 2022* annual report, published in November, as well as an op-ed in *The Hill*.



Tom Fangyun Tan, associate professor of information technology and operations management and Corrigan Research Professor, was recognized with the Meritorious Service Award by the journal *Manufacturing & Service Operations Management*. This achievement is in addition to the Meritorious Service Award he received from the *Management Science Journal* last year. The Mack Institute for Innovation Management at the Wharton School of Business awarded Tan and his co-authors the Mack Institute Research Fellowship 2023, with a grant of \$10,000 for their research on “Evolution of Internet Retailing and Buy vs. Make Decisions.” Tan was also invited to join the Institute for Operations Research and the Management Sciences (INFORMS) Service Science Section Best Diversity–Equity–Inclusion–Justice (EDIJ) Paper Award committee.



Zhen Zhang, professor of management and organizations and the O. Paul Corley Distinguished Chair in Organizational Behavior and Administration, was honored with American Psychological Association (APA)

ACHIEVEMENTS

Fellow status by the APA. The honor is bestowed upon APA members with a doctoral degree in psychology or a related field whose work has made a national impact on the field of psychology. Zhang received his certificate from the APA Fellows Committee in October. This marks the first time the Cox School has had two faculty members named APA fellows back to back. Management and Organizations Department Chair Marcus Butts was named an APA fellow last year.



Daniel Zyung, assistant professor of strategy, co-authored a paper titled “Competition and Constituents’ Polarization Online,” which was accepted by the *Journal of Management*. Zyung organized and moderated a

symposium titled “CEO Job Demands, Characteristics, and Mental States: Implications for Top Executive research” at the 2023 Academy of Management annual meeting. He also presented a paper titled “Favoritism in the Court: Judge Partisanship and Corporate PAC Contributions” at the HEC Paris workshop about “Lobbying the Court,” and served as track chair for the International Corporate Governance Society annual conference.

IN MEMORIAM

Jeanne Milazzo, beloved SMU Cox colleague and friend, passed away on Nov. 8, 2023 after a brief illness. A full-time mainstay of the Cox School’s academic support team for 32 years, Milazzo’s creativity, vast skills and positive spirit made her the go-to person for all. Indeed, generations of undergraduate, graduate, evening studies and certificate program students enjoyed exceptional learning experiences thanks to her genuine joy in helping others and finding solutions. Faculty, staff and students could freely borrow books from Milazzo’s office lending library, and she never tired of creating handmade crocheted gifts.

In December, the Milazzo family invited friends and colleagues to join them in sharing their favorite memories of Milazzo during a Celebration of Life service and reception in the Collins Executive Education Center. Loved ones gathered in the Hillcrest Commons to share stories and view a collection of hand-crafted gifts they had received from Milazzo over the years. To make a tribute gift toward a dedication in Jeanne’s honor, please visit smu.edu/giving/JeanneMilazzo.



In May 2022, the SMU Faculty Club honored Jeanne Milazzo with its Distinguished Service Award for her extraordinary commitment to the club and SMU. She received numerous awards from the Cox School and the University during her decades as a cherished member of the SMU Cox staff.

2023 Faculty and Staff Honorees

Cox Dean Matt Myers presented the following awards to faculty at the annual retreat in August.

- Vishal Ahuja** C. Jackson Grayson Endowed Faculty Innovation Award 2022-2023
- Marcia K. Armstrong** Eugene T. Byrne Endowed Faculty Innovation Award 2022-2023
- Kumar Venkataraman** Carl Sewell Distinguished Service to the Community Award 2022-2023
- Stacey Elizabeth Jacobsen** Boghetich Family Distinguished Teaching Award 2022-2023
- Susan M. Riffe** Barbara and James Mangum Endowed Award for Teaching Excellence 2022-2023
- Marcus M. Butts** Research Excellence Award 2022-2023
- Milica Mormann** Research Excellence Award 2022-2023

Staff service was recognized at the annual Cox School holiday gathering. Dean Myers presented 2023 Staff Recognition Awards to the following staff members, who were nominated by their colleagues and voted on by last year’s Staff Recognition Award honorees.

- Daniel Briesch** Marketing Specialist
- Shanna Downs** Assistant Director of Client Engagement
- Lacey Jeffrey** Executive Director of Marketing
- Jessica Jones** Director of Content and Channel Planning
- Hannah Nousain** Online MBA and MBA Director of Admissions
- Cheryl Posner** Employer Relations and Operations Director
- Olivia Trevino** Director of BBA Admissions
- Maggie Welch** Marketing Web Manager
- Kerry Wright** Associate Director of PMBA Programs

QUOTABLES

09/07/23

Forbes

“Taylor Swift’s Multigenerational Fan Base Could Unleash Exponential Box Office Enthusiasm”

Judy Foxman, retired senior lecturer of marketing, comments on advance ticket sale numbers for the Taylor Swift: The Eras Tour concert film, anticipated to reach a record \$100 million and gross even more. “Taylor Swift has been masterful at building a brand that appeals across generations because she projects as a powerful woman with relatability, grace and strength of character that can be felt by all. She’s an artist who others want to support and emulate.”

09/11/2023

Poets&Quants

“Media & Internet Pioneers to Co-Direct SMU’s New Spears Institute for Entrepreneurial Leadership”

William S. Spears, founder and CEO of Cenergistic and Cox Executive Board member, joins SMU President R. Gerald Turner at the Cox School to announce that proven business entrepreneurs and executives Megha Tolia, COO of Shondaland, and Nirav Tolia, founder of Nextdoor and chairman of Hedosophia, have been named co-founding directors of the William S. Spears Institute for Entrepreneurial Leadership at SMU Cox. “Entrepreneurship often starts with a spark, but the opportunity to learn from the experience of others is key to reaching the finish line,” says Spears. “I cannot imagine two better people than Megha and Nirav Tolia to inspire excitement on the SMU campus and beyond, focus our students’ talents and demonstrate what it takes to succeed.” Read more about the Tolias’ new leadership role with the Spears Institute at SMU Cox on pages 44–48.

09/18/23

Poets&Quants

“10 Biggest Surprises in Businessweek’s 2023–2024 MBA Ranking”

Longtime business school rankings guru John Byrne assesses the recently released *Bloomberg Businessweek* rankings. He cites Georgia and Texas as “the new centers of the MBA universe,” with Texas, in particular, being the home of seven MBA programs in the top 50 and three in the top 30, including **SMU Cox** at No. 27 (tied with Georgia Terry). Byrne describes SMU Cox as “the school to watch in the Lone Star State, having moved up 13 spots in 2023, buoyed by a 3.5-point increase in Compensation – and a 25.6-point jump in Diversity.”

09/19/23

The Dallas Morning News

“‘Crisis’: Dallas Has More than 3,400 Vacancies on City Staff”

David Lei, associate professor of strategy and entrepreneurship, warns of potential long-term consequences that could befall the City of Dallas, with 20% of its jobs unfilled—more than 3,400 vacancies. “It becomes a dysfunctional spiral over time because the people who work there [are] faced with doing more with less, and the incentives to encourage that kind of overload get reinforced. When people leave, it has a reputational effect that this is going to be a pretty tough place to work and there’s not going to be that much support.”

09/20/23

Orange County Register

“A Blow to Liberty: Hong Kong is No Longer No. 1 in Economic Freedom”

Bob Lawson, director of the Bridwell Institute for Economic Freedom, researches and writes the annually published Economic Freedom of the World index, which rates economic freedom in 165 countries and jurisdictions. For the first time since the publication’s inception, Hong Kong has slipped from No. 1 to No. 2 behind Singapore. While Hong Kong still ranks high, Lawson warns, “The emerging risk is that China will continue to use its growing control over economic matters such as the ability to freeze the assets of individuals and companies who dare to speak out against Beijing’s undemocratic rule in Hong Kong.”

09/27/23

D Magazine

“Why DFW is the Nation’s Favorite Place to Call Home”

Michael Cox, executive in residence at the Bridwell Institute for Economic Freedom, and writer in residence **Richard Alm** explore the reasons behind the population boom in the Dallas-Fort Worth metropolitan statistical area (MSA). They cite Institute colleague and Research Associate Professor **Dean Stansel’s** economic freedom index for U.S. metro areas, which finds that “DFW ranks fifth among 44 large MSAs” in economic freedom. Cox and Alm contend population growth is tied to the “fruits of economic freedom, including good and varied job opportunities, affordable homes, and more money to spend after taxes. In short, they come here for the chance at a better life.”

10/08/23

The Hill

“There are Two Sides When it Comes to Extending the Child Care Tax Credit”

Richard Alm, writer in residence at the Bridwell Institute for Economic Freedom, and **Michael Davis**, senior lecturer of economics and business strategy, co-author an opinion piece examining an apparent spike in child poverty rates as reported in U.S. Census data. They contend the increase was related to pandemic and post-pandemic adjustments in the childcare tax credit. Alm and Davis write, “The tax change didn’t eliminate any of child poverty’s root causes; without it, the kids fell back into poverty.”

10/26/23

U.S. News & World Report

“How to Write a Strong MBA Resume”

Jason Rife, Senior Assistant Dean of Career Management and Graduate Admissions, offers several key pieces of advice about what MBA applicants should and shouldn’t include in their MBA resumes to make them effective. Among other recommendations, he urges applicants to “explain your job as you would to a grandparent ... It’s much better to use plain, clear language.” Rife also advises MBA applicants to highlight career advancement and positions of responsibility. “If you have been at a company and you had three different roles, you ought to make that very clear.”

David B. Miller Business Quadrangle Nears Completion

The countdown is on! The Cox School's \$140 million Renovation and Expansion project that kicked off with a groundbreaking ceremony in May of 2022 will culminate in a building dedication in May 2024. For almost two years, two giant cranes have been visible campus-wide, standing as a reminder of a new era underway at the Cox School of Business. By late February, both cranes will come down, and the bulk of the remaining work will focus on the interior of the David B. Miller Business Quadrangle at SMU Cox.

SMU's Office of Facilities Planning and Management has kept the two-year project on track throughout the construction phase. Building completion is slated to take place shortly after May commencement. Over the summer, faculty and staff will begin moving into the new facilities in assigned shifts, much the way they moved out of the old building ahead of the construction project. The first classes in the new building are scheduled for August 2024. The two-year project, part of the University's \$1.5 billion campaign "SMU Ignited: Boldly Shaping Tomorrow," expands the Cox School's footprint by more than 30 percent. Four new buildings connect existing renovated facilities to create a cohesive space that will support collaboration for students and faculty in Cox, both across campus and with the Dallas business community. The following pages illustrate construction progress through late November.



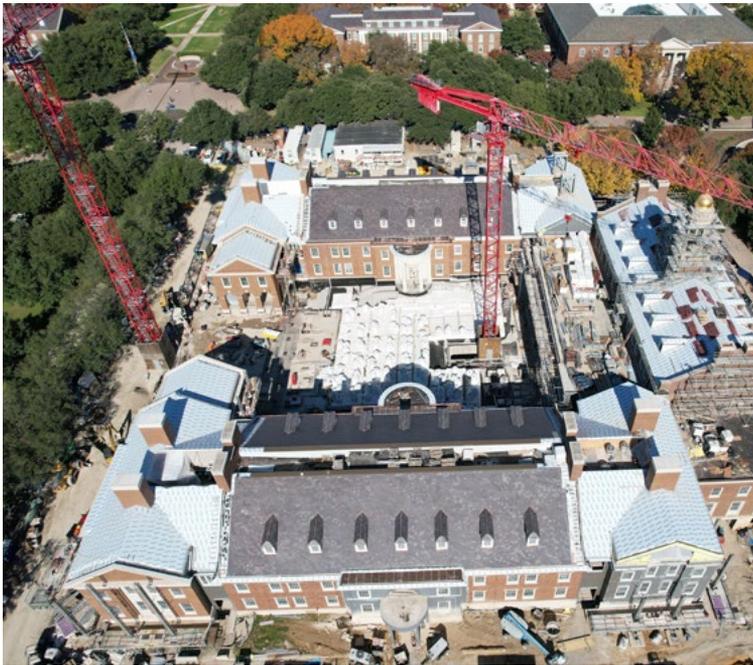
The Bishop Boulevard entrance to the new Katy and Kyle Miller Courtyard will be through a plaza between Bolin-Bridwell Hall (visible on the left in this photo) and Sheffield Hall on the right.



Dean Matt Myers led Berry Cox and his son Cox Executive Board member Justin Cox, BA '08 on a tour of the construction site in July.



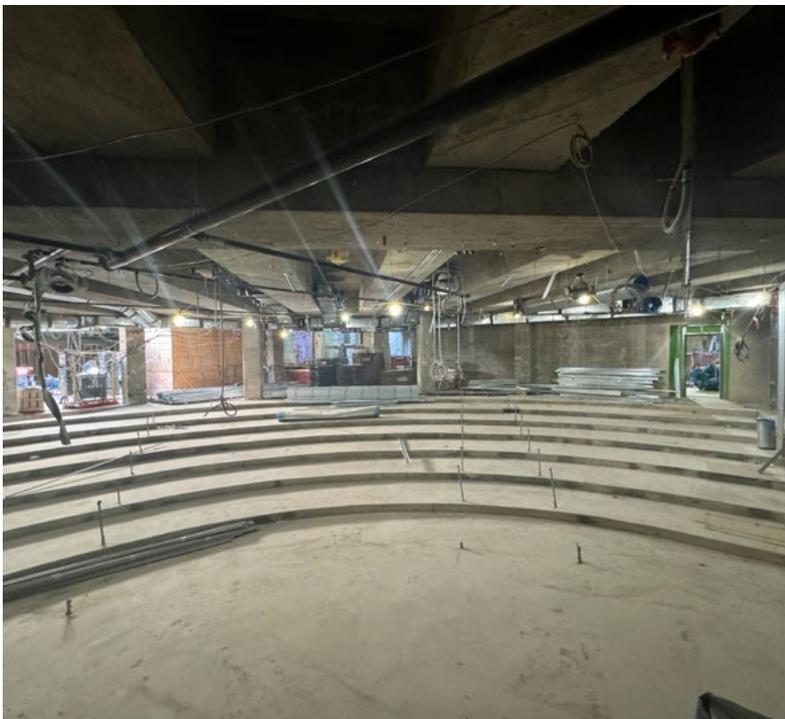
Cox Executive Board member Barry Kitt and his son Greg Kitt, BBA '08 got their first look at what will be the new Kitt Trading and Investing Center in August.



The David B. Miller Business Quadrangle construction site, as seen from above. This north-facing photo shows proximity to the rest of campus, with Bishop Blvd. immediately to the west of the Quadrangle and Clements Hall north of it, next to Hughes-Trigg Student Center. To the northeast is Caruth Hall, with the R. Gerald Turner Centennial Quadrangle directly to the east.



Cox Executive Board Chair Tucker Bridwell, BBA '73, MBA '74 (center) with fellow Executive Board member Pat Bolin, BBA '73 (right) and Cox Dean Matt Myers (left). The trio stands in front of the new Bolin-Bridwell Hall.



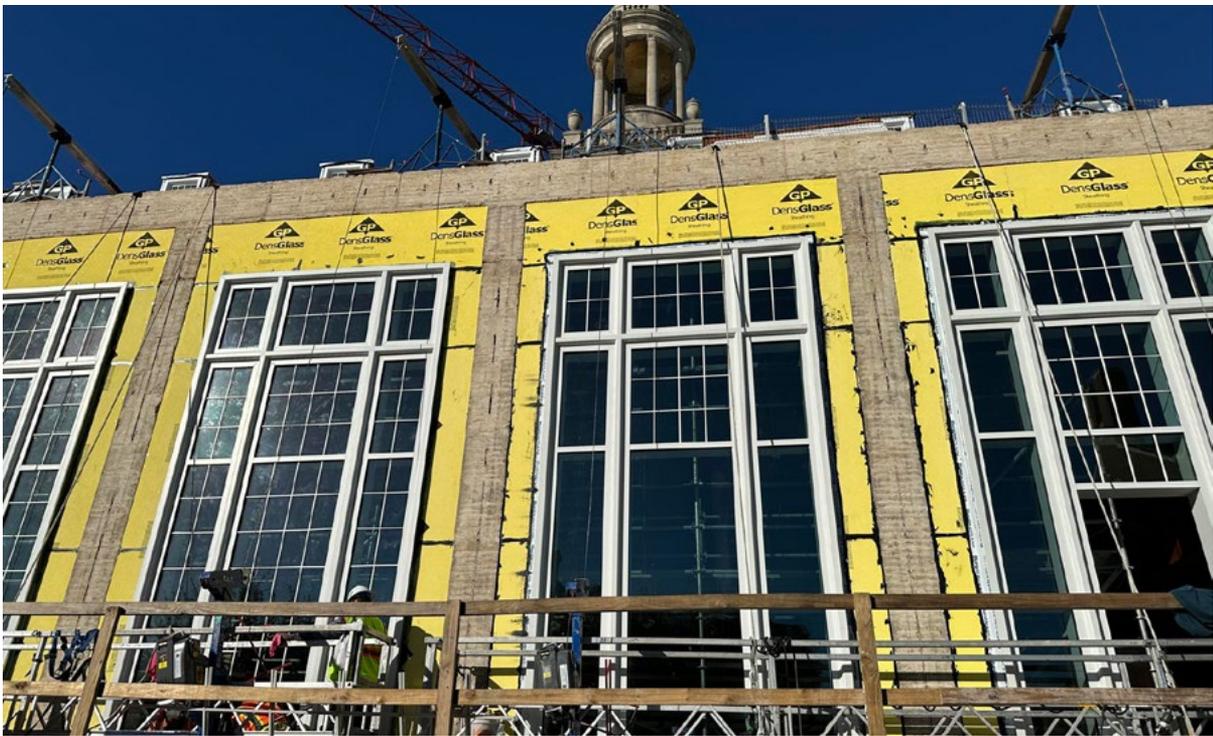
The new Georges Auditorium will provide expansive classroom space.



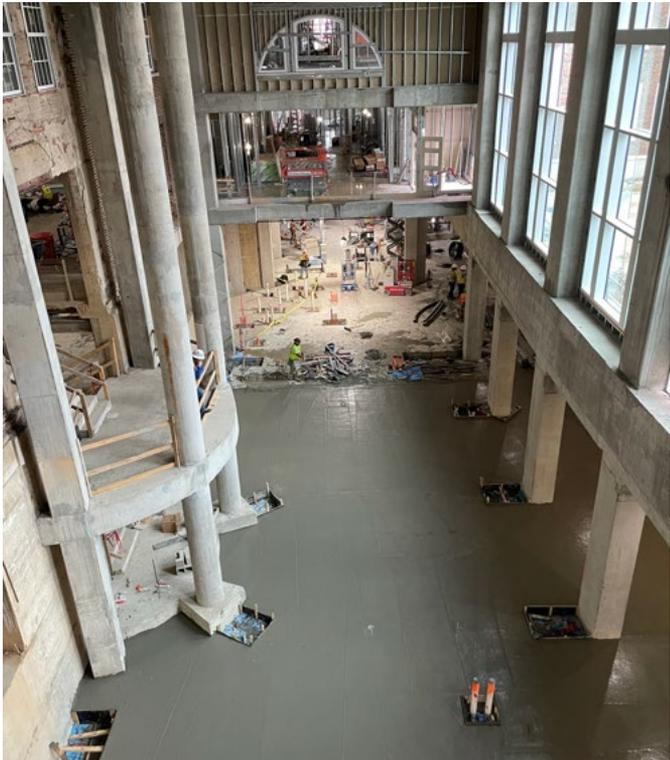
The new reading room, which will be adjacent to the Duda Family Business Library, will feature majestic windows.



This view of the Katy and Kyle Miller Courtyard shows the progress on the exterior of the Heppner Family Commons, to the left, and the renovated exterior of the Crow Building straight ahead.



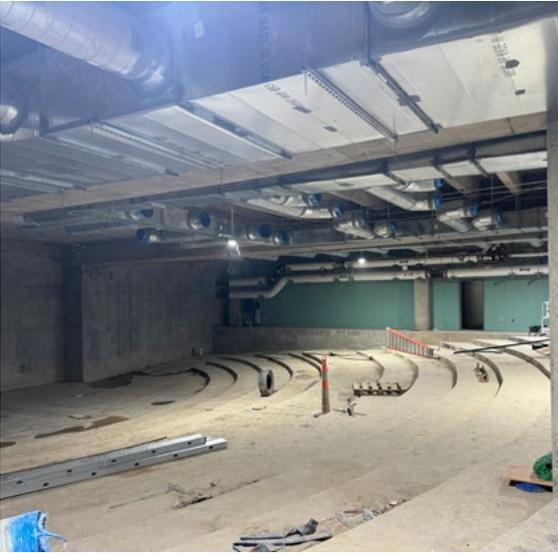
A close-up exterior view of the full-length windows that will be part of the new EY Gallery.



The Heppner Family Commons will serve as a key hub of activity inside the Cox School's renovated and expanded facilities.



The hallways will be wider throughout all areas of the new building.



The new Crum Family Boulevard Auditorium will seat up to 400 people.



The Maguire Building's south entrance is being reworked to accommodate the new Katy and Kyle Miller Courtyard. The windows of the Heppner Family Commons are visible in the background.



This aerial view of the David B. Miller Business Quadrangle at SMU Cox, taken in late November, shows major progress on all building exteriors.

Get Involved

Cox Director of Development Ashley Pitts continues to seek support for the renovation and expansion project. Additional naming opportunities within the building are still available. For more information, contact apitts@smu.edu or megm@smu.edu.



*Introducing the David B. Miller Business Quadrangle at SMU Cox
Coming Summer 2024*

Forging the Future of Business Education at the SMU Cox School of Business

- Increasing square footage by 30%
- Renovating three existing buildings
- Creating one cohesive space through the addition of four new buildings
- Fostering a "9 am to 9 pm" collaborative learning environment
- Setting the bar for experiential learning with reimagined spaces and technology

Giving and naming opportunities available!

smu.edu/cox/building-for-our-future

Contact Ashley Pitts, apitts@smu.edu, for more information.

Business Giants Join William S. Spears Institute for Entrepreneurial Leadership as Co-Founding Directors

Megha Tolia and her husband Nirav Tolia, masters of the entrepreneurial mindset, plan to **accelerate students' entrepreneurial leadership abilities**.

By Shawn Shinneman





Nirav Tolia and Megha Tolia take the stage at SMU Cox as the newly announced co-founding directors of the Spears Institute for Entrepreneurial Leadership.



Dr. William S. Spears watches as SMU President R. Gerald Turner introduces the new co-founding directors of the Spears Institute for Entrepreneurial Leadership.

On Sept. 7, the Hillcrest Commons in the Collins Executive Education Center was the site of the Spears Institute's first standalone event.

Over the last several years, leadership at the SMU Cox School of Business has witnessed an interesting dichotomy unfold.

On one end, business education has never been more competitive nationally—or globally. There are great schools from Dallas to Western Europe to Asia. Yet Cox keeps hearing the same thing from the business leaders with whom they regularly consult. From midsize enterprises all the way up to the Fortune 500, companies are struggling to fill their leadership pipelines.

"We find that there's a danger of just putting out a lot of really smart graduates who can run pivot tables and do second order derivatives and write marketing plans, but don't know how to lead," says Matthew Myers, dean of the Cox School of Business.

That's why in 2020, after two years of brainstorming with Cox faculty and corporate partners, the Cox School launched a redesigned curriculum, the NextGen Curriculum, with three core pillars as its foundation: experiential learning, analytics and leadership. The first two, experiential learning and analytics, help students build their business acumen. Leadership, on the

other hand, while less tangible, is a quality Cox corporate and recruiting partners believe is vitally important in their young hires.

SMU Cox is taking the opportunity to fill the leadership gap not just through its curriculum, but by creating other learning opportunities for students, too. In 2022, the Cox School launched the William S. Spears Institute for Entrepreneurial Leadership, thanks to the largest-ever gift from a non-alumnus in SMU history. Last September, the Spears Institute hosted its first standalone event, which featured an impressive line-up of leaders sharing a single stage. Newly announced inaugural Distinguished Executive in Residence Ken Hersh conducted a fireside chat with Dallas Federal Reserve Bank President Lorie Logan. At the conclusion of the fireside chat, SMU President R. Gerald Turner announced the appointment of entrepreneurs extraordinaire, Megha Tolia and her husband Nirav Tolia, as co-founding directors of the Spears Institute. Each brings extensive entrepreneurial leadership experience to their new roles: Megha Tolia is president and COO of television production company Shondaland, and Nirav Tolia is the founder and former CEO of Nextdoor. The couple shares

a commitment to teaching and continual learning, and perhaps most critically, they stand as current-day symbols of successful entrepreneurship and effective leadership.

"Entrepreneurship often starts with a spark, but the opportunity to learn from the experiences of others is key to reaching the finish line," Spears said. "I cannot imagine two better people than Megha and Nirav Tolia to inspire excitement on the SMU campus and beyond, focus our students' talents and demonstrate what it takes to succeed."

As successful leaders and entrepreneurs themselves, the Tolia's set a good example toward which students can aspire. After beginning her career as a brand manager for Neutrogena, Megha managed SC Johnson businesses like Method, Ecover, Mrs. Meyer's and Babyganics before stepping in to lead Shonda Rhimes' TV empire, which has produced everything from "Grey's Anatomy" to "Scandal" to "Bridgerton." Nirav started out as employee number 84 at Yahoo before striking out on his own to found companies Epinions and Fanbase before his biggest success to date: Nextdoor, which went public in November 2021 and is now in 90 percent of

American neighborhoods. Nirav is currently executive chairman of the technology investment firm Hedosophia.

“The only way to really evolve and get better and work through all the phases of building a business is to be very committed to learning,” says Nirav. “We feel that being intellectually curious and being committed to learning are essential skills in being an entrepreneur.”

“An entrepreneurial mindset goes beyond what you build. It’s so much about the how and the who—and that is what will fuel the innovation of the future,” says Megha. “We are excited about our roles as co-founders of this Institute because we bring very different experiences to the table.”

Building the Institute

The gift from Spears, the founder of the energy conservation platform company Cenergistic, comes at a time when the Cox School is in a period of expansion. The school broke ground on renovations in mid-2022. As those plans move toward completion next summer, the Spears Institute will build on Cox’s legacy as a top producer of young business leaders.

The entrepreneurial aspect adds depth to Cox’s leadership offerings. Those two aspects—entrepreneurship and leadership—run hand in hand, says Myers.

“One of the things Dr. Spears grasps is the importance of understanding how risk is a part of leadership, hence the entrepreneurial leadership title for the institute,” he says. “We talk a lot about innovation, to the point it’s almost a buzzword now, but we don’t talk a lot about risk and how risk plays a part in an individual’s career.”

The Tolias know that well. They’ve experienced first-hand the highs and lows that are a ubiquitous aspect of the entrepreneurship journey. “You need to be comfortable with the ebbs and flows and with revising along the way,” says Megha. “It takes a certain mindset, a certain amount of grit and willpower and persistence. That’s what I love about it. It’s a story that isn’t well-defined—it’s for the entrepreneur to define.”

Adds Nirav: “It’s not exactly the easiest ride in the world, as we both have experienced, but it makes you grow. As you build something, you yourself are building your own character, your own personality, your own experience.”

The Institute will take a multifaceted approach to accelerating the knowledge entrepreneurs need to excel along that journey. The Spears Distinguished

“We talk a lot about innovation, to the point it’s almost a buzzword now, but we don’t talk a lot about risk and how risk plays a part in an individual’s career.”

Speaker Series will regularly invite global entrepreneurial leaders to present on campus. And the Spears Mentors program will pair undergraduate and graduate students with individual entrepreneurs for mentorship. “Seeking out a mentor can be overwhelming,” says Megha. “This gives



The special evening began with inaugural Distinguished Executive in Residence Ken Hersh leading a discussion with Dallas Federal Reserve Bank President Lorie Logan.

SMU Cox

William S. Spears Institute for Entrepreneurial Leadership



Left to right: Matthew B. Myers, dean of the Cox School; SMU President R. Gerald Turner; Dr. William S. Spears; Megha Tolia; Nirav Tolia; David B. Miller, SMU Board of Trustees Chair.

students an opportunity to connect with one or more mentors to start to understand what works for them." Those mentors have a way of serving as both "a window and a mirror," she says. "You can look at that person and see yourself, but you can also look through that person and see what's to come."

Distinguished visiting entrepreneurs and the Endowed Chair in Entrepreneurial Leadership will teach courses for credit. The Spears Internship Program will provide internship opportunities for Spears scholars to work with entrepreneurs in Dallas, Washington D.C., California and internationally. And the Spears Entrepreneurial Certification will develop short courses that allow students to build to a branded Spears Certificate.

"We've talked a lot about trying to bring structure to entrepreneurship, because typically when you think about being an entrepreneur, structure is the last thing on your mind," says Nirav. "But we do believe there are tangible and specific skills that are critical on any entrepreneurial journey." Some entrepreneurs may see things like seeking funding, speaking to investors, hiring and other

disciplines as inherently "big business," he says. "But it turns out if you don't understand big business, you can't understand how to build your own big business."

The Entrepreneurs Next Door

When Spears set out to find the right person to chair the institute that would bear his name, he didn't have to look far. In fact, he merely had to look, ahem, next door.

Moving here in 2021, Megha and Nirav—Mr. Nextdoor himself—happened to move in one door down from Spears. They became fast friends, and soon Spears approached them with an idea.

"He is the quintessential entrepreneur and someone we look up to," says Megha. "And with his generous gift, he is paying it forward and building the future leaders in America. We're so lucky to be a part of it. And we're also lucky to be his neighbor and to happen to get to know him on a personal level."

Beyond the geographic proximity, the choice made sense on many levels. For one, as Myers points out, the Tolias have degrees from Harvard and Stanford. Why not meet in

the middle of the country?

"Of course, part of the conversation that Dr. Spears had with them, and we've had with them, as well, is the importance of the connection between SMU and the Dallas and North Texas community," Myers says. "They wanted to be a part of that. And it's a credit to SMU and to the Cox School that our trajectory is one they would like to be affiliated with."

At a school that is increasingly leaning into experiential learning, putting students in a position to lead and innovate before they've even graduated so they may carry that experience forward into their careers, the Tolias are out in front setting an example. "Leading from behind is OK if you're a sheepdog," says Myers, encapsulating the ethos of the Institute. "But not if you're in wolf country."

"We have a moment in time here in the Metroplex where all of this great creativity, innovation, excitement and optimism are coming together," says Nirav. "And there is no better time to create a centralized place where students can learn how to be great entrepreneurs."



A CONVERSATION WITH KEN HERSH

In September, Ken Hersh, president and CEO of the George W. Bush Presidential Center since 2016, became the first-ever Distinguished Executive in Residence at the Cox School and made his first official appearance at the Spears Institute event, where he conducted a fireside chat with Lorie Logan before the Tolias' appointments were announced. Hersh will serve as Distinguished Executive in Residence for a four-year term, with potential for reappointment, and will participate in three to four student engagements per academic year to model his proven leadership acumen to SMU Cox students. Additionally, Hersh is a featured speaker for the Cox Leaders on Leadership: Fireside Chat Speaker Series on January 24, among other Cox School engagements. In the following Q&A, he discusses his new role, the importance of great mentors and why he decided to write a book.

What insights and perspectives from your own career in leadership will you take into this new role?

Hersh: Having had a career in the for-profit sector and then transitioning to the not-for-profit side allowed me to see how different workforces respond, and how culture and leadership and mission overlap.

How have you benefited from mentorship in your career?

I was blessed very early in my career to office for over a decade with Richard Rainwater in Fort Worth, one of the legendary founders of the entire private equity investment business in this country. He was charismatic. He was a visionary. He had an electric personality. Ultimately, we modeled our entire business after some of his philosophies around picking great people, aligning interests and then getting out of their way.

What goals do you have as you step into this role as Distinguished Executive in Residence?

Most importantly, it's to be available. If I can be available to both students and faculty as a resource, whether it's around the energy industry, the asset management industry or leadership in general, then I'm happy to do it.

Why did you decide to write "The Fastest Tortoise"? What are some of the key messages you hope people will come away with from the book?

I originally wrote it for my future demented self, so I would remember what I did, and secondarily for my unborn future grandchildren. But as people read it, they liked some of the lessons, and my editor and I expanded it and made it what turned out to be. I'll call it a book for generalists everywhere.

I navigated the energy industry with no energy background to speak of. I'm not a petroleum engineer, a geologist or geophysicist. Yet I was able to carve out a successful investment franchise in an industry that, frankly, I knew nothing about. So, there are some very important lessons about betting on yourself and about not being afraid of uncertainty. It's important to always be curious, to be intellectually honest and to always be optimistic.



Cox BBA Director of Admissions Olivia Trevino, left, presents Lilian Thai with a certificate of completion on the last day of Subiendo Academy in June 2022.

Above and on page 51, Lilian Thai, second from right, poses with some of her classmates, all participants in the first SMU Subiendo Academy.

SMU Cox **Subiendo Academy** Helps Shape a New Generation of Leaders

New program provides participants **confidence and a sense of belonging.**

By *Christiana Nielson*

In her first year at SMU, Lilian Thai is an SMU President’s Scholar, a Cox BBA scholar and a member of the University Honors Program on a full-ride scholarship. She honed her leadership skills and learned the importance of teamwork in a business setting the summer before her senior year of high school in a program called Subiendo Academy at SMU. Thai was part of the inaugural group in the leadership development program launched by SMU Cox to empower rising high school seniors with demonstrated potential. The daughter of Vietnamese immigrants, Thai graduated with honors from Garland High School in May 2023. Thai credits Subiendo, which means “going up” or “rising” in Spanish,

for helping her feel more comfortable talking to others in different settings.

“It gave me that boost of confidence and feeling like I already belonged here, and I think it just really helped me with my people skills and talking to others, which benefited me during my interview for my scholarship,” she says.

An avid proponent of higher education, SMU Cox alumnus and Cox Executive Board member Gary Crum, BBA ’69 is also an active MBA alumnus of The University of Texas. In 2010, he and a group of UT McCombs Advisory Board members identified an opportunity: high-potential students in Central and South Texas who weren’t college-bound—mostly because of a lack of funds or awareness. Crum and his fellow

advisory board members were instrumental in creating a program for rising high school seniors called Subiendo. It offers leadership training to high schoolers from underrepresented populations and prepares them to address major policy areas such as education, the environment and healthcare. The program has proven successful in getting students with leadership abilities into a college setting. Crum and his wife, Sylvie Crum, were so pleased with the results that they approached SMU about creating a similar program to help rising high school seniors cultivate leadership skills at SMU Cox.

“These are students who have the potential to become future leaders in Texas and beyond,” says Gary Crum. In UT’s program, about 35

percent of the participants have enrolled at UT for college and many more have enrolled in the nation's other prestigious universities. Without Subiendo, those students may never have tapped into their own potential. We are pleased to see this program making a real difference in their lives, and we're excited to bring it to SMU."

The Crums and the CFP Foundation donated funding to establish the SMU Cox program in the summer of 2022. After a successful launch, they have added funding to enhance scholarships for the Subiendo participants who are accepted at SMU. So far, that's nine students, six of whom, including Lilian Thai, are studying in the Cox School.

Cox School Director of BBA Admission Olivia Trevino organized the Academy and has been its leader during its first two years at SMU. "We are so grateful to Sylvie and Gary Crum for bringing this program to us and for their support in creating and sustaining it at SMU Cox. Their generosity is touching young lives in positive ways. SMU and the Cox School have gained some great students, and we hope to gain more as the program continues," she says.

Trevino's goal is to have 30 students each year who stay on campus and complete the program, which includes a group project, different workshops and a partnership with a corporation. In 2022, Subiendo partnered with AT&T, and in 2023, the program teamed up with Toyota. The students break into groups to work on the project for a week and then present their findings on the last day. The Cox Career Management Center speaks with participants about networking, and a finance professor educates the students on financial literacy. They've even had an Executive MBA alum lead a conflict resolution workshop.

"I think one of the biggest takeaways was how to work with a team, especially under a specific time constraint," Thai says. "I was able to work with a team of students and we created a proposal for AT&T; it was a product proposal surrounding a specific case study we were given. It was a wonderful opportunity to work with other students who were really different from me and figure out how we could all work together toward this common goal."

Aside from the group project, Thai valued

the networking opportunities that came with talking to industry professionals—something she had never done before. She and the other students visited the Keurig Dr Pepper headquarters, where they learned about the inner workings of a successful corporation and networked with KDP's leadership.

"I think gaining those skills at the high school level is something that really put me ahead during my senior year when I was applying to colleges," she says. "I think having a better idea of myself and my leadership and what I wanted to do really helped me." Rising high school seniors within an 80-mile radius of SMU can apply for Subiendo Academy at SMU in their junior year.

"This program is for high-potential students who have overcome adversity or will be the first in their family to attend college," Trevino says. "It brings in many students from underrepresented backgrounds who are very involved in school activities and are also high academic achievers who often have additional responsibilities at home. Some students who attend are staying away from home for the first time."

Thai applied for Subiendo hoping to develop her leadership skills and to meet like-minded students in Texas. She was also interested in exploring SMU because her sister is an SMU student. "I thought that spending a week here would really allow me to see the campus and see if it would be the right fit for me, and obviously it was," Thai says.

Subiendo students move into an SMU

residence hall for the five days of the life-changing summer program and are thoroughly immersed in the college experience.

"We really strive to have that sense of community and belonging," Trevino says. "What I find really wonderful is that these students get to be in these spaces, these classrooms, these buildings, and they say to themselves, 'Wow, I could see myself somewhere like SMU.' Many of them may not have thought that was possible."

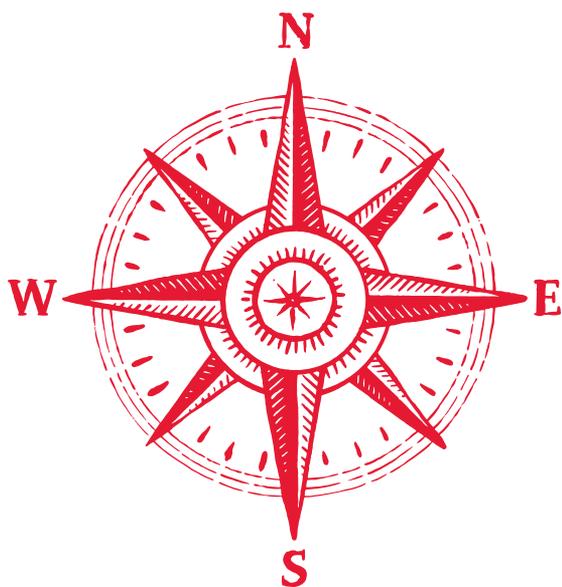
For program alumni who go on to attend SMU, the partnership continues with mentorship by Trevino. "What we're hoping to do, as this program matures and we have more students who are here, is to start a mentor program with older students and incoming students," Trevino says. "We have a few other organizations here on campus that are similar."

Thai believes bringing a diverse group together not only benefits SMU but also the larger Dallas-Fort Worth business landscape; students can complete the program and be set up for success to lead in the local corporate world and beyond.

"The program includes students of all different backgrounds and economic statuses—it's this amazing combination of students from all over with different stories to share," Thai says. "I think exposing students to the business world and giving them the opportunity to network with industry professionals and to develop as leaders really opens the door for new opportunities."



Defining Leadership for the Next Generation



A new speaker series **brings an accomplished array of leaders** to campus.

By Sam Eifling



Retired Admiral Patrick Walsh, left, talks about his leadership journey with Cox Associate Dean Shane Goodwin.

Shane Goodwin subscribes to an axiom that holds that leadership is the planet's most-observed yet least-understood phenomenon.

When Goodwin, associate dean of executive education and graduate programs and a professor of practice, considers why that might be, he returns to a fundamental glitch in our perception of leaders.

We tend to think of leaders as defined by a title or position: your members of Congress, your C-suite execs, your military leaders and so on. But there's a difference between the power people command by virtue of their jobs and the trust they earn through true leadership. Some people in authority are not, to Goodwin's thinking, good leaders. (Your boss isn't a leader simply because of having the power to fire you, for instance.) Goodwin believes the confusion comes down to the verb in the traditional definition of leaders, which holds that a leader influences others to accomplish a goal.

"I've always rejected that," he says. "The influence can be done with positive or negative stimuli, and I don't think leadership is that. In my definition, my i-word was never 'influence.' It was 'inspire.' Because you have to inspire people to a mutually shared goal."

The Leadership Speaker Series is part of a fundamental mission by Cox to ensure its graduates enter the workplace more prepared to lead—and to democratize the information and to spur action by inviting in the wider community.

The current Cox School curriculum was built on three pillars: business analytics, experiential learning and leadership. It was designed in part based on feedback from the School's corporate partners and recruiters who view the less-tangible ability to lead as a critical quality in current and future hires. In that spirit, Goodwin worked with the Cox School's director of corporate engagement and strategic partnerships to create the new Leaders on Leadership: Fireside Chat Speaker Series for the SMU Cox community. The series is free to attend and open to the public.

In September, the speaker series kicked off with a conversation with Craig Kessler, the chief operating officer of the PGA of America. Kessler worked in private equity after earning his MBA from Harvard, then was the top executive at Topgolf for five years before the PGA tapped him.

The eclectic lineup continued with Troy Aikman, the Hall of Fame quarterback for the Dallas Cowboys, currently a noted TV sports commentator and now the founder of EIGHT BEER; and Patrick Walsh, the retired four-star admiral who began his Navy career as a top aviator and rose to command the U.S. Pacific Fleet from 2009 to 2012. He is the current president of Cristo Rey Dallas College Prep. Celanese Corporation CEO and President Lori Ryerkerk; George W. Bush Presidential Center CEO and President Ken Hersh; SMU President R. Gerald Turner; and Trinity Industries CEO Jean Savage will round out the first year's



Audience members are encouraged to ask questions.

slate of speakers in the spring semester.

Through the series, Goodwin aims to show students and others in the Cox community how differently leadership can manifest in different settings—and to tease out similarities in leadership insights from people in an array of fields.

Besides having won acclaim on the field and on TV, Aikman is also the father of two daughters, one of them an SMU Cox student. Being a parent is arguably an even more important leadership role. Aikman told Goodwin he uses the leadership advice he learned long ago from former Cowboys Head Coach Jimmy Johnson. "(His) approach as a head coach was very effective. Paraphrasing Johann Wolfgang von Goethe, he would say, 'Treat a person as they are and they will remain. Treat people as they can be, and they will become.' It's amazing and it's true. You experience that not only in athletics or in business, but you experience that in relationships," Aikman said.

Leadership, that elusive goal, often begins with conversations about navigating difficult moments, and perhaps steering into painful choices. In his talk with Kessler, Goodwin asked



Former Dallas Cowboys Quarterback Troy Aikman explains how he has expanded his leadership skills since retiring from football.



PGA of America COO Craig Kessler answers questions from audience members.

how he managed to steer his previous company, Topgolf, through the pandemic. “We furloughed 25,000 people in 24 hours,” Kessler said.

Faced with the grim job of cutting staff, Kessler reflected on his days at Harvard Business School. A professor there had instilled in him a core principle for guiding a large team. Everyone harbors insecurities—about their body, about their status, about their income, about something. A leader’s job, Kessler realized, is to figure out what that insecurity is and help put it to rest. “Figure out how to make them feel psychologically safe,” he told Goodwin and the Speaker Series audience. “When I use that mindset, I think it makes a big difference.”

So, when Topgolf made those cuts and thousands of people were logging into Zoom to get the dreadful news, Kessler had the company post a slide that showed a brain and a heart. “We said, ‘What we’re about to do comes from both these places,’” Kessler said. “We have to protect the ability to keep this business going. But we want to do it in a way that when COVID ends—and we know it will end—you still trust us and you’re willing to come back to work.” Topgolf indeed survived. And the next year, on the other side of the worst of the pandemic, *Forbes* included Topgolf on the magazine’s 2021 America’s Top Large Employers list.

Just as Kessler thought back to his Harvard days to guide his toughest choices, so too does

Goodwin expect Cox students to draw upon their schooling when called upon to lead.

“I do believe people can look at the attributes and skills of the leader and develop themselves accordingly,” he says. “We see some great students who are very deliberate about what they want to improve on. And they go and do it.”

Building leaders is, in so many ways, a tricky endeavor. True leadership shows itself most reliably in difficult times, and in difficult times people look first to whomever is in charge.

“Everyone, from the freshest intern to the chairman of the board, has opportunities to lead, as well as to follow.”

Companies today see it as a standard requirement that business school graduates arrive with relevant professional experience and be fluent in basic accounting, finance principles and reading a profit and loss statement. Increasingly, those early or mid-career hires are also expected to be able to

lead through change or even a crisis.

According to Walsh, “To flex the organization and let people know we’re big enough to do something a little different than what we have done traditionally is the ability to be a leader in an unscripted environment. Adaptability is a huge (leadership) lesson.”

Where students can bring value, then, is in excelling at what long were known as soft skills—communicating, broadly. A person who knows how to connect with others has a head start on becoming a person who can guide, direct and motivate people, teams and organizations. Organizations also want new hires with talents in messy problems. Can you bounce back from failure? Can you discern possible solutions from incomplete data? How curious are you?

“We hear consistently from the hiring teams of our corporate partners about the ability to handle ambiguity,” Goodwin says. “Someone who can really aspire into a leadership position—ultimately into a very senior role—isn’t likely to be there because they’re the best at doing debits and credits.”

Just as Goodwin sees leadership as deriving from a source other than a title, however, he also sees it as a continuum. Everyone, from the freshest intern to the chairman of the board, has opportunities to lead, as well as to follow. Organizations trying to identify effective leaders thus must account for the different leadership styles

people bring to bear. The person picked for a promotion may be seen as leadership material. But if that person is merely managing up, while not in reality inspiring his team, that's a person who is likely to be a leader in title only.

Strong leaders, in Goodwin's read, possess intellectual humility that enables them to search for solutions when they encounter thorny problems—and to ask others for help. The very strongest leaders build the sorts of empathetic personal relationships that make it easy for others to pitch in and solve those problems. They work before there are emergencies to develop themselves and to help others grow.

Walsh echoed that sentiment during his discussion with Goodwin. "Complacency, whether we're talking about military operations or we're talking about a growth plan for business, can really undermine the outcomes you're trying to achieve. No one does that intentionally. What happens is it just gets harder and harder. The challenge for leaders is to find another way to describe in different words what they told team members yesterday who didn't get it. Otherwise, they would have done something different today," he explained.

The source of our ability to inspire others can feel elusive. Not everyone, at their current phase of their career, can point to \$1.5 billion in annual revenue, as Kessler can at the PGA; or a uniform plated with military awards and medals, as Walsh displays in his official photos; or the three Super Bowl rings that give Aikman's hands that certain *je ne sais quoi*. If you're starting from scratch and want to lead, starting can be daunting.

Kessler offered a suggestion in the Q&A after his Speaker Series event. An audience member asked him: What should a person do in the first month of stepping into a new leadership role? Kessler said everyone's situation will be different, but then settled on a simple first priority.

"Build trust," he told the audience. "The tactics matter a lot. If I have a choice between sitting across from you to build trust or taking you on a walk outside, where we're shoulder to shoulder? We're gonna go for a walk."

LEADERS ON LEADERSHIP

In Fall 2023, SMU Cox School of Business launched its Leaders on Leadership Series, which will run throughout the school year and is free to attend and open to the public.

Leaders from all walks of life (military, education, business) will visit SMU Cox and partake in fireside chats moderated by Associate Dean of Executive Education and Graduate Programs Shane Goodwin.

This series aims to highlight what qualities many leaders share, as well as unique inspiration and paths to leadership. In this feature, we emphasize these qualities and uncover the differentiators between people who pass on leadership opportunities and those who seize the opportunity with gusto—and how SMU Cox, as an institution, can teach and inspire such qualities in its students. What are some of the defining moments or critical decisions these leaders have faced? How do they navigate uncertainty/leadership ethics? How has their adaptability or leadership style changed over the years?

Leaders on Leadership: Fireside Chat Speaker Series Spring 2024 Speakers:

Wednesday, Jan. 17: Lori Ryerkerk, CEO of Celanese

Wednesday, Jan. 24: Ken Hersh, President and CEO of the George W. Bush Presidential Center

Thursday, Feb. 15: SMU President R. Gerald Turner

Wednesday, March 20: Jean Savage, CEO of Trinity Industries

Details:

Time: 5-7 p.m.

Program: 5-6 p.m. (no admission fee)

Complimentary Networking Reception: 6-7 p.m.

Location: Crum Auditorium, SMU Cox Collins Executive Education Center, 3150 Binkley Ave., Dallas

All events are free and open to the public, but registration is required:

smu.edu/cox/leadership-series.

ALUMNI AWARDS

The SMU Cox School of Business honored three Distinguished Alumni and two Outstanding Young Alumni during its Alumni Awards luncheon in May. Award nominations are submitted to the SMU Cox Alumni Association for consideration by a selection committee.

In alphabetical order, the 2023 SMU Cox Distinguished Alumni Award honorees are Mark Grieger, BBA '81; Malcolm Holland, BBA '82; and Bill Vanderstraaten, BBA '82. The Cox School's 2023 Outstanding Young Alumni honorees, also alphabetically, are Christina Goodman, BBA '06 and Indu Sanka, MBA '16.

SMU Cox Distinguished Alumni 2023



Mark Grieger, BBA '81

is the CEO of RGT Wealth Managers (now Corient), which he co-founded in 1985—the same year he completed his Doctor of Jurisprudence from The University of Texas at Austin School of Law. In 2020, Grieger led the sale of RGT to CI Private Wealth to build a national independent wealth management firm. Today, the company has 16 offices throughout the country. *D Magazine* and *Worth Magazine* have both named Grieger one of the area's "Best Financial Advisors." Grieger and his wife Peggy are the proud parents of three grown sons, three daughters-in-law and one grandson.



Malcolm Holland, BBA '82

is the chairman and CEO of Veritex Holdings and Veritex Community Bank. He's been a banker his entire professional life and started his first bank at age 25 in 1985, just three years after he completed his BBA at SMU Cox. Holland worked for six different banks before founding Veritex in 2010. Today, it is the ninth-largest bank headquartered in Texas. Holland comes from a long line of SMU alumni: Both of his parents were SMU graduates, as was his wife Ann, who graduated the same year he did. Holland, his family and his company are dedicated SMU supporters. Active in numerous charitable and community activities, the couple has two grown children and four grandchildren.



Bill Vanderstraaten, BBA '82

founded Chief Partners in the summer of 2007 in partnership with Trevor Rees-Jones. Chief Partners is a family office commercial real estate investment firm focused on teaming with best-in-class operators across the country. Prior to founding Chief, Vanderstraaten was one of the original Fund I partners of Thackeray Partners, a real estate private equity firm founded in 2005. He is a past SMU trustee and past chairman of the SMU Alumni Association. Currently, he serves on the Cox Executive Board and chairs the Advisory Board of the Folsom Institute for Real Estate. His passion for real estate and educating young people about the industry fuels his efforts for the Cox Real Estate Impact Fund, a three-pronged mission to support scholarships for real estate students; show greater social benefit for the communities in Dallas where the fund invests; and give graduate and undergraduate students an intensive experience in researching, underwriting and presenting opportunities to an investment committee that will oversee their work. Vanderstraaten was instrumental in luring Joseph Cahoon away from UT to lead the Folsom Institute. Together with a committee of real estate alumni, they assembled the Institute's Advisory Board, which continues to grow in its support of real estate education at Cox. Vanderstraaten and his wife Mimi also created an MBA Endowed Scholarship at Cox. They are active in multiple charitable and civic organizations and are the parents of two children.

SMU Cox Outstanding Young Alumni 2023



Christina Goodman, BBA '06

is the vice president for development at Baylor Scott & White Dallas Foundation. She has nearly two decades of experience in the nonprofit sector and began her development career at ALSAC/St. Jude Children's Research Hospital. Her time at St. Jude inspired her passion for healthcare philanthropy, which led her to Baylor Scott & White Dallas Foundation in 2014. Her leadership has impacted numerous philanthropic initiatives across Baylor Scott & White, resulting in millions of dollars of life-saving funding. Goodman was honored by the Association of Healthcare Philanthropy with its 40 Under 40 Award in 2020. Goodman and her husband Travis have three young children.



Indu Sanka, MBA '16

focused on corporate finance and business analytics during her graduate studies. Several faculty members who had her in their classes predicted that "Indu Sanka is going to do something special when she graduates. She is the smartest student I've ever had." Today, Sanka is the president and CEO of Red Elephant, a renowned design and architectural signage manufacturing and installation company that caters to diverse commercial facilities. Under her guidance, the company has grown tenfold over the past five years and is now listed as an *INC.* 5000 company. She is a trailblazer in the women-owned business community and has built many strategic partnerships with and among women-owned companies. Just last year, Sanka was named an up-and-comer on the *Dallas Business Journal's* list of 40 Under 40.

Nomination Requirements

SMU Cox Distinguished Alumni candidates must hold an undergraduate or graduate degree from SMU and a position of distinction in the business community; demonstrate outstanding career success; be active civic leaders and community partners; and be involved with SMU and the Cox School through activities and contributions. Those recognized as SMU Cox Outstanding Young Alumni must meet the same criteria but can be no more than 40 years of age at the time of the awards luncheon. Nominations for either honor may be sent to Kevin Knox, assistant dean of external relations and executive director of the SMU Cox Alumni Association at kknox@cox.smu.edu.

DALLAS, TX	Bill Ajello	EMBA '19	bajello@origin.bank
	Troy Alley	BBA '15	talley@thirdgencapital.com
	William Badarak	BBA '13	william.badarak@gmail.com
	Jessica L. Boghetich	BBA '08	jboghetich@rgtnet.com
	Jennifer Brock-Utne	FTMBA, JD '04	jenbrockutne@gmail.com
	Genevieve Collins	PMBA '16	gcollins@afphq.org
	Brittany Dewan Frazier	BBA '08, MSA '09	brittdfrazier@gmail.com
	Chris Hanna	MBA '02	clhanna099@yahoo.com
	Tessa Hoskin	EMBA '09	cehoskin@hotmail.com
	Laura Howard	BBA '00	laura.howard@ey.com
	Nick Kapral	PMBA '10	nicholas.kapral@gmail.com
	Greg Kitt	BBA '08	gregkitt@gmail.com
	Joe LaBate	PMBA '02	jlalabate52@yahoo.com
	Dave Manges	PMBA '07	david@reinsmanconsulting.com
	Max Meggs	BBA '06	max.meggs@thehartford.com
	Frances Mitchell	BBA '10	frances.mitchell@riatacg.com
	Matt Peakes	BBA '00, MBA '07	mpeakes@gmail.com
	Alex Stem	MBA '01	akstem6771@gmail.com
AUSTIN, TX	Jordan Carter	BBA '08	jcarter@smualumni.smu.edu
FORT WORTH, TX	Elyse Stoltz Dickerson	MBA '00	elyse@eosera.com
	Jeff Dyer	MBA '03	jdyer@crescent.com
	Evan Radler	BBA '05, PMBA '10	eradler@tug-hillop.com
HOUSTON, TX	Sandy Campion	BBA '79	sandracampion619@outlook.com
	Clayton Dallas	BBA '10	claytonrdallas@gmail.com
	John Goodrum	BBA '05	john.goodrum@gmail.com
	Marcus Malonson	BBA '93	marcus.malonson@ml.com
	Katy Thomas	BBA '07	kathryn.d.thomas@jpmorgan.com
	Mick Walsh	BBA '04	mick.walsh@invesco.com
	Liz Youngblood	EMBA '05	eyoungblood@stlukeshealth.org
NEW BRAUNFELS, TX	Merrill Reynolds	BBA '76	mreynolds@reynoldswilliams.com
SAN ANTONIO, TX	Mary Stephanie Peavy	BBA '00	marystephaniepeavy@yahoo.com
HUNTSVILLE, AL	Gerard Lebar Jr.	MBA '20	gerard.lebar.jr@gmail.com
LITTLE ROCK, AR	Jay Staley	MBA '13	jmstale@gmail.com
ROGERS, AR	Bart Schaller	BBA '90	bart@syf.com
PHOENIX/SCOTTSDALE, AZ	Trey Chappell	BBA '00	treychappell5@gmail.com
COSTA MESA, CA	Richard Knauf	BBA '06	rknaufr@gmail.com
LOS ANGELES, CA	Clark Bacon	BBA '04	clark.bacon@ubs.com
MANHATTAN BEACH, CA	Riley Eggers	BBA '17	riley.conway1@gmail.com
NEWPORT BEACH, CA	Melissa MacLeod	BBA '07	melissa.ann.macleod@gmail.com
PACIFIC PALISADES, CA	Steve Sandbo	BBA '08	ssandbo@vancestreetcapital.com
SAN DIEGO, CA	Kyle Perkins	BBA '09	kyle@westviewfg.com
DENVER, CO	Neal Pedersen	BBA '06, EMBA '16	neal.allen.pedersen@gmail.com
WASHINGTON, D.C.	Elisabeth Schmidt	BBA '87	elisabeth.sigmar.schmidt@gmail.com
JACKSONVILLE, FL	Noel Koenig	MBA '15	noelkoenig@gmail.com
MIAMI, FL	Salvador Bonilla-Mathe	BBA '14	sbonillamathe@gmail.com
ORLANDO, FL	Cristine Struble	BBA '96	cristine.struble@sbcglobal.net
	Matthew Struble	PMBA '00	matthew.struble@sbcglobal.net
ATLANTA, GA	Jack Chapman	BBA '10	jack.chapman@transwestern.com
	Catherine Walts	BBA '99	catherinecoates@hotmail.com
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	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
	Gabrielle Harvey	MBA '13	gabrielle.harvey@am.jll.com
KANSAS CITY, MO	Ashley McClellan	BBA '04	arosemcclellan@gmail.com
	Kylie Wood Owens	BBA '06	kylie.owens@hotmail.com
ST. LOUIS, MO	Chip Hiemenz	BBA '06	chip.hiemenz@gmail.com
NEW YORK CITY AREA, NY	Paul Collins	MBA '02	paul.collins@hubinternational.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
	Jiang Wu	MBA '00	jwusmu00@hotmail.com
HONG KONG, CHINA	Javier Silvera	MBA '07	javier.o.silvera@citi.com
GUATEMALA CITY, GUATEMALA	Alexandra Cabane	BBA '10	alecabane@gmail.com
MONTERREY, MEXICO	Lorenzo Ortiz Cantu	BBA '12	lorenzo@orccapital.com.mx

ALUMNI BOARD

CLASS NOTES

Class of 1965

Peter Williams, 'BBA 64, MBA '65, who formerly lived and worked in Deerfield, Illinois, is now retired and lives in San Antonio.

Class of 1966

Carlton Crenshaw, BBA, had a complex year as he came down with advanced prostate cancer and beat it after 43 rounds of radiation. His grandson Collin will receive four years of education while playing football at Monmouth College. His granddaughter's Dallas-based volleyball team placed third in Nationals.



Kennedy Lane, BBA, just finished restoring the historic West Beacon, commissioned in 1874 at Two Lights, in Cape Elizabeth, Maine. The twin lights, marking the entrance to Casco Bay, were the GPS of their day, guiding ships into the port of Portland Maine.

Clint Hughes, EMBA, is seeing the results of 20-plus years of work with the business plan he wrote for Jerry White coming into reality. Help Or Motivate Everybody Inc. is a 501c3 raising the self-esteem of kids with special needs or disabilities and teaching other children compassion and inclusion with the children's book series, "Doctor Owlkin and The H.O.M.E. Team: Celebrating Our Differences and Diversity with Inclusion."



Class of 1967

John Heberle, BBA, has been comfortably retired for 14 years. He moved back to Victoria, Texas, after 35 years in California. It was a big move for his wife of 28 years, Bobby (Barbara), who is from the San Francisco area.

Class of 1968

Harvey Davis, BBS, CPA (Retired), is the city treasurer for the City of Hays, Texas.

Lydon Neumann, BBA, is VP and healthcare technology consultant with Impact Advisors, LLC.



Class of 1978

Joe Needham, BBA, recently retired, bought a small farm and still loves to travel. He spent time in the Peace Corps, grad school, 35 years in agribusiness, five years in venture capital and has four great kids.

Class of 1979



Ben Anderson, BBA '73, JD '78, LLM '79, is retired from being a global managing partner at Deloitte after 30-plus years and is living in Tyler. He travels extensively and

just returned from an expedition trip to Antarctica. He devotes his time to helping local residents with legal issues and giving technical presentations to bar associations.

Class of 1981

Terri Peeters, MBA, is retired and living part-time in France.

Class of 1982

William Avery, BBA, and his wife became empty nesters four years ago after a "temporary" move to Chicago that lasted 31 years, so they moved to NYC. He took a position within Wells Fargo Bank's Wealth & Investment Management group as the new senior credit manager for The Private Bank. They are currently living in Midtown East and enjoying all the city has to offer and more. He'd like any old classmates in NYC to reach out!



Andrea (North) Lamarsaude, BBA, is excited to share she has opened an art gallery and artist community in East Dallas called Art on Main! The space includes artist studio spaces for 22 Dallas-based creatives, the Art on Main Gallery and a venue for group or solo shows or pop-up exhibits. The gallery is a hub for art classes, artist talks and art education events. The Art on Main Gallery offers contemporary works by local DFW artists.



Class of 1983

Lauren Useda Law, BBA, BFA, was named one

of the Top 50 Women Leaders of Dallas for 2023 by Women We Admire. She's in her sixth year with The LOOMIS Agency as director of business development. Her husband, Gordon, is in his 13th year teaching digital advertising and brand management classes at SMU while also running his ad agency, Swimming Duck. Their son is a senior at SMU and will graduate in May 2024 with a sports management degree. He currently works with the defensive coaches on the SMU football team and wants to be a college or NFL coach.

Class of 1984



Corrie Harris, PMBA, accepted the role of executive director for the American Heart Association covering Tarrant County in January of 2023. Within six months of being in the role, their team achieved the Million Dollar Club. Pictured is the 2023 Million Dollar Club with CEO Nancy Brown.



Paula Herman Smith

BBA, has been a home-based cook, cookbook author and caterer for 16 years in Northwest Houston. Paula published a

second cookbook in March titled "Cooking & Dining with Ease." This new collection of over 100 recipes in hardback form continues with old favorites not published in her first cookbook, new creations and wonderful discoveries from some of her favorite food sources. Her choices and guidance in the pages convey cooking and dining simply, comfortably and without stress.



Class of 1985

Elena Andro, BBA, was named to the board of the

Dallas Alumni of Gamma Phi Beta.



Andy Miller, MBA, spent 30-plus years working for the golf ownership industry with the iconic company

ClubCorp (now known as Invited), which was started by the Dedman family and furthered under the guidance of KSL Capital. In early 2020, Andy had the privilege of becoming a founding partner (CRO) in the acquisition of a small, six-golf-club company with 350 employees called Heritage Golf Group, which has now become the fastest-growing owner and operator of private country clubs and daily fee resort clubs in the U.S., with 34 owned clubs and more than 3,500 employees. He has always been thankful to both SMU and the Dedman family for allowing him to "make a vocation out of an avocation."

Class of 1986



Mark McNulty, BBA, is happy to have another Mustang in the family as his son Jim recently graduated from SMU.

Carrie Staton Stumfall, BBA, BFA, accepted a position as COO at Atlantic Housing Foundation in Dallas.



Sharon Fjordbak, BBA, just started her 14th year as the senior lecturer of business law at the UNT Dallas School of Business.



Class of 1988

Brent Mellow, MBA, completed the

sale of his company, akaCRM, to Strata Information Group (SIG) in 2022 and is now VP of Salesforce Services for SIG, one of the largest privately held companies providing comprehensive strategy, implementation and managed support to more than 700 colleges and universities.

Class of 1989

Kenneth Rubenstein, BBA, completed a full renovation of the Rubensteins Men's high-end clothing business and added The

Rubenstein Hotel to the property, which opened September of 2023. He is very excited to add hotelier to his resume.



Class of 1991

Laura Galt, BA, Laura Galt (mom to Campbell

Snavely, Marketing 2025) is co-producing "The Outsiders," a musical based on the beloved S.E. Hinton novel and Francis Ford Coppola film. Texas band Jamestown Revival, along with Justin Levine (Tony from Moulin Rouge), is composing its score. Galt and her company ATx Random teamed up with Broadway productions to bring investors and sponsors to the table. Angelina Jolie recently joined the producing team. "The Outsiders" will have its first preview on March 16, 2024, and opening night is slated for April 11, 2024. She is also a filmmaker and speech-language pathologist who works with creatives and companies in coordinating all aspects of production. She provides accent modification, public speaking and voice and diction coaching for those who would like to improve their communication skills or pronunciation of the English language.



Class of 1992

William Lauck, EMBA, is president and CEO of

American Lighting Association.

Class of 1994

Dyan Carbine, PTMBA, earned her JD from the University of North Texas at Dallas College of Law. She graduated with honors in May 2023.

Eric Everett, MBA, has joined Hilcorp Energy Company as its director of acquisitions & divestitures and business development. Hilcorp is one of the largest privately held oil and gas companies in the

U.S., with current production of over 360,000 barrels per day. He is joining to spearhead the company's Hilcorp 500 initiative, which targets growing the company to over 500,000 barrels per day by the end of 2026. Hilcorp is active across the Lower 48 and is the largest operator in Alaska following its \$5.6 billion acquisition of BP's Alaska assets in 2020.



Class of 2000

Neil Foote, EMBA, switched from the

classroom to administration, becoming an associate dean of research, external affairs and community engagement at the University of North Texas' New College, which is expanding its footprint with a brand-new standalone campus in Frisco—one of the nation's fastest-growing communities located just north of Dallas. He's charged with leading the school's internal and external marketing outreach as well as building partnerships with local businesses and organizations to create more enriching, project-based, experiential research and learning. He was also elected as board chair of Forefront Living, a Dallas-based organization that provides active independent and assisted living, long-term care, Alzheimer's and memory care, skilled nursing and rehabilitation therapies, hospice and palliative care.



Class of 2001

Tammy Lomonaco, BBA, is senior transaction

manager at Colliers International.



Class of 2002

Jason Danielson, BBA '01, MSA '02, was

admitted to the partnership of KPMG LLP.



Class of 2003

Charles Bryant, EMBA, is thrilled to share

that he has recently been appointed to the board of directors of Big Brothers Big Sisters of Greater Dallas, a nonprofit organization dedicated to igniting potential and promise in youth through one-to-one mentoring relationships.

JD Moore, BBA, is director of NGL off-hub marketing and business development for Phillips 66.



Class of 2004

Ali Gowani, BBA, has transitioned from Amazon

Robotics to Meta (formerly Facebook). At Meta, he is accelerating revenue by developing and deploying state-of-the-art AI and Machine Learning technologies. He is contributing to overall ads growth and monetization across ranking and signal growth.

Mikhail Orlov, PMBA, launched GRITR Sports & Outdoors in 2019 in North Richland Hills, Texas, and recently launched a new line of GRITR Gear designed by their team here in Texas. The product offering augments their shooting range and training center and includes such products as holsters, range bags, cleaning kits and red dot sights.



Class of 2006

Christine Boudreau, EMBA '06, LPCA, AFMCP,

is proud to announce the grand opening of Dots Wellness in Frisco, Texas, a source for holistic mind and body care. At Dots Wellness, healing is amplified with a cutting-edge blend of functional medicine and psychotherapy because... the body keeps score.



Class of 2008

Carlos Guzman Carranza, MBA, was

promoted to associate VP of commercial strategy and forecasting for Hyatt Inclusive Collection.

Class of 2009

Michelle Delaurier, BBA '05, MBA '09, opened Maple Leaf Diner in Dallas with her husband, Michael Delaurier, in 2015. They are honored to announce that Yelp, the leading platform for local business reviews, has named Maple Leaf Diner as the Best Diner in Texas.

Class of 2010



Christopher Coleman, BBA, was promoted to property controller by SunTex Marinas REIT in April 2023.

Class of 2011



Tudor Floru, MBA, joined SRS Distribution (McKinney, Texas) in January 2023 as the SVP of Enterprise FP&A after spending seven and a half years with Samsung Electronics America leading the Business Planning Group. SRS Distribution is the fastest-growing distributor of building products in the U.S., with 700+ branches in 44 states and 10,000+ employees. It was ranked as the 57th largest privately held company in the U.S. by *Forbes*.

Class of 2012

April Liz O'Malley, BBA, is head of people excellence at UBS and is expecting a second daughter.

Christopher Severs, BBA, is VP of business development at Lone Star Funds and recently got married to Taylor Severs, whom he met in Dallas after graduating from SMU.

Class of 2013

Trenton Owens, BBA, was named to *Forbes'* Top Next Generation Wealth Advisor Best-in-State list in 2023.

Class of 2014



Evan Meehan, BBA, and Lacey, BS '14, welcomed their first child, Magdalena, in March. Magda attended her first Boulevard in September. Evan has been busy as president and CEO of Spanish Schoolhouse, the largest chain of Spanish immersion preschools in the country, with 12 locations in DFW, six in Houston and two more coming soon. Lacey was recently promoted to HR manager, supporting the Walmart team at Frito-Lay.



Jeff Carper, MBA, works as COO for White Castle, a fourth-generation, family-owned business, with President and CEO Lisa Ingram (the great-granddaughter of founder Billy Ingram and an SMU alum). There are 345 White Castles (some call them restaurants) and eight manufacturing plants (two bakeries, three meat plants, and three retail plants). They produce their own buns, meat patties and produce the frozen sliders that are sold in grocery stores across the U.S. Their mission is to create memorable moments every day. White Castle has held the Great Place to Work® Certification™ three years in a row. Carper has two of the greatest grandkids who keep him

energized and living the dream every day.



Andy McIntosh, MBA, and his wife welcomed their son on 10/10/21. He and his wife, Lyndsay McIntosh, met at SMU. She was getting her master's in advertising, and he was getting his MBA. They both graduated in 2014.

Class of 2015

Martha Nelson, BBA '14, MSA '15, was promoted to senior VP at Houlihan Lokey, based in the firm's Dallas office. She is currently leading the sell-side advisory focus within the firm's Transaction Advisory Services practice, as well as co-heading the consumer, food and retail (CFR) industry focus for the Financial and Valuation Advisory Services group's corporate and private equity client account program. She also serves on the global leadership committee for the Women @ HL community group.



Class of 2016

Mohammad Alkhiyami, MBA '15, MSA '16, founded Gulf Center for FoodStuffs and Trading Importing and distributing FMCG to Qatar Local Market.

Christian Cadena, EMBA, has a new job as vice president at JP Morgan Private Bank.

Class of 2018

Levar Graham, MBA, is working as a technology and strategy advisory consultant for Accenture.

Daniel Molina, MBA, is e-commerce manager at Lansinoh Laboratories.



Colleen Betik, BBA, was promoted to senior product marketing manager at Amazon Web Services (AWS) in April 2023. Last summer, she celebrated her four-year anniversary at the company.



Class of 2019

Saniha Aziz, BBA, completed an MS in

Applied Economics and Predictive Analytics at SMU and graduated in December of 2022.



Elie Nabushosi, MBA, is senior product manager at NerdWallet, angel investor at Velos Ventures and venture capital scout at Grishin Robotics (Silicon

Valley) Full Stack Developer.

Class of 2020

Iman Zabdani, EMBA, works for Garza Gump Group, PLLC, in professional associate accountant management.

Class of 2021

Weiye "Steven" Zhang, BBA, BS, graduated with a Master of Science in Quantitative Finance degree from Fordham University's Gabelli School of Business. He now lives in NYC and works at PwC as a Financial Crimes Associate.



Michael Da Silva, MBA, was promoted to senior manager of treasury at Gilead Sciences after completing a two-year MBA rotation program.

Class of 2022

Chris Rise, BBA, is working across the highway (Central Expressway) at Mill Creek Residential in their Single-Family Rental division.

Maria K. San Diego, EMBA, has entered a new industry. After over 15 years in medical device sales and marketing, she pivoted to real estate. As of September 2023, she is conducting her business under the Dave Perry-Miller Real Estate brand as a licensed Realtor™.

SURPRISE ENGAGEMENT AT THE COX REUNION

Shortly before the Cox Homecoming Reunion got underway on Friday, Oct. 27, two Cox alumni got engaged in the plaza just behind the Collins Center. Mark Avioli, MBA '20 and his girlfriend Sandra Saenz, MBA '18 traveled from Houston to attend the reunion. Although the festivities weren't scheduled to begin until 7 p.m., Avioli told Saenz he wanted to arrive early to look at the progress of the Cox renovation and expansion project. When she least suspected it, Avioli dropped to one knee, pulled out a ring and popped the question. She said yes! The couple celebrated with a champagne picnic Avioli had asked friends to arrange in the Turner Pavilion to further surprise Saenz. This joyful moment represents the first time a Cox alumni couple has gotten engaged at a reunion.



**MBA/MS
Class Reunions**
Class Years Ending
in 3s and 8s

**Homecoming
2023 Weekend**
Oct. 27, 2023

Plan now for
Homecoming 2024

Date TBA

MBA/MS Class
Reunions

Class Years Ending in
4s and 9s

REUNIONS





Apr. 28, New York City. Andrea Dunlevy, MBA '98, welcomes Cox alumni, parents of current students, prospective students and their parents to the Racquet & Tennis Club.



Apr. 28, New York City. Also attending the reception are Paul Collins, MBA '02, and Sean Milmoie, BBA '16.



May 3, Denver. Neal Pedersen, BBA '06, EMBA '16, Cox Alumni Board member, planned and hosted a reception for Cox Alumni and their guests. Pictured here: Kevin Knox and Andy Chadwick, MBA '97.



May 3, Denver. Also attending the reception, Ally Ecklund, BBA '10, and Brian and Amy Koldyke, parents of Leighton Koldyke, BBA '12.



May 3, Denver. Reception guests Caitlin Barron, BBA '17, and Katelyn Hamrick, BBA '17.



May 3, Denver. Also at the event, Julia Grice, MBA '96, and Jim Leonard, BBA '87.



May 8, Cedar Crest Golf Club. Dave Ridley, MBA '81 and Chairman of the I AM A Golfer Foundation, leads the dedication of the Legends Plaza, where statues of golf greats Charlie Sifford and Walter Hagen were unveiled. The event was part of the revitalization program for Cedar Crest and the surrounding area.



May 8, Cedar Crest Golf Club. Ira Malayo (center), Golf Pro at Cedar Crest, and Chuck Walker (far right), Executive Director of the I AM A GOLFER Foundation, are joined by a number of supporters and friends at the Legends Plaza dedication.



May 23, Old Parkland. Exclusive Conversations, a book review program moderated by Talmage Boston, hosted well-known author Evan Thomas. He discussed his new book, "Road to Surrender."



Jun. 20, Frisco. The Texas Legends Basketball Networking Breakfast is sponsored by the Cox School of Business. Attendees were treated to an interview with basketball legend Nancy Lieberman by Britney Wynn, VP of Community & Media Relations for the Texas Legends.

EVENTS



Jul. 14, Cedar Crest Golf Club. Interns shared registration duties throughout the qualifiers and tournament. Pictured here: Ocean Evans and Hector Diaz.



Jul. 14, Cedar Crest Golf Club. Executive Director of the I Am A GOLFER Foundation, Chuck Walker (middle, center), gives instructions to the next foursome prior to their tee time.



Jul. 14, Cedar Crest Golf Club. Dallas Amateur Golf Tournament volunteers Ric Clarson and Kevin Knox shared starter duties during the qualifiers and tournament.



Aug. 8, Collins Center. Long-time SMU Cox staff member Ginny Shearin retired. Shown here: At a reception, Ginny Shearin (center) and her whole family.



Aug. 13, Collins Center. At New Student MBA Orientation, PepsiCo VP of Field Finance Matt Craver, BBA '00, MBA '08, came to campus to visit with the new students. Pictured here: Kevin Knox and Matt Craver.



Aug. 24, Ford Stadium. SMU Sports Properties hosted a welcome back to campus for sponsors and friends. Pictured here: SMU football coach Kyle Cooper and Nate Taylor with SMU Sports Properties.



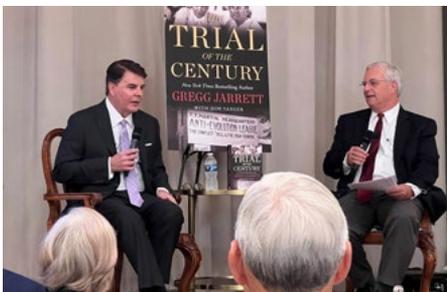
Aug. 30, Ozona in Dallas. SMU Head Football Coach Rhett Lashlee; Cox Executive Director of Marketing Lacey Jeffrey, PMBA '18; and Kevin Knox had a chance to visit just after The Pony Express Show with Rhett Lashlee. The live audience and live streaming event is sponsored by the Cox School.



Sept. 1, Indoor Performance Center at SMU. SMU President R. Gerald Turner, Athletic Director Rick Hart (both seated) and Chairman of the SMU Trustees, David Miller, BBA '72, MBA '73 at podium, gathered with alumni, friends and fans to announce SMU would be joining the Atlantic Coast Conference in July 2024.



Sept. 2, The Boulevard. Prior to the football game with SMU and Louisiana Tech, The Boulevard and the Cox School's "Red Zone" Tailgate was the place to be. Shown here: Maggie Ingels Hunt, PMBA '16 with husband Connor and baby Arthur.



Sept. 7, Arlington Park, Dallas. Exclusive Conversations, a book review program moderated by Talmage Boston, hosted well-known legal expert, news contributor and author, Gregg Jarrett, who discussed his new book, "Trial of the Century."



Sept. 9, Norman, OK. Kevin Knox; Mike Sullivan, BS '95, MBA '91; Jim Saccacio, BBA '82; Len Musgrove, BBA '81; Pam Musgrove; Ed Vant; Brian Henderson, BA '95; Joe McSpadden, BA '85.



Sept. 13, Ozona in Dallas. The Pony Express Show takes place every Wednesday during football season.



Sep. 19, Frisco. Cox School of Business Networking Breakfast with the Texas Legends. Pictured here: Isaiah Austin, former college and professional basketball player. Britney Wynn interviewed Austin and everyone enjoyed his amazing story.



Sep. 20, Carrollton. EMBA Class of '97 Reunion, held at the home of Dale Sellers. Left to right: Yash Parmar, John Love, Ross McKillip, Ben Vaughn, John Slocum (faculty member-retired), Doug Breckenridge, Al Collado, Gail Cotton Michaud, Georges Michaud, Chris Jander, Linda Seatvet, Cathy Reams, Steve Massey, Mike Spangler, Dave Womack, Warren Rappert, Tom Milner. Thanks for staying in touch with SMU Cox!



Sep. 30, The Boulevard. Family Weekend, Cox Red Zone. Jordan Snyder, MBA '17 and Fran Raines, former staff member in Cox alumni office.



Sep. 30, Ford Stadium. Family Weekend: SMU parents Tim and Angele Fischer with Kevin Knox.



Oct. 5, Crum Auditorium. Cox Healthcare Conference: Shane Goodwin, Associate Dean for Graduate Programs and Executive Education interviews Bryan Tyler, CEO of McKesson and a member of the Cox School's Executive Board.



Oct. 5, Crum Auditorium. Cox Healthcare Conference: Dr. Sarah Way, with Presbyterian Hospital, moderates an industry panel. Left to right: Dr. Mujeeb Basit (UTSW), Andrew Masica, (Tx Health Resources), Brett Stauffer (Baylor Scott & White Healthcare) and Cox Associate Professor of ITOM Vishal Ahuja.



Oct. 5, Crum Auditorium. Dallas 100, CEO and Presidents reception: Simon Mak, Cheryl Wicker, Dave Wicker, keynote speaker.



Oct. 17, Frisco. Cox School's Networking Breakfast with the Texas Legends. Former Dallas Maverick Rolando Blackman with Britney Wynn.



Oct. 20, Old Parkland. Exclusive Conversations, a book review program co-sponsored by the Cox School, featured Bret Baier's new book on George Washington.



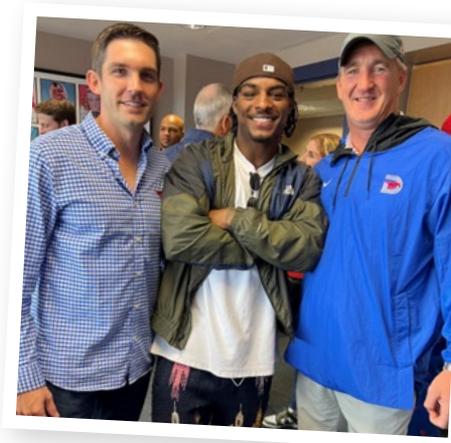
Oct. 25, Crum Auditorium. Cox School's Leaders on Leadership speaker series hosted Troy Aikman with Shane Goodwin moderating.



Oct. 27, Hughes-Trigg Student Center. The Alumni Summit, hosted by Phil Wise, SMU President R. Gerald Turner, and SMU VP of Development/External Affairs Brad Cheves at the first-ever meeting of all alumni boards campus-wide. Here, Provost Elizabeth Loba is interviewed by Cox alumni board chairman Frank McGrew.



Oct. 26, Crum Auditorium. Cox School's Leaders on Leadership speaker series featured retired Navy Admiral Patrick Walsh.



Oct. 28, Homecoming and Reunion Weekend. Former SMU star wide receiver James Proche, BA '19 visits with Cox School alumni. Shown here, left to right: Dylan Birch, EMBA '20, Proche and David Visinsky, BBA '91.

Winter 2024

Calendar of Events:

Graduate Program Admissions Events

MBA and MS Admissions/ Information Events (Central Standard Time)

- 2/3** MBA and MS Spring Preview Day on campus, Collins Executive Education Center, 3150 Binkley Ave. 8:30 a.m.–1:30 p.m.
- 3/7** MBA and MS Info Session On Campus 6:30–7:30 p.m.
- 4/4** Virtual Info Session for all MBA/MS programs 6:30–7:30 p.m.

Professional MBA Admissions/Information Sessions

- 2/9** PMBA Coffee Chats at Panera Bread, 1900 Preston Road, Plano 8–10 a.m.
- 2/9** PMBA Application Deadline Virtual Drop-in Session (Ask us anything!) 12:30–1:15 p.m.
- 3/15** PMBA Current Student Panel (virtual) 12–1 p.m.

- 3/22** PMBA Coffee Chats at Panera Bread, 7839 Park Lane, Dallas 8–10 a.m.

Online MBA and MBA Direct Admissions/Information Sessions

Webinars held at noon, every Wednesday.

Executive MBA Admissions/ Information Sessions

- 2/6** EMBA Virtual Information Session 12–1 p.m.
- 2/16** EMBA Admissions 1:1 Coffee Chats at Panera Bread, 7839 Park Lane, Dallas 8–10 a.m.

EMBA Class Visits starting Friday, Jan. 26, and Fridays or Saturdays on campus throughout the semester at 7:30 a.m. and 12 p.m.

For more information on admission events or to connect with the admissions team, scan:



Dates to Remember

- 2/8** Cox Reception in Newport Beach, CA for Alumni, Friends, Parents and Prospective Students
- 3/4–3/9** Spring Break for Cox Graduate Students
- 3/11–3/17** Spring Break for all SMU Undergraduates
- 4/5** Cox Distinguished Alumni and Outstanding Young Alumni Awards Luncheon at the Collins Executive Education Center, 3150 Binkley Ave., SMU Campus 12–1:30 p.m.
- 4/11** Cox Reception in Nashville, TN for Alumni, Friends, Parents and Prospective Students (more out-of state–Cox receptions will be scheduled for the Spring)
- 5/3** David B. Miller Business Quadrangle Dedication Ceremony, Time TBA
- 5/10–5/11** Commencement Ceremony for Graduate Students, Friday, 3–4:30 p.m. and Saturday, 2:30–4 p.m., Moody Coliseum, SMU Campus

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