

Cox today

SMU • COX SCHOOL OF BUSINESS

SUMMER 2024



— PAGE 46 —

THE FUTURE IS NOW

The debut of the new David B. Miller Business Quadrangle—and its high-tech spaces—is forging the future of business education.

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CUTTING-EDGE CLASSROOMS

New interactive learning technologies will level up how faculty teach.

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DESIGNED FOR PEOPLE, FUELED BY TECHNOLOGY

State-of-the-art facilities will transform Cox's educational experience.

PAGE 56

SMU IN THE ACC

Moving to a new conference will raise the bar in the classroom *and* on the field.

“SMU Cox was invested in my success from day one. I’ve made **CONNECTIONS THAT WILL LAST A LIFETIME.**”

Valecia H.

Dallas, TX



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SMU Cox School of Business



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A New Era in Business Education at SMU Cox

A Letter From Dean Myers

On June 14, I announced my decision to step down as Dean of the Cox School of Business by the end of the 2024–2025 academic year. I will remain in my role until the University has a new dean in place. With the opening of the David B. Miller Business Quadrangle and so many other successes for the school to build upon, I believe 2025 will be the perfect time for a new dean with fresh ideas and experiences to take the lead navigating the Cox School in its continued ascent into the national dialogue of business education.

As I mentioned when I first shared the news, this decision comes with mixed emotions. Serving as Dean of the Cox School is an honor and the highlight of my career. I want to convey my great appreciation for the privilege of serving in this role and for your support.

When I joined SMU Cox in 2017, I worked with the team to set four major goals: Build the Brand, Build Programs, Build the Building and Build the Endowment. We set an aggressive target to meet these goals in 10 years. Instead, through a coordinated effort, we met them in seven years, achieving several important milestones:

- Record-setting enrollment in the BBA program from the standpoint of class size and student quality. In 2017, Cox School BBAs represented 26% of the undergraduate class at SMU. Today, that number is roughly 41% and continues to rise. More than 50% of all undergraduate students who deposit at SMU say they wish to study at the Cox School.
- Record-setting enrollment in graduate programs from the standpoint of both enrollment and student quality, doubling the size of the graduate student class.
- The launch of the Online MBA program and the MBA Direct program, the rebuilding of the MBA curriculum and the launch of the MS in Real Estate program this August.
- Expansion of the SMU Cox brand, as indicated by the dramatic increase in BBA applications nationwide. Our BBA program ranked No. 26 in the nation, and our Full-Time MBA

rankings rose from the low 50s to No. 34 in *U.S. News & World Report* and No. 27 in *Bloomberg Businessweek* this past year.

- Record-setting fundraising, with more than \$300 million raised for the Cox School since the start of the SMU Ignited campaign in 2017. During the entire previous Unbridled campaign, the Cox School raised \$105 million.
- In 2017, the SMU campus master plan had no projects dedicated to the Cox School. Since then, we have successfully navigated the conceptual, design and fundraising stages and dedicated the David B. Miller Business Quadrangle, which will host its first classes this August.

I could go on listing functions that have increased diversity, developed new revenue streams in the form of investment funds, strengthened strategic corporate relationships, enhanced student placement and starting salaries and more. All this against the backdrop of a global pandemic.

This issue of *CoxToday* celebrates a history-making year at SMU Cox: the dedication of the David B. Miller Business Quadrangle (page 32) and SMU's move to the Atlantic Coast Conference (page 56). These two events, along with the accomplishments mentioned above, elevate the school's reputation and expand SMU's role in the national academic hierarchy.

I look forward to continuing in my role during the coming academic year. Once the new dean is in place, I will take a sabbatical and plan to

return as a part of the Cox School faculty. I am grateful for the opportunity to serve as the ninth dean of this wonderful school. More importantly, thank you for your continued support of SMU Cox.

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a history-making
year at SMU Cox:
the dedication of
the David B. Miller
Business Quadrangle
and the move to
the Atlantic Coast
Conference.**

Matthew B. Myers

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

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The University's big move to the Atlantic Coast Conference transcends athletics, opening up new academic possibilities and raising the school's profile on a national level.





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UNDERGRADUATE NEWS

Poets&Quants: Best and Brightest BBAs

In April, Mohan Desai, BBA '24, and Lydia Garrett, BBA '24, were named among the "100 Best & Brightest Undergraduate Business Majors of 2024" by *Poets&Quants* for Undergrads.

Desai is a Don Jackson Fellow and was selected to represent the student body on SMU's Board of Trustees' standing finance and audit committees. He was also a Cox School senator and the finance committee chair on the SMU Student Senate. Desai was the co-president of SMU's Collegiate Consulting Academy and has been an Honor Roll student with High Distinction every semester. After graduation, Desai will work in an analyst role where he can apply the technical skills he acquired at SMU Cox.

Garrett is also a Don Jackson Fellow and the president of the Boulevard Investment Group. At SMU Cox, she completed six internships at financial firms across the nation and was a teaching assistant for Cox MBA Financial Accounting and the Entrepreneurial Family Office. After graduation, Garrett will work at the financial services firm William Blair in Chicago as a technology group investment banking analyst.



Mohan Desai, BBA '24 (left), and Lydia Garrett, BBA '24, are among the nation's "Best & Brightest," according to *Poets&Quants*.

Dean's Senior Picnic Celebrates BBA Class of '24

An annual Cox School tradition, the Dean's Senior Picnic always means the end of the spring semester is just around the corner. Held in early April in the Collins Center's Hillcrest Commons, the event honors graduating BBA seniors, but all were welcome to enjoy traditional picnic fare.



Students visit with Cox School Dean Matthew Myers at the annual BBA Picnic.

Dallas Businessman Mark Cuban Visits Delta Sigma Pi

The SMU Cox Beta Phi chapter of the national business fraternity Delta Sigma Pi welcomed Dallas businessman Mark Cuban in April. Cuban spoke to BBA students gathered in Crum Auditorium about his career and experiences as a successful entrepreneur and engaged in audience Q&A. He shared stories of his ups and downs of getting started as an entrepreneur and offered a positive story of perseverance.



Victoria Hart, BBA '24 (left), and Tori Mawn, BBA '24 (right), arranged Mark Cuban's visit to the Cox School and presented him with a special SMU basketball.

Exceptional Marketing Students Recognized

Cox Marketing Department Chair Ed Fox and the marketing faculty honored six outstanding Class of '24 undergraduate students at the annual BBA Marketing Awards Presentation, held in April at the Collins Center Bank of Texas Dining Room. The JCPenney Center for Retail Excellence sponsored the awards, as determined by a committee of marketing faculty members. The Outstanding Student Award was presented to Holly Ekizian, and Mary Palmer Roberts received the Outstanding Retailing Student Award. Hayley E. Payne, Olivia Anna Potthoff, Kaitlyn Avery Ruiz and Saifiyah Ali Zaki were all honored as Distinguished Marketing Majors. Guest speaker and past honoree Olivia Matthews, BBA '20, now a consultant at Boston Consulting Group in Dallas, shared insights from her own early-career experience.



Left to right: Holly Ekizian, Kaitlyn Avery Ruiz, Mary Palmer Roberts, Hayley E. Payne, Olivia Ann Potthoff and Saifiyah Ali Zaki, the 2024 BBA Marketing Awards honorees.

SMU Cox Ranked No. 26 Among Best Undergraduate Business Schools

In January, *Poets&Quants* ranked SMU Cox No. 26 in its 2024 Best Undergraduate Business Schools, an annual list of 91 undergraduate business schools nationwide. The rankings are calculated according to index scores for each school in three categories: admission standards, career outcomes and academic experience (based on Class of 2021 survey responses), each weighted at 33.3%. Cox has been among the top 30 schools in this ranking every year since it was first published six years ago.

ALTS Students Compete in Year's Final Case Competition

EnCap Investments and LCM Group Alternative Assets Management (ALTS) students wrapped up the spring semester with a case competition at the Park Cities Club. As the case final for the program, 30 teams were tasked with building an investment memorandum (IM) on taking TopGolf Callaway Brands private.

Academic Director Bill Maxwell selected the top seven teams and sent the student-prepared IMs to ALTS alumni, who voted on three finalists. Those three teams presented to the judges, including board members of the Alternative Asset Management Center and the Don Jackson Center for Financial Studies, as well as finance faculty and ALTS alumni. The winning team consisted of BBA '25 students Adam Hawn, Carter Spence and Jack Winfield. After the competition, students networked with the judges at a Park Cities Club reception.

The highly selective ALTS program provides students with basic skills for private equity and investment banking. Students complete a summer internship at an investment bank, consulting firm, hedge fund or money management firm after their junior year. When they return in the fall of their senior year, students take a second class from a list of recommended alternatives.



Winning ALTS case competition team members Jack Winfield, Adam Hawn and Carter Spence, (in center of photo, from left to right) with Cox Executive Board member Barry Kitt (far left, back row) and several Cox Finance Faculty members.

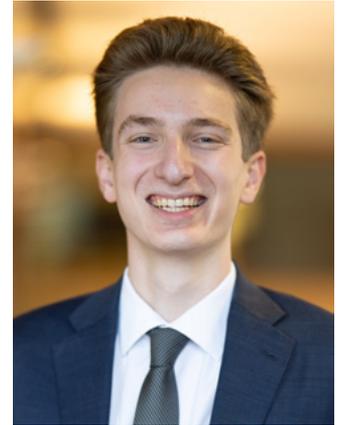
UNDERGRADUATE NEWS

BBA Student's App Named a 'Most Disruptive Startup'

LectureLogger, a classroom attendance app developed by Cox BBA '25 student Jude Lugo, was named among the "Most Disruptive Undergraduate Business School Startups" of 2023 by *Poets&Quants*. The article, published in January, honors 24 aspiring undergraduate entrepreneurs at 21 business schools nationwide. Lugo launched the venture as a user-friendly mobile app to streamline attendance-taking after noticing classroom inefficiencies but soon realized the app could do much more.

"With SMU's growing emphasis on student wellness and retention, LectureLogger can make a positive difference by gathering data that helps professors and administrators identify at-risk students," Lugo says. "The school can then reach out to avert an academic crisis that could have negative ripple effects on a student's overall well-being."

Lugo has won several entrepreneurship contests with his LectureLogger app. His pitch caught the attention of SMU's associate provost for student engagement and success last fall, which resulted in Lugo's receiving startup funding and an introduction to some SMU professors who have piloted LectureLogger in their classrooms.



Jude Lugo, BBA '25, created an app that can help professors and administrators identify at-risk students.

Cox BBAs Win First Prize at National Energy Innovation Case Competition

A team from SMU Cox took top honors in the undergraduate Energy Innovation Case Competition, hosted in February by the North American Project Expo (NAPE) and the TCU Neeley School of Business at the annual NAPE Summit in Houston. The SMU Cox Maguire Energy Institute sponsored the team: Weston Emery, BBA '24; Jude Folmar, BBA '24; Dutch Mark, BBA '25; and Ricky Sharma, BBA '24.

For the first time, undergraduate teams were invited to prove their knowledge and understanding of the energy industry. The students were given five hours to create a presentation on the advantages and disadvantages of upstream industry trends. Industry leaders in the sector served as judges. SMU Cox competed against teams from Marietta College, TCU Neeley, University of Louisiana at Lafayette and Western College University.

As first-place winners, the SMU Cox team received \$10,000 in prize money, which was divided equally among its members. NAPE is the oil and gas industry's marketplace for buying, selling and trading prospects and producing properties. The summit brings together all industry disciplines and hosts companies of all sizes, from small independents to majors.



Left to right: Ricky Sharma, BBA '24; Weston Emery, BBA '24; Dutch Mark, BBA '25; and Jude Folmar, BBA '24.

BBA Students Scout a Career in Sports

In January, the SMU Cox Career Management Center and the SMU Cox Marketing Academy (CMA) hosted a sports marketing panel with five marketing and talent executives from DFW-based professional sports teams. About 40 BBA CMA members learned the essentials of establishing a career in sports marketing, including what it takes to land a dream job and best practices for succeeding. It was the second consecutive year the CMA has brought in professionals from the sports industry.



Left to right: Panelists Brooks Byers, senior director of digital advertising, Texas Legends; Iris Diaz, chief marketing officer, Dallas Mavericks; Erin Finegold White, senior vice president of corporate communications, Dallas Mavericks; Lauren Gilland, BBA marketing career coach; Hannah Wing, digital and in-game host, Texas Rangers; and Eliud Jimenez, MHRM, paralegal, vice president of human resources and talent acquisition, FC Dallas.

Employers Find Talent at SMU Cox

More than 400 SMU Cox BBA, MBA and MS students connected with 35 employers at the spring SMU Cox Career Connections event, held in February in the Hughes-Trigg Student Center ballrooms. Fisher Investments, JP Morgan Chase & Co. and KPMG were among the firms from a variety of industries looking to recruit talented students and graduates for internships and full-time positions. In addition to this spring event, the Cox Career Management Center also hosts two career fairs in the fall.



Bain & Company, Gartner Inc. and Michaels Stores Inc. were among the 35 employers who found great talent at the spring Cox Career Connections Fair, hosted by the Cox Career Management Center.

Dallas-Based Global Consulting Firm Hosts Cox Undergraduates

Student members of the Collegiate Consulting Academy (CCA) visited the Dallas offices of top global consulting firm BCG in March. SMU Cox alumnus and current BCG Consultant Leighton Koldyke, BBA '21, provided an overview presentation of the firm before the students toured the office and networked with BCG professionals on the terrace. The Cox Career Management Center planned the visit in partnership with the BCG Campus Recruitment team.



Second- and third-year undergraduate members of the Cox Collegiate Consulting Academy learned more about strategic thinking during a visit to BCG's Dallas offices.

BBA/MS Women in Business Explore Verizon

In early March, SMU Cox BBA Women in Business kicked off Women's History Month with a trek to the Verizon Headquarters, a 150-acre corporate campus in Irving, Texas. Verizon treated BBA and MS women to a networking lunch where they met with "V Teamers" from different business functions. Students learned about what life for women at Verizon is like during a panel discussion featuring diverse female leadership, including Verizon's chief of staff, director of strategy, associate director of operational support and a level three engineer. The Verizon team provided guidance about being resilient in male-dominated industries, sourcing mentorship and celebrating the victories of fellow women in business.



The Cox Career Management Center planned a visit to Verizon for MS and BBA women in partnership with the company's campus recruitment team.

Top 10% Honored at Beta Gamma Sigma Induction Event

SMU Cox welcomed 30 BBA students and 64 graduate students into the Beta Gamma Sigma international business society at an April reception in the Collins Center. The academic high-achievers represent the top 10% of their respective classes. Induction into the prestigious honor society for AACSB-accredited schools—the top 5% of business programs around the world—is the highest national honor a business student can achieve.

Associate Dean of Undergraduate Programs Jim Bryan, president of the SMU Cox Beta Gamma Sigma chapter, gave welcoming remarks and named the undergraduate honorees. Associate Dean of Graduate Programs Shane Goodwin named the graduate honorees.



The Cox School's newest Beta Gamma Sigma Class of 2024 undergraduates and graduate inductees.

GRADUATE NEWS

ITOM Inducts Top Students Into Alpha Iota Delta

The Cox Information Technology and Operations Management department honored top-performing Cox students with induction into Alpha Iota Delta in April. The 42 students—seven undergraduates, 12 Two-Year Full-Time MBAs, one One-Year Full-Time MBA, one PMBA, one MBA Direct and 20 MSBA students—were inducted into the international honor society, along with two faculty: Jan Tan, assistant professor of ITOM, and Nils Van den Steen, clinical professor of ITOM. Five graduate students and three undergraduates were also recognized for outstanding performance. Two undergraduates were recognized as distinguished students.



ITOM excellence was recognized during a spring luncheon and induction into Alpha Iota Delta honor society.

Poets&Quants: Best and Brightest MBAs

Melissa Cunningham, FT MBA '24, has been selected by *Poets&Quants* as one of the "100 Best and Brightest MBAs: Class of 2024," which honors top Full-Time MBA graduates from business schools around the nation. One of three nominees submitted by the Cox School, Cunningham was nominated by Judi Umali-Rajkumar, SMU Cox FT MBA and MBA direct career programs director.

Before being accepted into the Cox FT MBA program, Cunningham worked for 10 years as a media specialist and R.E.A.D site lead for the Dallas Independent School District. Post-MBA, she will be working for EY-Parthenon as a Dallas-based consultant.

During her two years at SMU Cox, Cunningham volunteered as a peer coach in the Cox Career Management Center; as president of the Consulting and Corporate Strategy Club; vice president-at-large of the Student Advisory Board; and student ambassador for admissions events and prospective student outreach. She did all of these volunteer business school roles while keeping up with her classwork and her home life as a working mother.

In her nominating statement, Umali-Rajkumar wrote, "It's been an honor and joy for me to observe many of Melissa's triumphs in the program, most notably her impact in helping MS and MBA students prepare for and launch consulting and strategy careers ... directly impacting the lives of her peers and the Cox community."



Melissa Cunningham, FT MBA '24, is among the nation's "Best and Brightest."

Cox MBA Student Receives Supply Chain Management Scholarship

Arun Singh, FT MBA '25, has been awarded the CSCMP scholarship from the Council of Supply Chain Management Professionals (CSCMP), a leading global association for supply chain management professionals. Association board members evaluated more than 100 DFW-area applicants' academic qualifications, relevant work experience and potential to make a difference in the profession. Singh received his scholarship during an award ceremony held in April at Mesero in Southlake.



Arun Singh, FT MBA '25 (left), accepts his scholarship from M. Dave Malenfant, supply chain operations consultant and education chair for the CSCMP DFW Roundtable, during the association's spring celebration dinner.

SMU Cox Ranks Highly in Key Business School Rankings

In the 2024–2025 *U.S. News & World Report* ranking of business schools, released in April, the Cox School's Full-Time MBA program ranks No. 34 in the nation. According to the publication, that puts the Cox School in the top 27% of FT MBA programs. *Bloomberg Businessweek*, which released its most recent Full-Time MBA rankings in fall 2023, ranks the Cox FT MBA program No. 27 in the nation.

SMU Cox ranks No. 12 this year—up from No. 32 last year—in *Fortune's* Best Online MBA Programs for 2024. Of the 92 ranked schools from around the nation, four Texas competitors ranked in or close to the top third.

The *Fortune* OMBA rankings release comes just weeks after the publication's 2024 Part-Time MBA ranking of 50 business school part-time MBA programs. The SMU Cox Professional MBA rose one point to No. 16 this year from No. 17 last year in that ranking.

Online publication TechGuide released the results of its new MS in Business Analytics rankings in January. At No. 11, SMU Cox MSBA is one of two Texas MSBA programs on the list. TechGuide's 2024 Best Business Analytics Master's Program rankings recognize the top 25 schools that excel in providing exceptional educational opportunities.

Admitted Students Visit Campus

Newly admitted students to Cox Full-Time MBA and MS programs visited campus in April to get an early start on their Cox career by meeting fellow students and getting to know the campus. According to Assistant Dean of FT MBA and MS Admissions Debbie Macedonia, attendance was strong, with 176 participants representing an unprecedented 92% show rate on registration and additional engagement throughout the day with 60+ virtual attendees over Zoom. "This doubled last year's attendance," Macedonia says. Attendees also heard from key members of the Cox School's leadership throughout the weekend and concluded with a reception at the George W. Bush Presidential Center.



Newly admitted graduate students get their first opportunity to mix and mingle with their soon-to-be classmates in Ford Stadium.

MBA Student Selected for Marine Corps. Veteran Scholarship

Will Glenn, Two-Year Full-Time MBA '25, is a recipient of The Milledge A. Hart III Endowed Scholarship for Veterans of the United States Marine Corps. for a second year. The endowed fund was established in 2019 by Cox Executive Board member Linda Wertheimer Hart, '65, to honor her husband, SMU Trustee Emeritus Milledge (Mitch) A. Hart III, on his 85th birthday. The Harts are among SMU's most generous donors. Mr. Hart is a Distinguished Graduate of the U.S. Naval Academy who served five years as an officer in the U.S. Marine Corps.



Will Glenn, Two-Year FT MBA '25.

GRADUATE NEWS

Celebrating Cox Graduate Students From Around the World

About 200 SMU community guests gathered in the Collins Center in February for the International Business Club's Cox Cultural Festival. The crowd enjoyed a world of cuisines, art and performances representing 19 cultures, including Cajun, Chinese, Ethiopian, Yemeni and more. The festivities extended past closing time as guests continued to enjoy the food, photo booth, henna artists and music by DJ Tania Kadar, SMU Cox MA/Two-Year FTMBA '25. The annual celebration encourages students to engage across programs and celebrates the various cultures among our community.



A Bollywood-style dance energized the crowd.



New to this year's cultural festival, The Lion Dance Troupe became an instant highlight.

Cox Insights Forum Debuts

The first Cox Executive Insights Forum kicked off in January with Marissa Horne, vice president of financial services technology and data at Capital One. In Crum Auditorium, about 70 Executive MBA students heard Horne share her journey from being the first female graduate in computer science at Amherst College to becoming a leader in financial services data and technology strategy. Horne shared her insider's perspective on industry trends such as AI, developer productivity and the future of workplace technology. Afterward, attendees continued the discussion at a reception in the Collins Center.

Developed as a spring event for Cox Executive MBA students, the Cox Executive Insights Forum hosts executive-level speakers from a variety of industries to share their own leadership journeys, discuss industry-specific trends they encounter in their work and provide valuable insights for SMU Cox students. In March, the Executive Insights Forum welcomed Tom Leverton, operating partner at Pritzker Private Capital. He spoke about his extensive private equity (PE) firm experience, provided an industry overview and commented on current trends. His insider's perspective on working within various PE group structures shed light on what to expect when working for an organization acquired by a PE company.

Other speakers featured in 2024 were Michelle Bogan, founder and CEO of Equity at Work, who discussed becoming best in class in DEI, as well as Tracey Doi, former Toyota CFO and current co-chair of 50/50 Women on Boards, who laid out pathways to a corporate board seat.



Marissa Horne, vice president of Technology Strategy and Governance at Capital One Financial Services, was the first featured speaker at the inaugural Cox Insights Forum.



Pritzker Private Capital Operating Partner Tom Leverton (center in blue blazer) with current EMBA students and an EMBA program prospect (third from right in the back row).

EXECUTIVE EDUCATION

Cox School Hosts AI for Healthcare Leaders Program

SMU Cox launched a two-day Executive Education program, AI for Healthcare Leaders, in April. The program brought together 28 healthcare leaders from various organizations, including Baylor Scott & White Health, Children's Health, EY and McKesson. Day one began with a fireside chat between Brian Tyler, CEO of McKesson, Cox Executive Board Member and executive co-chair of the Cox Healthcare Initiative, and Francisco Fraga, EVP, chief information and technology officer of McKesson, where they shared how they are implementing their digital transformation strategy, including AI.

In partnership with McKinsey, Perkins Cole and Texas Health Resources, Vikas Chowdhry, founder of TraumaCare.AI and associate faculty at UTSW, and Vishal Ahuja, SMU Cox associate professor of ITOM, designed the two-day program, which included discussions of real use cases submitted by participants and case studies on ethical and legal considerations of AI in the healthcare industry.



Cox Executive Board Member Brian Tyler, CEO of McKesson (left), discusses the impact of AI on his company and the healthcare industry in general with McKesson EVP Francisco Fraga, who also serves as the company's chief information and technology officer.

Rising Latino Leaders Graduate

Forty corporate participants from AT&T and TI participated in Executive Education's Rising Latino Leader (RLL) program this spring. The program, part of the Cox Latino Leadership Initiative, prepares participants for success in their first managerial positions and equips them to progress into higher levels of responsibility. The program kicked off virtually in January, and participants arrived on campus in April for a week of in-person classes. During the program, one participant received a job promotion from area manager to associate director.

Despite being the fastest-growing talent pool in the United States, Latinos are underrepresented nationally in managerial positions and face slow upward mobility. In response, the SMU Cox Executive Education collaborated with senior executives from the Latino Leadership Initiative's corporate sponsors to develop the RLL program.



AT&T Vice President-5G Ecosystems and Partnerships William Traylor offers encouragement to the newest class of Rising Latino Leaders.

SMU Cox Latino Leadership Initiative Hosts Inaugural Women of Color Symposium

More than 125 women and their allies attended the inaugural SMU Cox Latino Leadership Initiative's Women of Color Symposium at the Collins Center for a day of empowerment, representation and community-building. Keynote speaker Ashlee Davidson, vice president of communications at Lockheed Martin Missiles, Fire and Control, encouraged attendees to take up space in any room and be prepared to take on challenges. The day also featured panels on breaking barriers in corporate leadership, building inclusive communities and empowering future generations.



The first-ever LLI Women of Color Symposium brought together a large, diverse group of women.

EXECUTIVE EDUCATION

Quotable Insights From Spring Leaders on Leadership Chats

Leaders on Leadership, an event series launched last fall, introduced students and the public to multiple perspectives on leadership and provided opportunities to hear from and engage with accomplished leaders from myriad industries. During the spring term, the Cox School hosted six more notable leaders who shared their professional and personal insights. Registration is now open to attend, at no cost, the 2024-2025 series at smu.edu/cox/leadership-series.

Ken Hersh, President & CEO, George W. Bush Presidential Center, and Inaugural Distinguished Executive in Residence, SMU Cox School of Business

"I wish I could say I had a long-range plan, but I didn't. One of the things that has been true my whole life is what I call the fog of the future. Some people are scared by what they don't know. For me, I'm always kind of excited by that. For me, it's exciting not to know."



Ken Hersh (center) signs copies of his book "The Fastest Tortoise: Winning in Industries I Knew Nothing About—A Life Spent Figuring It Out."

Lori Ryerkerk, Chairman & CEO, Celanese Corporation

"As a leader, there is no one right way or one right answer. It's different in every situation, at every level, in every country you're in and depending on the kind of person you are. There is no one right style of leadership. It is what is right for you. People will see through it if you're not being true to your personality."



Lori Ryerkerk (in blue) chats with an audience member at her March Leaders on Leadership event.

R. Gerald Turner, President, SMU

"Leadership is the ability to affect outcomes. Any time you see somebody in a leadership position, and you think I could do better than that, then you've just kissed the holy grail. After that, the only other requirement is willingness to accept responsibility. I tell students all the time to raise their hand."



Gerald Turner speaks during the Leaders on Leadership series in February.

Jean Savage, CEO & President, Trinity Industries

"Adaptability is important. Plans never happen the way you plan them. Are you able to recognize early and adapt what you're doing? It's hard, year after year, when something comes up and you can't get as far as you want to go. You also have to think about resiliency. [Ask yourself,] 'What have I accomplished? What's in my control? And what do I do if something else out of my control happens that impacts us?'"



Jean Savage (left) talks leadership with Cox School Associate Dean Shane Goodwin.

Whitney Wolfe Herd, Founder & Executive Chair, Bumble

"You have to have conviction. You have to be bold. You cannot let people push you over. If I had listened to everybody around me when I was starting Bumble, there'd be no Bumble, because it was a stupid idea, according to everybody. That's part of being a leader. You have to push through when everybody else disagrees with you."



Whitney Wolfe Herd and Shane Goodwin discuss leadership in April.

Kelvin Beachum, Offensive Tackle, Arizona Cardinals

"Are you willing to serve? It's as simple as that. If you're not willing to follow, how are you willing to lead? In any industry that I've been in, there was a maturation of earning the trust to get to a point of leadership. But there was a lot of following and a lot of serving to get to that point. And once you're there, are you willing to still be humble enough to still serve?"



Kelvin Beachum (left) at his April Leaders on Leadership discussion with Shane Goodwin.

Latino Leadership Initiative Welcomes Newest CEDP Cohort

Days after the completion of this spring's RLL program, the Latino Leadership Initiative welcomed its newest cohort of Corporate Executive Development Program (CEDP) participants. The opening reception took place at Meadows Museum, followed by two days of classes for about 70 CEDP students in the Collins Center.

CEDP is a one-of-a-kind, immersive leadership experience designed exclusively for high-potential Latinos who are mid-level managers and directors preparing for executive-level responsibilities. Research shows that while Hispanic managers and directors reach mid-level management positions faster than their peers, they are slower to climb to higher levels within their companies. This cohort will continue instruction in two more phases through October.



When the newest cohort of the LLI Corporate Executive Development Program convened in April, the nearly 70 students broke into two groups for opening day photos.

CENTERS OF EXCELLENCE

BRIDWELL INSTITUTE

Cox Executive Board Chair Honored With Private Enterprise Educators' Award

Congratulations to SMU Board of Trustees member and Cox Executive Board Chair Tucker S. Bridwell, BBA '73, MBA '74, on receiving one of the highest honors presented by the Association of Private Enterprise Education (AAPE). In April, the AAPE presented him with the Herman W. Lay Memorial Award at the 48th APEE Meeting in Las Vegas. Bridwell is the benefactor of the Cox School's Bridwell Institute for Global Freedom and the co-chair of the Cox School's renovation and expansion fundraising campaign.

The award, named after entrepreneur-turned-snack food magnate Herman Lay, honors businesspeople who emulate Lay's entrepreneurial success and philanthropy, thus symbolizing the free enterprise system at its best. APEE is an association of educators and scholars from universities and colleges, public policy institutes and industry with a common interest in studying and better understanding the system of private enterprise.



Tucker S. Bridwell, president, Mansefeldt Investment Corp.

"Women and Economic Freedom"

During an SMU Cox Bridwell Institute for Economic Freedom discussion, Rosemarie Fike, economist at Texas Christian University, and Anne Rathbone Bradley, the George and Sally Mayer Fellow for Economic Education and vice president of Academic Affairs at The Fund for American Studies, discussed how differences in economic freedom influence women's lives. The Institute, in partnership with The Policy Circle, hosted a panel discussion highlighting findings from a project that explored previously unasked questions on gender mandates, women's progress and how economic freedom affects families. The event, organized and moderated by the Institute's Managing Director and Research Assistant Professor Meg Tuszynski, was timed to coincide with Women's History Month.



Bridwell Institute Research Assistant Professor Meg Tuszynski (far left) moderated a Women and Economic Freedom panel discussion featuring Rosemarie Fike, Heather Gilker and Anne Rathbone Bradley (left to right).

"Stories From Our Dynamic State Economy"

Data on growth and employment indicates Texas is a good place to grow businesses. In February, the Bridwell Institute hosted a discussion featuring the Institute's Michael Cox, who was joined by Jesus Canas, senior business economist at the Federal Reserve Bank of Dallas, and Mark Curriden, founder of The Texas Lawbook. They shared a range of stories, from opportunities in cloud computing's infrastructure to Texas manufacturing's gains from trade with Mexico to an epic invasion of out-of-state firms in big-time corporate law.

Bridwell Institute Reading Group Summit

Also in February, the Institute's Reading Group Summit featured Associate Teaching Professor of Strategy, Ethics, Economics and Public Policy Peter Jaworski from the McDonough School of Business, Georgetown University. Jaworski spoke to the 48 undergraduate SMU students participating in the Bridwell Institute Reading Groups, in addition to two dozen students and faculty from Northern Michigan University and the University of Central Arkansas. His talk "How Much for That Kidney in the Window?" centered on the legal status and ethics of organ sales. Students and faculty gathered for a reception at Ozona after the half-day summit.

BRIERLEY INSTITUTE

Venkatesh “Venky” Shankar Becomes ISBM, AMA Fellow

Professor of Marketing Venkatesh “Venky” Shankar, who joined SMU Cox as the new Harold M. Brierley Endowed Professor and Professor of Marketing with the Brierley Institute for Customer Engagement in January 2024, was named as a Distinguished Research Fellow of the Institute of Study for Business Markets (ISBM) at the Biennial ISBM Conference. An ISBM Distinguished Research Fellow is a recognized senior scholar and thought leader in one or more domains of B2B marketing; dedicated to the Institute’s mission of advancing both the theory and the practice of the discipline; dedicated to working with practitioners, is deeply involved in B2B education; active in field research and publication in respected journals; and active in ISBM academic meetings, practitioner meetings and/or ISBM educational programs. The select group of ISBM Distinguished Research Fellows have strong track records consulting to businesses around the globe, in addition to their extensive teaching and publishing activities. They know and respect real-world business management and leading-edge solutions, and they are dedicated to applying their knowledge to actual marketing problems and opportunities.

Shankar also was honored as an American Marketing Association Fellow in February. The AMA Fellow distinction is given to members of the AMA in good standing who have made significant contributions to the research, theory and practice of marketing, and/or to the service and activities of the AMA over a prolonged period. The AMA Fellow designation is intended to recognize marketing academics’ achievement, but it is also designed to create a space for fellowship, discussion, collaboration and continued contributions to the discipline. Each year, a new cohort from the academic community is selected by a group of distinguished peers and honored at the AMA Winter Academic Conference in St. Pete Beach, Florida. Read more about Shankar’s recent achievements on page 29.



Venkatesh “Venky” Shankar joined the Brierley Institute at SMU Cox in January 2024.



Hal Brierley

Brierley Institute Benefactor Honored by Junior Achievement Dallas Business Hall of Fame

Hal Brierley, benefactor of the Cox School’s Brierley Institute for Customer Engagement, is one of five Dallas business leaders newly inducted into the Junior Achievement Dallas Business Hall of Fame. The 2024 induction ceremony took place on March 1 at a black-tie event at the Omni Dallas Hotel. Brierley is CEO of The Brierley Group LLC, which advises clients on effective customer engagement strategies. A lifelong entrepreneur, Brierley has launched three ventures focused on customer relationships.

As an SMU Cox executive in residence at the Institute that he and his wife, Diane, helped found in 2016, Brierley shares his expertise with MBA candidates who have a marketing specialization in customer engagement, an extremely rare opportunity among the world’s business schools.

Brierley began his entrepreneurial career in 1969 as co-founder of Epsilon Data Management, a pioneer in database marketing, serving as president and CEO for 11 years. In 1980, he helped design American Airlines’ AAdvantage program, the nation’s first frequent traveler program.

CENTERS OF EXCELLENCE

Caruth, Hart and Spears Institutes Co-Sponsor 2024 Startup Launch Competition

Five of 10 student finalists emerged victorious at the SMU Cox Graduate Entrepreneurship Club's Business Accelerator Program (BAP) 2024 Startup Launch Competition in April. The students vied for \$100,000 in cash prizes and in-kind donations.

- 1st place: Jude Lugo, BBA '25, LectureLogger, a student success tool that empowers universities to better support their students
- 2nd place: Adrienne Aaron, OMBA '24, Glazed & Glossed, an emerging beauty brand that features simple skincare essentials
- 3rd place: Jonathan Fyne, BA '26, Christian Learning, an AI education platform for learning scripture through lessons, quizzes and flashcards
- Lyda Hill Award for Best Female-Led Team: Martha Karmali, OMBA '25, EduMatch Solutions, which partners with businesses to bridge the gap between student debt and employee benefits
- Mendoza Award for Best Tech: Kiswood Diogene, MS '25, Keya Solutions, which leverages AI to manage and transform contract data into actionable insights

Judges included Matt Domo, CEO of FifthVantage; Drew Donahoe, MSM '21, CDO at Sirge; Valecia Harris, OMBA '23, CEO of Black Book Agency; Contessa Hoskin, EMBA '09, business and technology senior executive; George Peinado, president of GAP Investments; Tanya Ragan, president of Wildcat Management; and Megha Tolia, president and COO of Shondaland and co-founding director of the SMU Cox Spears Institute for Entrepreneurial Leadership.

BAP students participate in a six-month entrepreneurship intensive that includes workshops, mentorship and two competitions: an elevator pitch in the fall and the Startup Launch in the spring. This year's sponsors included the Caruth Institute for Entrepreneurship; the William S. Spears Institute for Entrepreneurial Leadership; and the Linda and Mitch Hart Institute for Technology, Innovation & Entrepreneurship.



Left to right: Martha Karmali, EduMatch; Jonathan Fyne, Christian Learning; Jude Lugo, LectureLogger; Adrienne Aaron, Glazed & Glossed; and Kiswood Diogene, Keya Solutions.

FOLSOM INSTITUTE

Pickleball Tournament Raises Folsom Scholarship Funds

In April, more than 200 commercial real estate professionals, Cox real estate-focused students, faculty and staff participated in the Folsom Institute for Real Estate's second annual pickleball tournament in SMU's Styslinger/Altec Tennis Complex. Forty-three teams made up of 86 commercial real estate professional players squared off in the Institute fundraiser.

SMU Cox alumni Cole England, with CenterPoint Properties, and Cole Murphy, with JLL, emerged victorious. Crow Holdings served as the premier sponsor. About 40 DFW real estate companies helped sponsor the event, which raised more than \$100,000 for the Folsom Associate Board Scholarship Fund.

The pickleball tournament was held the day after the Folsom Institute Board meeting, which included a panel discussion titled "Where Is Dallas Headed: The North End and Goldman Sachs." More than 170 Folsom Board members, real estate students, industry guests, faculty and staff gathered in SMU's Mack Ballroom for the breakfast meeting. Folsom Institute student awards were presented to four students. The Outstanding BBA Award went to Olivia Morales, BBA '24; the BBA Academic Achievement Award honored Cole Records, BBA '27; the Outstanding MBA Award was presented to Andres Herrera, MBA '24; and the MBA Academic Achievement Award went to Will Diamond, MBA '25.



An enthusiastic crowd turned out for the Folsom Institute's second annual pickleball tournament.



The tournament allowed Folsom Institute supporters to show off their athletic abilities.

New York Real Estate Corporate Trek

Folsom Institute introduced 20 real estate-focused undergraduate and graduate students to the New York real estate market in April. Students visited JLL's New York headquarters, Fortress' TSX Broadway, BlackRock headquarters, the Hudson Yards mixed-use development, TPG NYC headquarters, 111 W. 57th St. Luxury Residential, SL Green Realty's One Vanderbilt, Summit and Sutton Tower. They also met with representatives of 11 leading commercial real estate companies and networked with SMU real estate alumni at a reception in the Flatiron District.

36th Annual NTCAR Commercial Real Estate Hall of Fame Awards

The North Texas Commercial Association of Realtors (NTCAR) honored its 2024 Hall of Fame inductees in May at the Dallas Arts District Mansion. Among the honorees were Scott Rohrman, Cox alumnus and Folsom Institute Board member, and Bill Vanderstraaten, Cox alumnus and member of the Cox Executive Board and Folsom Institute Board.

"North Texas is known as one of the best real estate regions in the United States, and both Bill Vanderstraaten and Scott Rohrman have contributed greatly to that reputation," said Robert Grunnah, BBA '66, co-founder and chairman emeritus of the NTCAR event, established in 1987.



Left to right: 42 Real Estate Founder Scott Rohrman, MBA '92; Chief Partners Founder Bill Vanderstraaten, BBA '82; and Jack Fraker, former SMU adjunct professor and president, global head of industrial and logistics, capital markets at Newmark.

CENTERS OF EXCELLENCE

FOLSOM INSTITUTE

2024 Federal Reserve-SMU Cox Folsom Institute Real Estate One-Day Conference

The Folsom Institute for Real Estate partnered with the Federal Reserve Bank of Dallas to host a one-day real estate conference in May. More than 200 real estate professionals from across the country gathered at the Federal Reserve's Uptown headquarters to discuss challenges and opportunities facing the real estate industry.

The conference brought together industry analysts, economists and market experts to offer insights on the latest residential and commercial real estate trends. Topics of discussion included elevated mortgage rates that have locked in existing homeowners, new-home sales meeting buyer demand to an unprecedented extent, multifamily markets contending with new supply and falling rents, investment and financing challenges and opportunities. Participants also discussed disruptive trends such as remote work, surging e-commerce and industrial policy, which are playing out in different ways in office and industrial markets.



Left to right: Cox Adjunct Professor and Folsom Institute Board member Chuck Dannis, BBA '71; Cox Adjunct Professor Cody Armbrister; and Folsom Institute Board members Eric Fleiss and Jonas Woods, BBA '93.

CONFERENCE PANELISTS:

- Joseph Cahoon**, SMU Cox Folsom Institute for Real Estate
- Jim Dillavou**, Lincoln Properties Co.
- Mary Hager**, Greystar
- Terry Montesi**, Trademark Property
- Will Mundinger**, Crow Holdings Industrial
- Chuck Dannis**, National Valuation Consultants Inc./ SMU
- Cody Armbrister**, Crow Holdings
- Eric Fleiss**, Regent Properties
- Jonas Woods**, Woods Capital
- Luis Torres**, Federal Reserve Bank of Dallas
- Taylor Bowen**, AMLI Residential

- Ron Miller**, Amherst
- Jay Parsons**, Madera Residential
- Ali Wolf**, Zonda
- Julia Coronado**, Macropolicy Perspectives
- Mark Roberts**, SMU Cox Folsom Institute & Crow Holdings
- David Hansen**, Property Reserve
- Julie Ingersoll**, CBRE
- Daniel Kubiak**, Invesco
- Anthony Murphy**, Federal Reserve Bank of Dallas
- Merrill Reynolds**, SW Graduate School of Banking, SMU
- John Shackleford**
- Jamie Woodwell**, Mortgage Bankers Association

Cox Students Look at Real Estate Careers

More than 130 SMU Cox BBA, MBA and MS students connected with representatives from 23 real estate firms spanning the industry's sectors at the spring Real Estate Roundtable speed networking event hosted in February by the Cox Career Management Center and the Folsom Institute for Real Estate. Another event exploring real estate careers is planned for the fall.



Undergraduate, MBA and MS students learned about real estate careers at February's Real Estate Roundtable speed networking event, hosted by the Cox Career Management Center and the Folsom Institute for Real Estate.

Commercial Real Estate Is Hot in Dallas

SMU Cox hosted the North Dallas Chamber of Commerce Annual Real Estate and Economic Forum in January. “If you want to be in any kind of real estate—commercial or residential—be here in Dallas,” said SMU Lyle alumnus Larry Delzell, BS ’72, senior vice president of land acquisition at Britton Homes and Perry Homes, to North Texas real estate pros gathered at the Collins Center Crum Auditorium. Keynote speaker Tim Quinlan, managing director and senior economist at Wells Fargo, told attendees that strong intellectual property investment signals a wave of innovation to come from U.S. companies. He also lauded the strong industrial and retail real estate markets in North Texas, offered analysis on consumer debt trends and a prediction on the Federal Reserve’s approach to interest rates over the coming year.

Chuck Dannis, BBA ’71, SMU Cox adjunct professor of real estate and senior managing director at National Valuation Consultants Inc., moderated one of two panels. In that session, Mark Roberts, managing director of research at SMU Cox Folsom Institute of Real Estate and at Crow Holdings, shared an upbeat overview of Dallas’ current market conditions. SMU Cox alumnus Jonas Woods, BBA ’93, CEO of Woods Capital Management LLC, described the city’s efforts to convert downtown buildings into multipurpose living and working spaces that will encourage a round-the-clock active community. The second panel session explored how artificial intelligence is enhancing business for real estate agents.



Chuck Dannis, BBA ’71, and Cox adjunct professor of real estate (far left) moderates a panel discussion with (left to right) Jonas Woods, BBA ’93, founder and CEO, Woods Capital Management LLC; Rod Washington, Dallas regional president, Frost Bank; and Mark Roberts, Folsom Institute for Real Estate and Crow Holdings managing director of research.

MAGUIRE ENERGY INSTITUTE

Maguire in the Middle East

Ahead of the spring semester in January, 20 SMU Cox undergraduate and graduate students interested in energy careers traveled to Riyadh, Saudi Arabia and the United Arab Emirates as part of the Maguire Energy Institute’s first international excursion. Students, faculty and staff spent a week interacting with key energy players and experiencing the kingdom’s notable sites. Students experienced firsthand the major evolution of Saudi Arabia, from meetings at the KAPSARC energy and sustainability think tank; a session with the Arab Energy Fund; and a visit to NEOM, the mega sustainable living project of the future.

Their trip to Abu Dhabi included meetings with energy players ADNOC, Crescent and Mohammed Bin Rashid Al Maktoum Solar Park—the largest single-site solar park in the world, with more than 33,000 acres of solar generation. Students visited cultural landmarks such as the beautiful Sheikh Zayed Grand Mosque and the Mohamed Bin Zayed Falconry School, where they learned about the business of conservation and even flew their own falcons in the middle of the desert.

U.S. Ambassador to Abu Dhabi Martina A. Strong, ’92, welcomed SMU’s delegation to the U.S. Embassy for a special debriefing on the region. The Maguire Energy Institute plans to offer a Middle East trek each year.



Left to right: Bruce Bullock, the Jane and Pat Bolin Endowed Director of SMU Maguire Energy Institute; Preston Kerr, MBA ’24; Xavier Tison, director of energy innovation, SMU Cox Maguire Energy Institute; Neil Finley, ’24, and Alex Eusher, BBA ’25, at the Sheikh Zayed Grand Mosque in Abu Dhabi, UAE.



Alex Eusher, BBA ’25 (left), learning how to handle a falcon at the Mohamed Bin Zayed Falconry School in Abu Dhabi, UAE, during a trek to the Middle East with the Maguire Energy Institute.

CENTERS OF EXCELLENCE

MAGUIRE ENERGY INSTITUTE

Maguire Energy Institute's Golden Anniversary Lauds Energy Leadership

The Maguire Energy Institute celebrated its 50th anniversary with back-to-back events, including a panel discussion at the Greer Garson Theater on the topic of "Geopolitics and Its Pivotal Role in Energy's Future." Cox Inaugural Distinguished Executive in Residence Kenneth Hersh, president and CEO of the George W. Bush Presidential Center, served as moderator. SMU Cox alumnus and retired CEO of BP and Oil and Gas Climate Initiative chair Bob Dudley was one of four panelists. After the session, SMU Trustee Bobby Lyle presented the Institute's Pioneer Award to Dudley as an industry trailblazer and innovator.

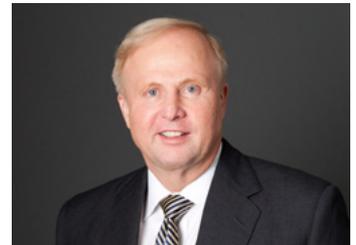
The Institute's annual L. Frank Pitts Award Luncheon capped the day in the Mack Ballroom, where Energy Transfer Co-founder and Executive Chairman Kelcy Warren was presented with the L. Frank Pitts Award for energy leadership and innovation. The Maguire Energy Institute presents the award annually to an energy or related industry leader who reflects Texas oilman Frank Pitts' legacy of entrepreneurship, ethical leadership and innovation in the energy industry. The Institute also presented L. Frank Pitts Scholarships to five energy students: Weston Emery, BBA '24; Tom Reedy, BBA '24; Ricky Sharma, BBA '24; David Zhu, MBA '25; and Andrew Zimmer, One-Year MBA '24.



Retired BP CEO Bob Dudley headlined a distinguished panel of geopolitical experts, which was moderated by George W. Bush Presidential Center President and CEO Kenneth Hersh, the Cox School's inaugural distinguished executive in residence.



Energy Transfer Co-Founder and Executive Chair Kelcy Warren is the winner of the 2024 L. Frank Pitts Energy Leadership Award.



Dudley, who earned his MBA at SMU Cox in 1979 and is now the chair of the Oil and Gas Climate Initiative, is the recipient of the 2024 Pioneer Award, which recognizes the long-term impact energy leaders have had on the energy industry.

BUSINESS LEADERSHIP CENTER

MBA Students Learn Leadership and Service Culture at the Disney Institute

Cox MBA students traveled to Orlando, Florida, in January to participate in the Business Leadership Center's Disney Institute program "Leading and Sustaining a Service Culture." Forty-two students spent five days learning how Disney creates a consistent culture that delivers business results, based on real-world experiences from both leaders and employees (aka cast members) within The Walt Disney Company's parks and resorts. In lectures, activities and field experiences, students learned how Disney's business model can be translated and implemented across different industries, functional areas and organizational levels.

Students see both immediate and long-term benefits from their time at the Disney Institute. "Disney Institute shared not only the magic of Disney, but the magic of attention to detail," said MA/MBA student Stephanie Newland. "I learned about the tremendous value in the little things. Disney does big things, but they also do the little things better than the rest."

In partnership with the Disney Institute since 2000, SMU Cox is the only graduate school to offer this custom on-site training for students.



Cox MBA students at Animal Kingdom Park in Orlando, Florida, for the Business Leadership Center's Disney Institute program.

BUSINESS LEADERSHIP CENTER

BLC Brings The Big 6 Leadership Principles® to Graduate Students

In February, 27 MBA students faced a new perspective on leadership during The Big 6 Leadership Principles®: Journey with No Summit workshop. The trademarked interactive program is led by U.S. Army Major General (retired) Robert W. Mixon Jr., owner of Level Five Associates consulting firm, which specializes in managing organizational change. An expert in leadership and organizational development, Mixon has spent his 35-year career serving clients in both corporate and nonprofit sectors. During the five-hour program, students worked in small groups to develop and share presentations based on the day's content and gained leadership tools they could use right away.



The SMU Cox Business Leadership Center amplifies MBA education with leadership skills programs and seminars. Here, U.S. Army Major General (retired) Robert W. Mixon Jr., owner of Level Five Associates consulting firm, works with graduate students on The Big 6 Leadership Principles®.

BLC Honors Leadership Skill Development

In April, the Business Leadership Center and Cox Dean Matthew Myers celebrated with about 80 guests, including alumni, students, BLC instructors and executive speakers, in the Armstrong Fieldhouse for the BLC Recognition Luncheon. Forty-two MBA students and alumni were honored with the Cox Dean's Circle Award, and 57 BLC instructors received Teaching Excellence Awards based on student feedback. Ryan Wildberger, PMBA '24, shared insights learned from attending the Disney Institute and highlighted the company's approach to keeping employees engaged. Hayley Ray, FTMBA '25, reviewed strategy development that will help a local nonprofit achieve its goals.



The Business Leadership Center's Dean's Circle Luncheon celebrates MBA students who augment their classwork by earning at least 30 BLC credits from participating in additional leadership seminars.

Southwestern Graduate School of Banking Foundation Announces New Leadership

Following a national search, William T. Chittenden, Ph.D., is the new president and CEO of the Southwestern Graduate School of Banking (SWGSB) Foundation, headquartered at SMU Cox. Chittenden took the helm in January. Most recently, he served as chief academic officer of SWGSB and associate dean for graduate programs at the McCoy College of Business at Texas State University. The selection follows previous President and CEO Jeffrey R. Schmid's appointment to president and CEO of the Federal Reserve Bank of Kansas City in August 2023.



William T. Chittenden, Ph.D., is the newly named president and CEO of the Southwestern Graduate School of Banking Foundation.

Online Engagement Specialist Joins the Business Library

Cox welcomes Ashley Ajayi, the Business Library's new online engagement librarian. Ajayi will support student success in the online and on-campus learning programs, including creating digital instructional materials; facilitating business research projects; and sharing library resources, services and events with students, faculty and staff. Ajayi graduated with a Master of Library and Information Science degree from the University of Illinois Urbana-Champaign and comes to SMU from the Frisco Public Library, where she was an adult services librarian.



Ashley Ajayi, Business Library online engagement librarian.

CENTERS OF EXCELLENCE

SPEARS INSTITUTE

Expert Business Leader Joins SMU Cox Spears Institute for Entrepreneurial Leadership

Experienced leader Joshua Taylor joined SMU Cox School of Business as the managing director of the William S. Spears Institute for Entrepreneurial Leadership in February. Taylor is responsible for leading the Institute’s goals, programs and operations in alignment with the overall mission and vision of SMU Cox, co-founding directors Megha Tolia and Nirav Tolia, and benefactor Dr. William S. Spears.

Taylor brings 20 years of experience in advanced leadership roles in strategy consulting, Fortune 500 and startup organizations. He has led large, cross-functional teams through multiple successful strategy and transformation programs in North America, Europe, Asia and Australia. Most recently, he was the chief strategy officer at a rapid growth, venture-backed consumer product startup based in California.

Dr. Spears, founder and chairman of Cenergistic, launched the Institute in April 2022 with the largest gift by a non-alumnus in the history of SMU—a signature moment for SMU Ignited: Boldly Shaping Tomorrow, the University’s \$1.5 billion campaign for impact. A successful entrepreneur himself, Dr. Spears happened to live next door to two other globally respected entrepreneurs—the Tolias—and brought them on board in September 2023 to serve as co-founding directors of the Institute. Megha Tolia is president and COO of Shondaland, the television production company founded by renowned Hollywood showrunner and storyteller Shonda Rhimes. Nirav Tolia has spent the last 24 years creating and leading pioneering consumer Internet companies. He is currently co-founder and chief executive officer of Nextdoor, the world’s largest local social network.

“With Josh leading the daily work of the Spears Institute and working with Megha and Nirav to help shape and implement their ideas, we’ve got the ideal trifecta of strategy-minded, entrepreneurial leaders to positively influence careers, spur innovation and inspire entrepreneurship among SMU Cox students who will in turn shape the economic future of our city, our state and our country,” Spears says.

In fall 2021, Taylor was able to fulfill a long-term goal by joining SMU Cox as a mentor in the Unbridled Ventures MBA startup program and adjunct instructor for the Executive MBA program. Building on this experience, he will work with SMU students, faculty and the broader community to foster the acceleration of entrepreneurial spirit, innovation, venture creation and economic growth in the North Texas region.



Josh Taylor became the managing director of the Spears Institute for Entrepreneurial Leadership in February.



Megha and Nirav Tolia began serving as the co-founding directors of the Spears Institute last September.



William Spears, third from left, made the Spears Institute for Entrepreneurial Leadership possible when he made the largest gift by a non-alumnus in the history of SMU in 2022. This photo was taken at the gift announcement in April 2022.

COX IN THE COMMUNITY

Dallas Business Journal Leaders in Diversity Awards

SMU Cox was the presenting sponsor at the *Dallas Business Journal's* Leaders in Diversity Awards luncheon, held in the Design District in February. These annual awards recognize business leaders and organizations with distinguished track records in advocating for others within North Texas communities and workplaces.

SMU Cox Professor of Practice in Marketing Radhika Zaveri, nominated by Cox Academic Technology Service Director Mike Gebreselassie, was among this year's honorees. Also honored this year was AT&T Assistant Vice President Deborah Goldschmied, a longtime member of the Cox School's Latino Leadership Initiative Corporate Advisory Board, nominated by LLI Executive Director Ana Rodriguez, a past honoree. The I AM A Golfer Foundation, a Cox community partner, was also honored in the organization category.

Associate Dean Shane Goodwin offered welcoming remarks, and Valecia Harris, OMBA '23, helped present awards. About a week before the awards ceremony, honorees and guests gathered at the Collins Center for a pre-awards networking reception.



(Left to right) Shane Goodwin, Ana Rodriguez, Radhika Zaveri, Deborah Goldschmied, Valecia Harris and Mike Gebreselassie helped represent the Cox contingency at the *Dallas Business Journal's* Leaders in Diversity ceremony in February.

Two SMU Cox Alumni Inducted Into Texas Business Hall of Fame

Michael M. Boone, BBA '63, JD '67, a member of the SMU Board of Trustees, and David B. Miller, BBA '72, MBA '73, chair of the SMU Board of Trustees, are among six named this spring to the Texas Business Hall of Fame, which recognizes achievements of outstanding business leaders in the state and honors their contributions in business and the community. Boone and Miller will be among the Class of 2024 inductees at a dinner at the Omni Dallas Hotel on November 13.



Michael M. Boone, BBA '63, JD '67 (left), and David B. Miller, BBA '72, MBA '73 (right).

FACULTY Q&A

What Will Learning Look Like at the New Cox School?

Two SMU Cox professors talk about the **new virtual learning technologies** they're most excited to implement.

When the new David B. Miller Business Quadrangle welcomes students this August, faculty at the Cox School of Business will have access to some of the most advanced studio and technological upgrades in business education. But how will these tools be integrated into the learning experience?

Among the first faculty members to teach online at Cox in 2019, Associate Professor of Management Maribeth Kuenzi, Merriman Family Foundation Endowed Professor in Economic Growth and Leadership

Development and Niemi Center for Economic Growth and Leadership Development Director; and Professor of Marketing Edward Fox, W.R. & Judy Howell Director of the JCPenney Center for Retail Excellence, Corrigan Research Professor and marketing department chair, are looking forward to how new classroom technology will enhance their teaching capabilities.

We sat down with them to find out more about what learning will look like in the technologically enhanced Cox School of Business. *(Responses have been edited for brevity and clarity.)*

Edward Fox and Maribeth Kuenzi were among the first Cox faculty members to teach online in 2019.



Was there a moment you realized the potential of these new classroom technologies?

Maribeth Kuenzi: I think I realized right up front that things were going to be really different. I had to create materials more individualized to reach students in different places. I had to create special videos because I wanted to apply the course material in class rather than lecture to students. So I kind of flipped the classroom. Before, I mixed lectures and discussions in the classroom. I took all of [the lectures] and put them online so students could read and watch them before they came to class.

Then I designed my class so everything in the classroom was experiential, where students practice using what they learned.

Edward Fox: My epiphany happened after I had agreed to build out the first course in the sequence of our online MBA program. I had a fundamental understanding of how this was different than the way I had taught previously, and in a lot of ways, I had to figure out what I was teaching. What was better for the student to tackle on their own at their own pace? How could we help them learn without the pressure of what the other students were doing and me trying to pace the material? How do I do this in a way that serves the student? Rethinking my teaching with the use of technology really allowed me to fundamentally change the way I teach.

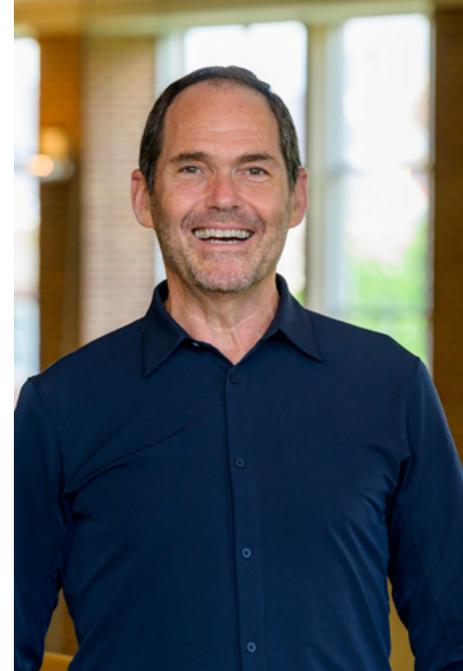
Which of the new technologies are you most excited about?

MK: Probably the one I'm most excited about—and will use the most—is a dedicated room for us to create new videos. The new room will allow me to go in and modify a video very quickly and post it so the course material will be more current. And then we're going to have dedicated classrooms where we'll have better sound, better cameras and better lighting. I tend to like to move when I teach, and when I teach online right now, I'm sitting. Now we'll have cameras that can track us, so that allows me to be more engaged and animated when teaching.

EF: I find it really useful for students to witness what others are doing. I want



Associate Professor of Management Maribeth Kuenzi



Professor of Marketing Edward Fox

everybody to be able to share their screen and show their work. I was helping students learn how to program last night, and one of the great new capabilities I have is to tell them, "OK, your code isn't working, show your screen." And then we talk through it, and everybody witnesses the process of discovery, or debugging, in this case. The other big piece is microphones in the classrooms to pick up discussions, which is crucial for hybrid teachers.

How have these new capabilities affected how you teach?

EF: To me, the integration of advanced technology and the flipping of the classroom allows me to facilitate learning in the time that we have together—this synchronous time when the cameras are on and I'm with them. Rather than doing an hour of lecturing, they have a series of videos that they can consume—they're cut well and there's really good post-production. They can do that when I'm not there. And when we're together, I can facilitate the learning and the discovery. That's me being a coach and a facilitator, more than a lecturer, and ultimately, that's the value of integrating technology into the classroom.

How do you see this integration affecting how students learn?

MK: Most of my classes are fairly interactive. But right now, when you're in a classroom, the seats are immovable. In the cluster classrooms we're going to have in the new building, everything is movable. Students

can actually turn the chairs around and do a team exercise when they have an activity that requires them to work together. Right now, it's hard to do that in the classrooms we have, so I'm going to be able to do more involved exercises and better scenarios to help students apply the material they're learning.

What advice would you give to other faculty members looking to integrate some of these new capabilities into their teaching?

MK: I think the most obvious elephant in the room is, when we get new technologies, for instance, like when newspapers went online, they just kind of took a picture of it and put it online. It wasn't interactive, and it wasn't using the technology to improve the reading experience. And I think that a lot of people try to take their in-person class, and just copy it online. You have to really create a new class. The main concepts are the same, but how you present them, how you engage students and how you create situations for the students to interact are going to be very different.

EF: For me, it's to take a clear-eyed view of your content and break it into these pieces. What do we need to do together? And what would the students be better served to do individually at their own pace? And it depends. For case-based courses and strategy courses, I think more of that needs to be done in a synchronous or collaborative classroom. And you can't just lecture. But it means really thinking about what students can do on their own, and what you should do together that leads to a more engaging classroom.

RESEARCH SPOTLIGHT

Summaries by Jennifer Warren

What Makes Coin Offerings and Blockchain-Based Platforms Successful?

Despite the remarkably rapid growth of blockchain and cryptocurrencies, they continue to be understudied due to their novelty. Rowena Gan, IT operations management professor at SMU Cox, says “the [recent] surge in interest and researcher involvement has been unprecedented.”

Gan and her coauthors are among those researchers: They recently published a study on the blockchain-based platform economics of successful two-sided platforms such as Amazon and Filecoin. The researchers focused on comparing platform commission and token retention revenue models, concluding that decentralized approaches provide users more direct control and a larger piece of the pie.

Platform economics and tokens

Gan says it’s “crucial” to differentiate platform-specific tokens, which derive their value from their platform or service offering, from cryptocurrencies such as bitcoin. Platform-specific tokens are issued by entrepreneurs to finance their platforms and are used exclusively within their ecosystem. Bitcoin, on the other hand, isn’t tied to any specific platform and functions more as a medium of exchange. The value of platform-specific tokens derives from the platform’s value or services offered, while bitcoin’s value primarily hinges on its potential as a medium of exchange.

To study token economics, the authors developed a model centered on capped initial coin offerings (ICOs). In this case, the number of tokens (coins) available to investors (or speculators) was limited by the issuer. In prior work, they noted roughly 90% of past ICOs have been capped. However, some highly successful ICOs that raised substantial funds, such as Electro Optic Systems (EOS) at \$4.2 billion, were uncapped, meaning no limits were placed on tokens sold during the ICO. All tokens desired by investor or speculators become part of the token supply.

“Intrigued by this success, we shifted our investigation, which previously examined physical production, or products, tied to ICO tokens,” says Gan. This time, the authors explored the revenue models of peer-to-peer two-sided platforms such as Amazon and Filecoin, whose revenue models are primarily based on token retention and platform commission.

Common in blockchain-based platforms, token retention involves pre-selling future production via tokens during an ICO and retaining a portion for the issuer’s benefit upon the platform’s launch.

In contrast, platform commission, prevalent in traditional two-sided markets like Amazon and Uber, involves extracting a percentage of transaction revenue after its launch.

“We specifically focus on how platform commission affects service providers’ profits in contrast to token retention,” Gan says. Through token retention, however, “service providers often earn positive profits, potentially leading to more decentralized governance and enhanced service levels.”

Decentralized approaches provide users, both buyers and sellers, with greater control and a higher return on investment, the researchers say. “We found that platform commission tends to diminish service providers’ profits, necessitating price adjustments upward, potentially reducing the number of customers able to afford the service,” Gan says. In contrast, token retention avoids extracting service providers’ profits, often leading to positive provider profits and a potentially higher service level, or increased decentralization.

Understanding token value

An ICO’s success hinges on making strategic decisions amid rapidly changing regulatory landscapes and shifting public interests. However, because ICOs often launch with only a prototype (unlike public offerings, which typically involve more established companies), determining their token value can present a challenge.

“Evaluating a token’s worth involves complex analyses, akin to assessing the value of a stock,” Gan says. Those outside the crypto and blockchain worlds may find it difficult to determine a token’s value, which Gan says should “always align with the value of the service or product it represents.” With low barriers to entry, token values and ICOs should be evaluated with meticulous scrutiny to understand their intrinsic worth.

To read a full research summary of Gan’s study on blockchain platform economics, visit us online at coxtoday.smu.edu/CoinOfferings.

“Decentralized Platforms: Governance, Tokenomics, and ICO Design,” by Jingxing (Rowena) Gan of SMU Cox School of Business, Gerry Tsoukalas of Boston University and Serguei Netessine of University of Pennsylvania was recently published in *Management Science*.

Who Buys When Everyone Sells?

When there is a dash for cash, where do bond traders turn? During the COVID bond market meltdown period of March 6–19, 2020, conservative insurance companies came to the rescue. SMU Cox Associate Professor of Finance Alex Zhou and his coauthors wanted to study what happened to bond market liquidity during the time of COVID, when fixed-income markets were essentially dysfunctional. Looking at the big picture, they found stable funders are key.

“You don’t think about them, but when you need them—you need them,” Zhou says.

The work of Zhou and his coauthors illustrates the “value of value investors during times of stress.” The study used data from the National Association of Insurance Commissioners, tracking every bond purchase or sale by U.S. insurance companies and their counterparties (or dealers) from 2017 to 2020. Nearly 1 million bond trades comprised the sample.

Most bonds trade over the counter with dealers acting as intermediaries. People wanted to know who was buying when everyone else sells, says Zhou. Most believe that dealers, the intermediaries, were facilitating buying and selling and acting as liquidity providers. In fact, they were risk-averse and had balance sheet constraints, so were not a significant enough force to stop a market meltdown.

Dealers are buyers of “first resort,” acting to smooth short-term imbalances, the authors note. “[They have] neither the capital nor the inclination to stop market meltdowns.”

Instead, the buyers of “last resort” are value investors, whose long-term investment horizons allow them to step in and buy when illiquidity and temporary dislocations in risky asset prices present investment opportunities. In the bond markets, insurance companies can be one of the buyers of “last resort.”

Insurance companies are the largest domestic investors in corporate bonds, holding about 30% of the outstanding market at the end of 2019. According to data from S&P Global Market Intelligence, by the end of 2019, U.S. and foreign corporations held about \$9 trillion of corporate bonds outstanding in the U.S. corporate bond

market. Of this market, U.S. insurers held about \$3 trillion.

Indeed, the researchers found insurance companies played an important stabilizing role in the crisis study period, when corporate bond dealers’ inventories fell by about \$5 billion. Insurers scooped up half.

The authors also note that insurers’ trading activities were highly concentrated in bonds facing mutual fund selloffs. Insurers’ purchases—but not their sales—were connected to bonds owned by mutual funds during the crisis period.

The paper provides new insights amid a large body of literature about financial fragility risks in bond markets, which can inform future policy.

Future concerns

Zhou wonders what policy measures and technology can facilitate (or at least not hinder) liquidity provision in the bond market. Recently, treasury bond markets have been suffering from liquidity deterioration as interest rates have risen. New and different patterns of trading are emerging.

The bond market is dominated by institutional traders such as insurance companies, pension funds, mutual funds and endowments. After insurers, which hold roughly 30% of the bond market, pension funds, with 10–15% market share, are the next most stable investor type. Mutual funds are roughly 20%. After that, banks, foreign investors and wealthy investors own the bond market. Thus, the bond market has unique institutional features, and it lacks the transparency of the stock market.

In a related paper, Zhou focuses on how the investor base impacts the liquidity in the bond market. In a more recent portfolio trading paper, he looks at how a different emerging style of trading can impact liquidity. Zhou’s work illuminates the under-appreciated value of liquidity providers of last resort and emerging channels as markets evolve.

To read a full research summary of Zhou’s study on bond market liquidity, visit us online at coxtoday.smu.edu/BondMarkets.

“The Value of Value Investors” by Xing (Alex) Zhou of SMU Cox School of Business, Maureen O’Hara of Cornell University and Andreas C. Rapp, Federal Reserve Board of Governors is under review and revision for publication at *Review of Financial Studies*. A second paper “Bond Market Illiquidity: Is Portfolio Trading the Solution?” is under revision for publication at *Journal of Finance*.Science.

QUOTABLES

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 advice on what MBA applicants should and shouldn't include in effective resume submissions. Among Rife's recommendations: emphasizing leadership and analytical abilities without being redundant.

“There is such a thing as diminishing returns,” he says. “We don't need every club you've been part of—just the ones where you were president, vice president or treasurer, and describe the impact you've had.”

12/15/23

Reuters

“Exxon's Low U.S. Tax Payments Ruffle Biden's Climate Agenda”

Russ Hamilton, clinical professor of accounting, explains that corporations can defer federal income tax payments under deductions passed by the Trump Administration. Exxon Mobil's tax payments have dropped to 3% over the past five years and may stay low for several years. The decline has potential long-term implications for the Biden Administration's plans to fund its climate change agenda.

“Under normal circumstances, the cumulative tax benefit from accelerated depreciation is meant to zero out over time as annual capital investments slow,” Hamilton says. “But if companies continue to spend money on large capital projects—like finding and developing new oil fields—payments on deferred income taxes can be postponed for years.”

1/7/24

The Wall Street Journal

“James Gwartney Made Economics Accessible”

Robert Lawson, the James M. Fullinwider Endowed Centennial Chair in Economic Freedom in the Bridwell Institute for Economic Freedom, co-authored an opinion piece honoring iconic economist James Gwartney, who died in early January.

“He made important scholarly contributions, but his role in educating the general public made him truly influential. Three contributions stand out: his textbook, his role in creating the Economic Freedom of the World index and his (ultimately ill-fated) help in transforming a moribund Russian economy in the early days of Vladimir Putin.”

1/21/24

Poets&Quants

“Best Undergraduate Business Schools of 2024”

SMU Cox ranks No. 26 this year in *Poets&Quants'* rankings of 91 undergraduate business schools nationwide, released in January. To determine the final rankings, the publication calculates index scores for each school in three categories: Admission Standards, Career Outcomes and Academic Experience (based on the BBA Class of 2021 survey responses), each weighted at 33.3%. The Cox School has been among the top 30 schools in this ranking every year since it was first published six years ago.

3/4/24

Chicago Tribune

“John Bruton's Ireland Demonstrated How Government Can Promote Peace And Prosperity”

Mike Davis, senior lecturer in strategy and business economics, commemorates John Bruton, who served as prime minister of Ireland from 1994 to 1997. In his opinion piece, Davis lauds Bruton for leading a government “fully engaged with the economy but limited in its reach” and for negotiations that laid the foundation for peace after 30 years of conflict between Protestant Unionists and Roman Catholic nationalists.

“It's tempting these days for Americans and Europeans to fall into a kind of cynical despair, thinking that our economies are doomed to stagnation while the world collapses into insoluble conflicts,” Davis writes. “Bruton showed that we're right to hope.”

3/14/24

Dallas Innovates

“Veteran Leader Named Managing Director of SMU's Spears Institute for Entrepreneurial Leadership”

William S. Spears, the benefactor of the Spears Institute for Entrepreneurial Leadership, welcomes Joshua Taylor as the Institute's new managing director.

“With Josh leading the daily work of the Spears Institute and working with founding directors Megha and Nirav Tolia to help shape and implement their ideas, we've got the ideal trifecta of strategy-minded, entrepreneurial leaders to positively influence careers, spur innovation and inspire entrepreneurship among SMU Cox students who will in turn shape the economic future of our city, our state and our country,” says Spears, founder and CEO of sustainability consulting company Cenergistic.

Read more about Taylor's new role at the Spears Institute on page 22.

4/23/24

KDFW-Fox 4

“Texas Power Grid Operator Looks to Keep Up with Increasing Demand”

Bruce Bullock, director of the Maguire Energy Institute, weighs in on the growing demand for electricity in Texas. The CEO of the Electric Reliability Council of Texas (ERCOT) told its board of directors that the factors currently benefitting the state's economy—dynamic population growth, demand for data centers and evolving AI—are pushing demand, putting pressure on the grid to perform now and in the future.

Bullock says, “I believe [demand is] going to increase exponentially as we continue to attract more and more business.”

AWARDS & ACHIEVEMENTS



Vishal Ahuja, associate professor of information technology operations management (ITOM), co-authored "Health Equity: More Than a DEI Issue," with Amy Goad, Steve Miff and Trudy Sullivan. The paper was published in *ORMS Today*, a practitioner-oriented INFORMS journal.



Amit Basu, professor of ITOM, Carr P. Collins Chair in Management Information Sciences and ITOM Department chair, and **Sree Bhaskaran** co-authored an update to their paper "Compatibility and Information Asymmetry in Online Matching Platforms," to be published in *Management Science*. Basu was awarded an SMU-Bush Institute post-doctoral fellowship to support his project "Ensuring the Integrity of Multimedia Content in the Age of Deepfakes and AI," and will welcome a new postdoctoral researcher in May 2024. Finally, Basu has been appointed a Community of Practice Distinguished Fellow of the Portulans Institute, an independent Washington, D.C.-based nonprofit, nonpartisan research and educational institute.



Michael Braun, associate professor of marketing and Corrigan Research Professor, co-authored "Neglected Discovery," published in *Duke Law Journal*, with Jenia I. Turner and Ronald Wright.



Hemang Desai, Distinguished Professor of Accounting and chair of the accounting department, presented the paper "Does All-Star Award Affect Analysts' Performance? Evidence from a Regression Discontinuity Design and the Field" at the annual conference hosted by top peer-reviewed journal *Contemporary Accounting Research*. In November, Desai was invited to serve as an associate editor of the *Journal of Accounting, Auditing and Finance*. In December, he contributed to a joint discussion of the paper "Real Effects of Non-Concurrent Guidance From Accounting and Prudential Regulators: Evidence from CECL" for the Indian School of Business' Accounting Conference.



Melissa Johnson, instructional design and educational technologies librarian, presented "Let's ChatGPT: Incorporating Generative AI in Information Literacy Instruction" at the LOEX 2024 Annual Conference in Naperville, Illinois, in May.



Maria Langlois, assistant professor of marketing, co-authored "Experiencing Nature Leads to Healthier Food Choices," published in April in *Communications Psychology*. The joint work with her doctoral dissertation advisor, Pierre Chandon at INSEAD, Fontainebleau, France, examines

whether exposure to nature influences people to choose healthier, less processed foods. Langlois also wrote a blog post for *SpringerNature* that discusses the inspiration behind the research.



James Linck, Distinguished Chair in Finance, professor of finance and department chair, co-authored "Can Human Capital Explain Income-Based Disparities in Financial Services?," published in *The Review of Financial Studies* with **Ruidi Huang**, Erik Mayer and Chris Parsons.



Jennifer Malone, assistant director of BBA Academic Advising and Records, successfully defended her dissertation "Voices of College and University Counselors: The Roles They Play and Why They Stay."

During May commencement, Malone graduated with a Doctor of Education in higher education from the SMU Simmons School of Education and Human Development.



Jill Melton, assistant dean of Working Professional MBA programs, will leave that role this summer and become a part-time SMU Cox adjunct instructor focusing on courses in business presentations. Senior Assistant Dean Jason Rife

said, "Since joining the SMU Cox Graduate Admissions team in 2015, Jill's expanded responsibilities in team leadership and program management have made a tremendous impact on applicants, students and her fellow team members. Her work has been integral to the growth of SMU Cox and has helped to launch both the OMBA and MBA Direct programs."



Gijs Overgoor, assistant professor of marketing, joined Cox in January from the Rochester Institute of Technology, where he held the same post. While earning his Ph.D. in marketing from the University of Amsterdam, Overgoor

was a visiting researcher at North Carolina State University. He also holds a master's degree in econometrics, and his research focuses on using AI, machine learning and econometrics methods to find marketing solutions.



Robert Puelz, associate professor in real estate risk management and Dexter Endowment professor, co-authored "Economics-Based Personal Finance: A Core Financial Planning Book" with Aaron Stevens of Boston

University's Questrom School of Business. Available on Substack, the book comprises serialized short lessons in economics-based financial planning. The work bridges complex theory and practice with relatable real-life stories of families and individuals grappling with financial planning decisions.



Jason Rife, senior assistant dean, Cox Career Management Center and Graduate Admissions, will transition out of that role effective August 1 and into a full-time faculty role as a professor of practice in Management and Organizations and director of Business Presentation Education. Rife joined the Cox School in 2019 as the executive director of the CMC and in 2020 took on the additional role of leading Graduate Admissions. For the past two years, he has taught business communications to Cox School graduate students and will expand on that work starting next fall.

Associate Dean of Graduate Programs and Executive Education Shane Goodwin said, "Jason's forward-thinking strategies have led to the creation of new programs, a rise in enrollment and enhanced outcomes for our Cox School students. His leadership and unwavering commitment to our values have played a pivotal role in our achievements."



Venkatesh "Venky" Shankar, the Harold M. Brierley Endowed Professor and professor of marketing in the Cox School's Brierley Institute for Customer Engagement, served as a panel moderator on the topic

of AI, Causal Analytics and Marketing Accountability at the Marketing Accountability Standards Board (MASB) Winter Summit in March. Along with his Ph.D. student Sanjana Surange, he has been selected as a co-winner of the Gerard Tellis Award for Excellence in Research at Artificial Intelligence in Management (AIM) 2024, given to the best paper, co-authored by a Ph.D. student, in AI across marketing, management and information systems disciplines. Shankar also appeared on the "Experts Talk" podcast to offer insights on low-cost grocery titan ALDI's global expansion strategy. On the "Retailer Tech Tips" podcast, he appeared as a panelist to discuss AI and cloud strategies to enhance customer experiences through data to empower associates, accelerate checkout and drive personalization. Read about the fellowships Shankar has been awarded this spring on page 15.



Dean Stansel, research associate professor in the Bridwell Institute for Economic Freedom, helped organize the ninth annual Economic Freedom of North America (EFNA) Network Meeting at SMU, during which

academic scholars and public policy experts from state-based think tanks convened to discuss the ENFA report, of which Stansel is the primary author. He arranged and chaired two sessions at the 2023 Southern Economic Association conference in New Orleans and co-authored one of the papers presented. At the Bridwell Institute Texas Economic Forum, Stansel contributed to a panel discussion, "Fast Growth Opportunities and Obstacles," which covered policy reforms that would reduce unnecessary government intervention in the Texas economy. He also appeared on FOX-4 TV to discuss the looming

federal government shutdown and co-authored an op-ed in *The Daily Caller* on the importance of economic policy to state prosperity.



Jane Tan, assistant professor of ITOM, co-authored "Understanding Volunteer Crowdsourcing from a Multiplex Perspective," published in *Information Systems Research* with Yifan Yu and Yong Tan.



Tom Fangyun Tan, associate professor of information technology and operations management and Corrigan Research Professor, has been invited to serve as an associate editor for two academic journals: *Manufacturing and Service Operations Management* and *INFORMS' Service Science*. He also accepted an invitation to join the board of the INFORMS Service Science Section for 2024-2025.



Lisa Tran, managing director of Corporate Relations and Strategic Partnerships, successfully defended her dissertation "A Case Study on an Urban HBCU Work College and Its Relationship to Social Capital." In May, she graduated with a Doctor of Education in higher education from the SMU Simmons School of Education and Human Development.



Meg Tuszyński, research assistant professor in the Bridwell Institute for Economic Freedom, had two papers accepted for publication. "Economic Freedom and Growth, Income, Investment, and Inequality: A Quantitative Summary of the Literature," with



Robert Lawson and Vincent Miozzi, was published in the *Southern Economic Journal*. A second paper, "Rethinking Systems of Survival: Jane Jacobs Amplified via Complexity Theory," co-authored with Richard Wagner, George Mason University, was accepted for publication in the *Elgar Handbook on Institutions and Complexity*.



Beth Wierzbicki became the Cox School's new director of OMBA/MBAD Admissions on June 1. She has worked for the past four years supporting the OMBA and PMBA programs and has a long track record of leading teams and driving impact in the education and private sectors. Wierzbicki moves into the position previously held by Hannah Nousain and assisted by Nichole Baillargeon, who departed in late spring.

Gift Honors **Dee Powell's** Years of Service to SMU Cox



Executive Board member Bob Wilson (left) with Dee Powell and Dean Matthew Myers at the January 25 Executive Board dinner.

Dee Powell, executive assistant of special projects, received a surprise in January when she learned that SMU Cox Executive Board member Bob Wilson, his wife Susan, both BBA '67, and The Robert A. and Susan C. Wilson Foundation had given funds to create the **Dee Powell Faculty and Staff Lounge** in the new David B. Miller Business Quadrangle at SMU Cox. Powell, who joined Cox in 1983 as part of then-Dean Roy Herberger's staff and was quickly promoted to executive assistant, learned of Wilson's thoughtful gesture to honor her when the gift was announced at January's Cox Executive Board Dinner.

Wilson and Powell first met when he joined the Executive Board in 1992, and their friendship evolved over the years. "If I ever needed anything at Cox, Dee was the point person," Wilson says. "She helped us connect with faculty, staff and students so it was important and appropriate for Dee's name to be part of a space for connection and collaboration."

Powell says, "I feel very privileged to have enjoyed over 40 years of connecting with six wonderful deans, many fabulous faculty and Executive Board members and awesome students. The Cox School has always been a kind and welcoming place, and I hope to continue through special projects spreading this warm, loving spirit."



This artist's rendering shows the newly named Dee Powell Faculty and Staff Lounge is designed to be a warm, welcoming haven.

Cause for Celebration

SMU and the Cox community **dedicate the David B. Miller Business Quadrangle.**



A crowd of about 700 people—donors, alumni, students, faculty and staff—gathered in the Armstrong Field House on May 3 for the dedication of the David B. Miller Business Quadrangle, the expanded and renovated home of the Edwin L. Cox School of Business. The celebration took place two years after the May 2022 groundbreaking of the \$140 million project.

The Miller Business Quadrangle expands the Cox School footprint by 32% and benefits from input by corporate partners, donors, students, faculty, staff and leaders. In addition to the three existing buildings—Fincher, Crow and Maguire—new elements include four buildings, a commons area, a courtyard and a reading room. The new facilities also reflect best practices from leading business schools across the country. (Read more about how SMU Cox’s new home reflects the future of business education on page 46.)

Dean Matthew Myers said the new Miller Business Quadrangle is part of an upward trajectory for the Cox School and the University. “SMU and Cox play a big part in the North Texas economy, and we’re proud of that,” he said. “From this moment forward, though, we are a global player.

“You’ve heard me say it before because it’s true: You can’t have a world-class city without a world-class business school, and you can’t have a world-class business school without investment in world-class faculty, world-class students and world-class facilities. The future of Dallas, SMU and the Cox School are inextricably linked, and let there be no doubt that together, there are no boundaries to our future.”

SMU President R. Gerald Turner explained that the Miller Business Quadrangle is one of the first major projects of the \$1.5 billion SMU Ignited: Boldly Shaping Tomorrow campaign, which will continue through 2028. President Turner and Dean Myers thanked the more than 350 donors who have contributed to the project, in particular lead donors Carolyn Miller and SMU Board of Trustees Chair David B. Miller, BBA ’72, MBA ’73.

The couple built momentum for the project and the campaign with a \$50 million gift in 2019. Miller said he is asked frequently what motivated him. “My answer, very simply, is that it felt like the right and good thing to do.”

Donors have gotten a sneak peek of the new facilities during guided construction tours, while final touches continue on the interior. Faculty and staff will begin moving in mid-summer, with the building open for the start of classes in August.



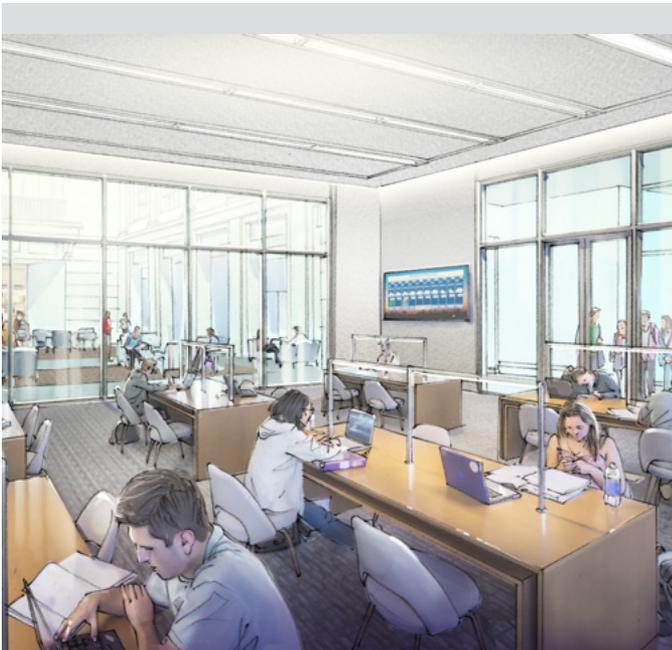




NEWEST NAMED SPACES

Truman and Anita Arnold Career Management Center

A gift from longtime SMU supporters Anita Ray Arnold and Truman Arnold names this 6,600-square-foot center for professional growth, which will include 10 interview rooms, networking areas and space to support industry collaboration and career development for Cox School undergraduates and graduates.



Ida Family Reading Room

Through her gift, Executive Board member Billie Ida Williamson, BBA '74, names the space adjacent to the Commons, Duda Family Library and the Kitt Investing and Trading Center. It features ample light from the atrium and a quiet, but highly visible environment for study and inspiration.



Hart Bistro

A gift from Executive Board member and SMU alumna Linda Hart, '65, and Mitch Hart names a space that didn't previously exist in the Cox School. In many ways, the Bistro will be the nerve center of the Miller Business Quadrangle, providing a productive and collaborative place for nurturing a 9-to-9 culture, offering food options and expanded hours.



*Introducing the David B. Miller Business Quadrangle at SMU Cox
Welcoming Students August 2024*

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

- Increasing square footage by 32%
- Renovating three existing buildings
- Creating one cohesive space through the addition of four new buildings
- Fostering a "9 a.m. to 9 p.m." 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

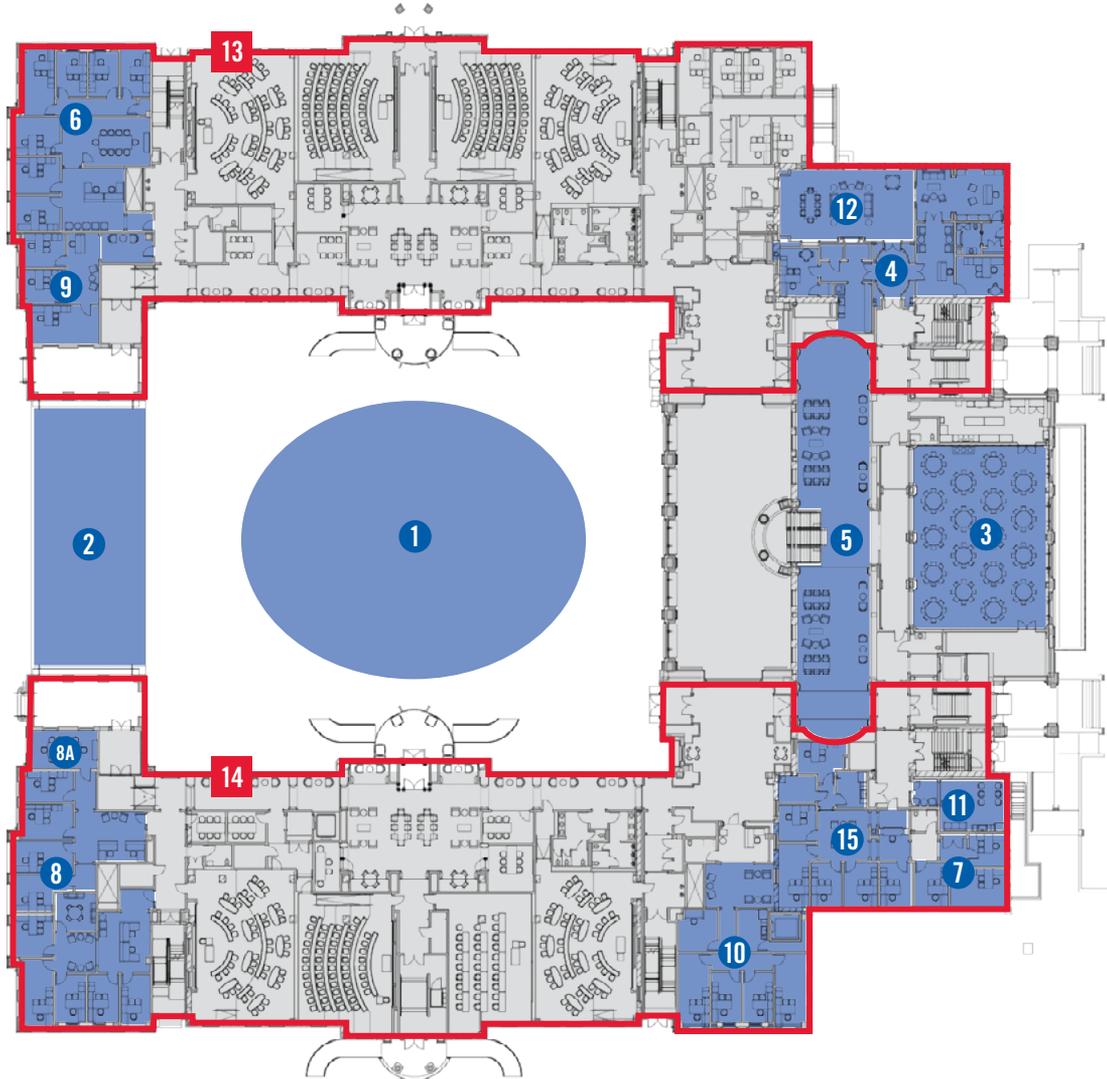
Contact Ashley Pitts, apitts@smu.edu, for more information.

DAVID B. MILLER BUSINESS QUADRANGLE

Bishop Blvd.

Bishop Blvd.

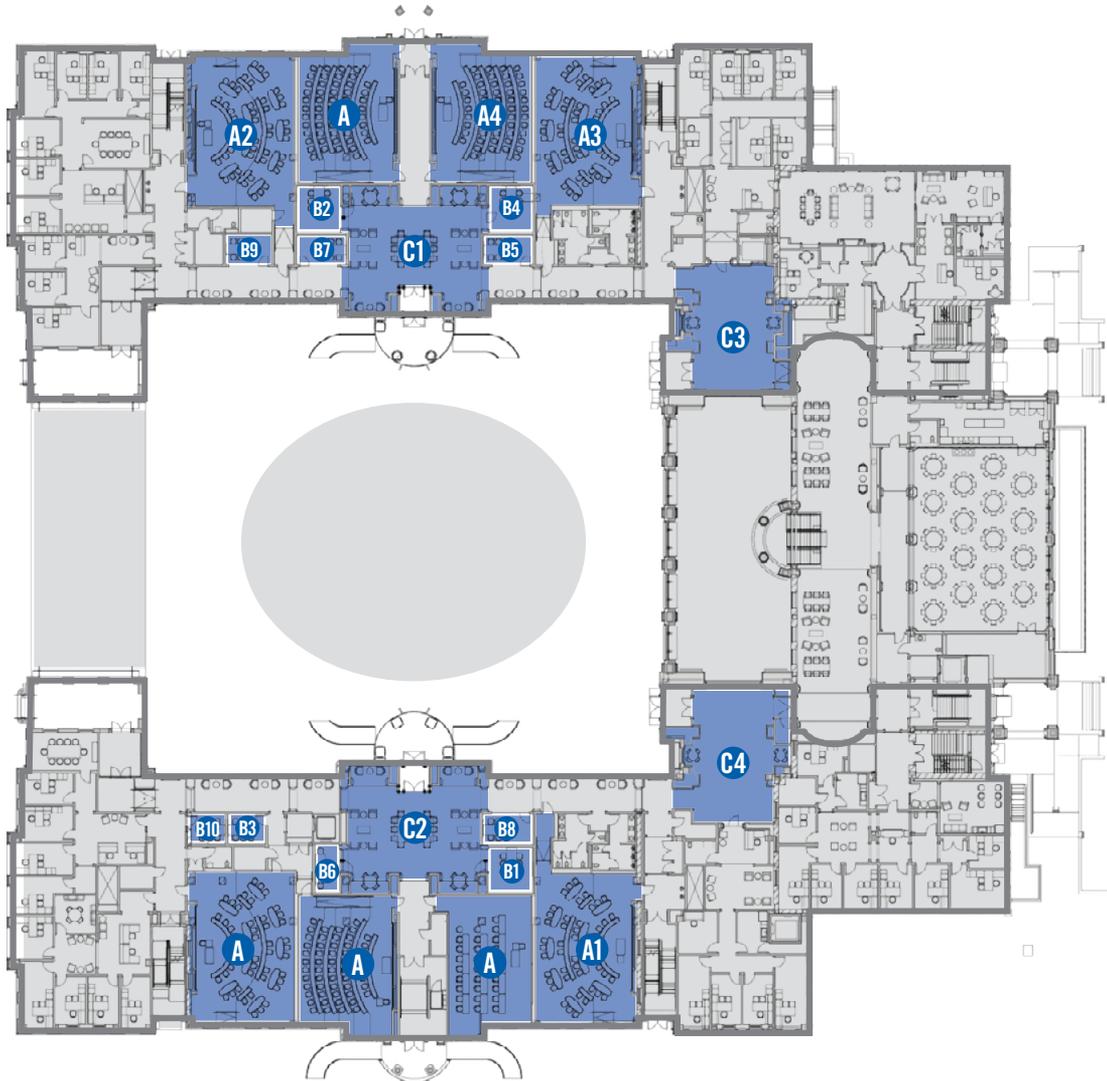
First Level



- | | |
|--|--|
| 1 Katy and Kyle D. Miller Courtyard | 12 JPMorgan Chase Parlor |
| 2 Plaza | 13 North Wing (1st Level) |
| 3 EY Gallery | 14 South Wing (1st Level) |
| 4 Dean's Suite | 15 Edwin L. Cox Business Leadership Center & Institute |
| 5 Justin B. Cox Family Commons Overlook | |
| 6 Gina and Tucker Bridwell Suite for the Bridwell Institute for Economic Freedom | |
| 7 William S. Spears Institute for Entrepreneurial Leadership | |
| 8 McGuire Family Suite for BBA Admissions, Academic Advising and Records | |
| 8A Meredith and Mark Plunkett Family Conference Room | |
| 9 Rimer Family Suite for Alumni Relations and External Affairs | |
| 10 Morris Foundation Suite for Graduate Student Services | |
| 11 Dean Matthew B. Myers Graduate Student Lounge | |



First Level
continued

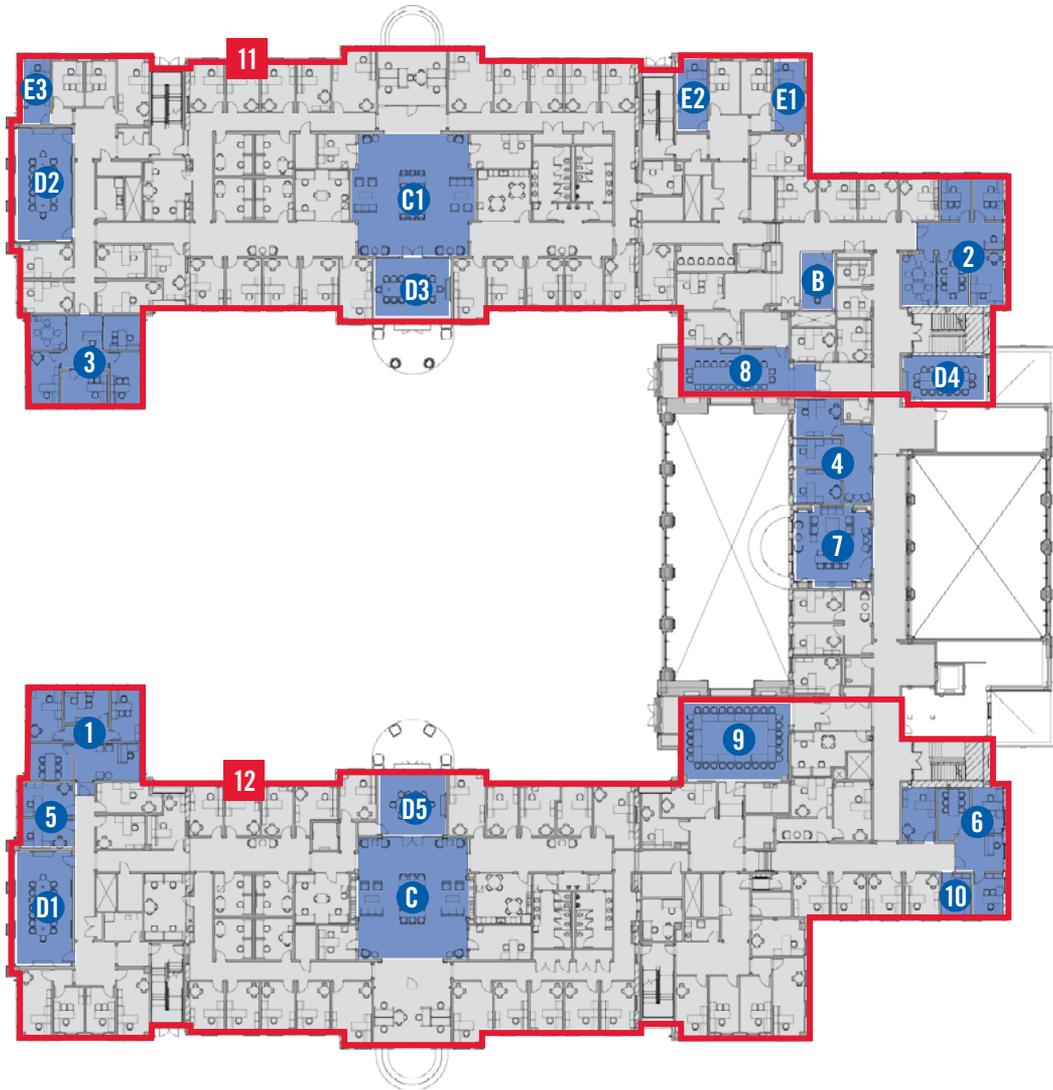


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| <ul style="list-style-type: none"> A Classroom A1 Luther King Capital Management Classroom A2 Tabor Family Classroom A3 Schumacher Family Classroom A4 Susser Bank Classroom B Team Room/Interview Room B1 Bolin and Howard Family Team Room B2 Christopher Family Team Room B3 Craig Family Team Room B4 Holman Family Team Room B5 Pitts Family Team Room B6 Dunleavy Family Team Room B7 Lodwick Family Team Room B8 Ryan Family Team Room B9 McGrew Family Team Room B10 Cathy and Denton Walker Team Room C Lobby | <ul style="list-style-type: none"> C1 Mark and Peggy Grieger Lobby – Maguire Building C2 Benners Family Lobby – Crow Building C3 Marty Flanagan Overlook Lobby – Shaddock Hall C4 Lubar Family Overlook Lobby – Southeast Hall |
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Bishop Blvd.

Bishop Blvd.

Second Level



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| <ul style="list-style-type: none"> 1 Diane and Hal Brierley Suite for the Brierley Institute for Customer Engagement 2 Don Jackson Center & EnCap Investment & LCM Group Center 3 Folsom Institute for Real Estate Suite 4 Albert W. Niemi Center for Economic Growth and Leadership Development 5 JCPenney Center for Retail Excellence 6 Caruth Institute for Entrepreneurship 7 Dee Powell Faculty Lounge 8 Clyde/Murphy USA Boardroom 9 Seminar Room 10 Hart Institute for Technology, Innovation and Entrepreneurship 11 North Wing (2nd Level) 12 South Wing (2nd Level) | <ul style="list-style-type: none"> C1 Robson Family Lobby D Conference Room <ul style="list-style-type: none"> D1 Linda P. and William A. Custard Conference Room D2 Murphy Family Conference Room D3 Pery Family Conference Room D4 Bloom Family Conference Room D5 Landen Family Conference Room E Office <ul style="list-style-type: none"> E1 Gina and Matt Myers Faculty Office E2 Amy and Jeff Schmid Office – Finance Department Chair E3 Connie Blass O’Neill Office – Accounting Department Chair B McMahon Family Team Room C Lobby |
|--|---|



Bishop Blvd.

Bishop Blvd.

Third Level



- 1 Cooper Family Terrace
- 2 Graduate Admissions Suite
- 3 East Wing (3rd Level)

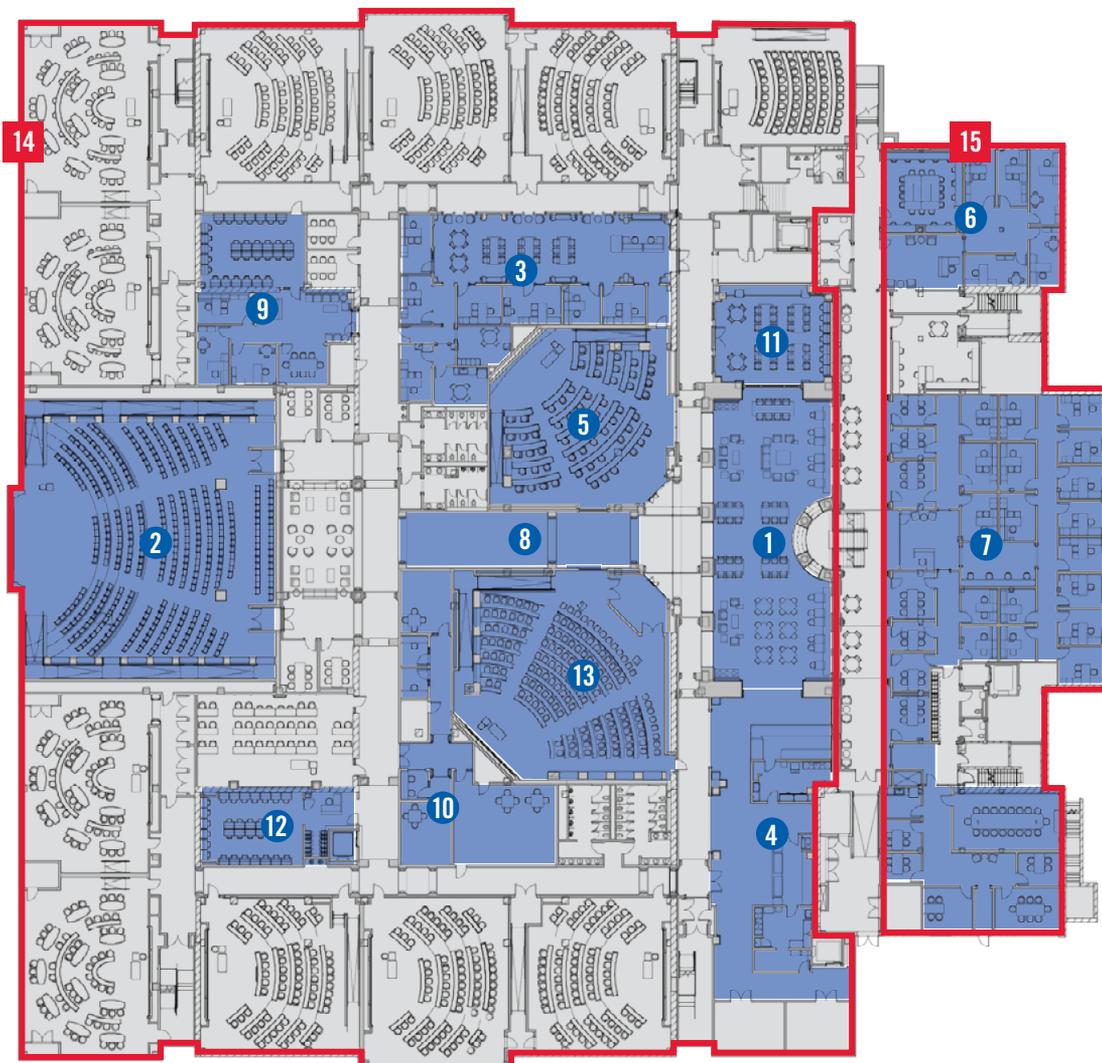
- C** Lobby
 - C1** Georgas Terrace Lobby
- D** Conference Room – Terrace View
 - D1** Anne and Preston Massey Family Conference Room
 - D2** Suzanne and Adam Stiles Family Conference Room



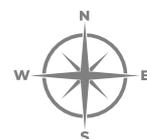
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Bishop Blvd.

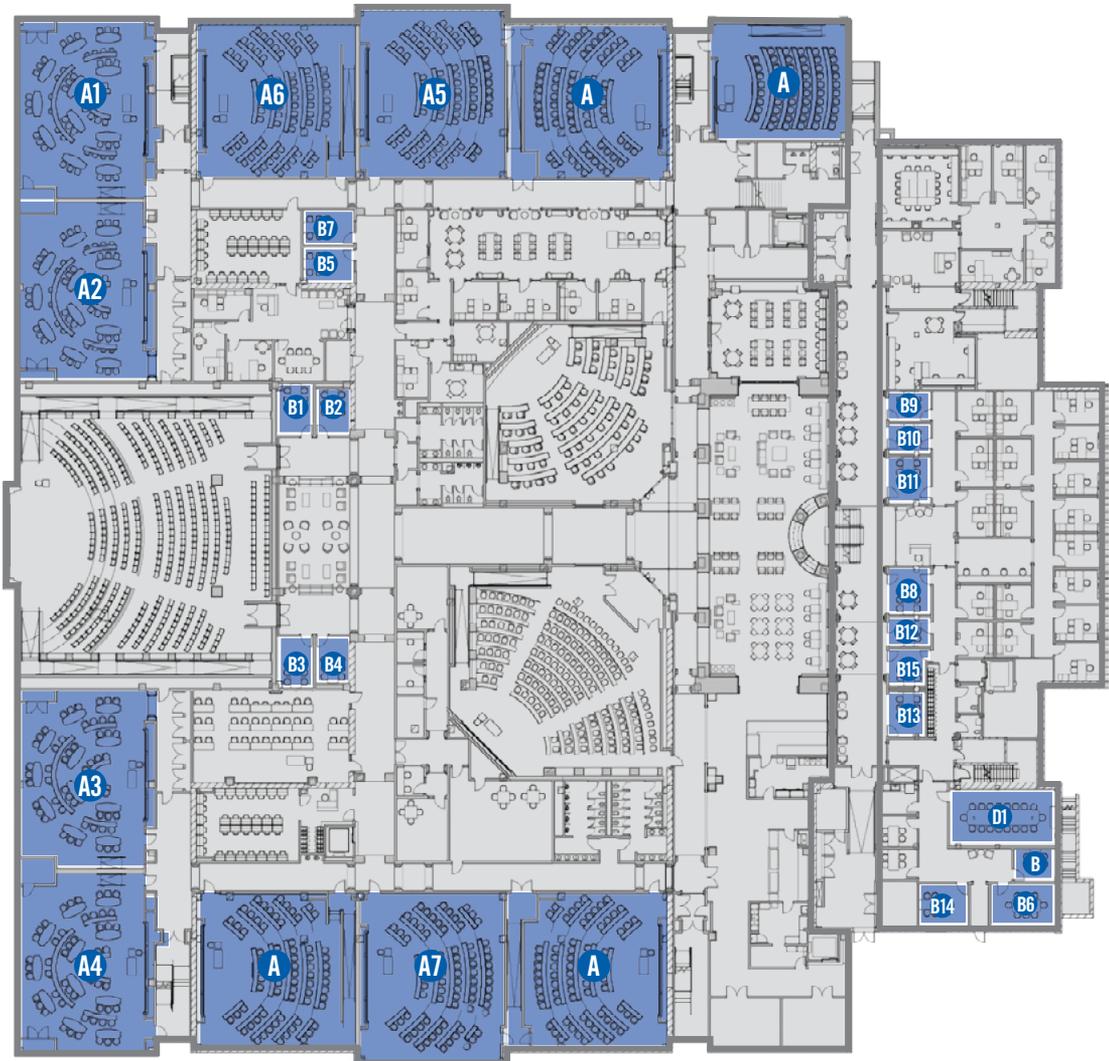
Lower Level



- 1 Commons
- 2 Crum Family Boulevard Auditorium
- 3 Duda Family Business Library
- 4 Hart Bistro
- 5 Kitt Investing and Trading Center
- 6 Maguire Family Foundation Suite for the Maguire Energy Institute
- 7 Truman and Anita Arnold Career Management Center
- 8 Crow Gallery
- 9 Behavioral Science Laboratory Suite
- 10 Distance Learning Laboratory Suite
- 11 Ida Family Reading Room
- 12 Student Success (Testing) Center Suite
- 13 Georges Auditorium
- 14 Lower Level Wing
- 15 Mezzanine Wing



Lower Level
continued



- A** Classroom
 - A1** Rogers-TXI Classroom
 - A2** Union Pacific Foundation Classroom
 - A3** Haggar Foundation Classroom
 - A4** Bank of America Classroom
 - A5** Globe Foundation/Getz Classroom
 - A6** Bolin Family Classroom
 - A7** Levering Family Classroom
- B** Team Room/Interview Room
 - B1** Richey Family Team Room
 - B2** Bayne Family Team Room
 - B3** Johnson Family Team Room
 - B4** Allen Family Team Room
 - B5** Khan Family Team Room
 - B6** Dallas Family Team Room
 - B7** Sebold Family Team Room
 - B8** Arroyo Family Team Room
 - B9** Team Room (Anonymous Donor)
 - B10** Carty Family Team Room
 - B11** Tolleson Family Team Room
 - B12** Charles & Potomac Capital Team Room
 - B13** Jeanne R. Johnson Foundation Family Team Room
 - B14** Katigan Family Team Room
 - B15** Dunlevy Family Team Room
- D** Conference Room
 - D1** Shimmon Family Conference Room

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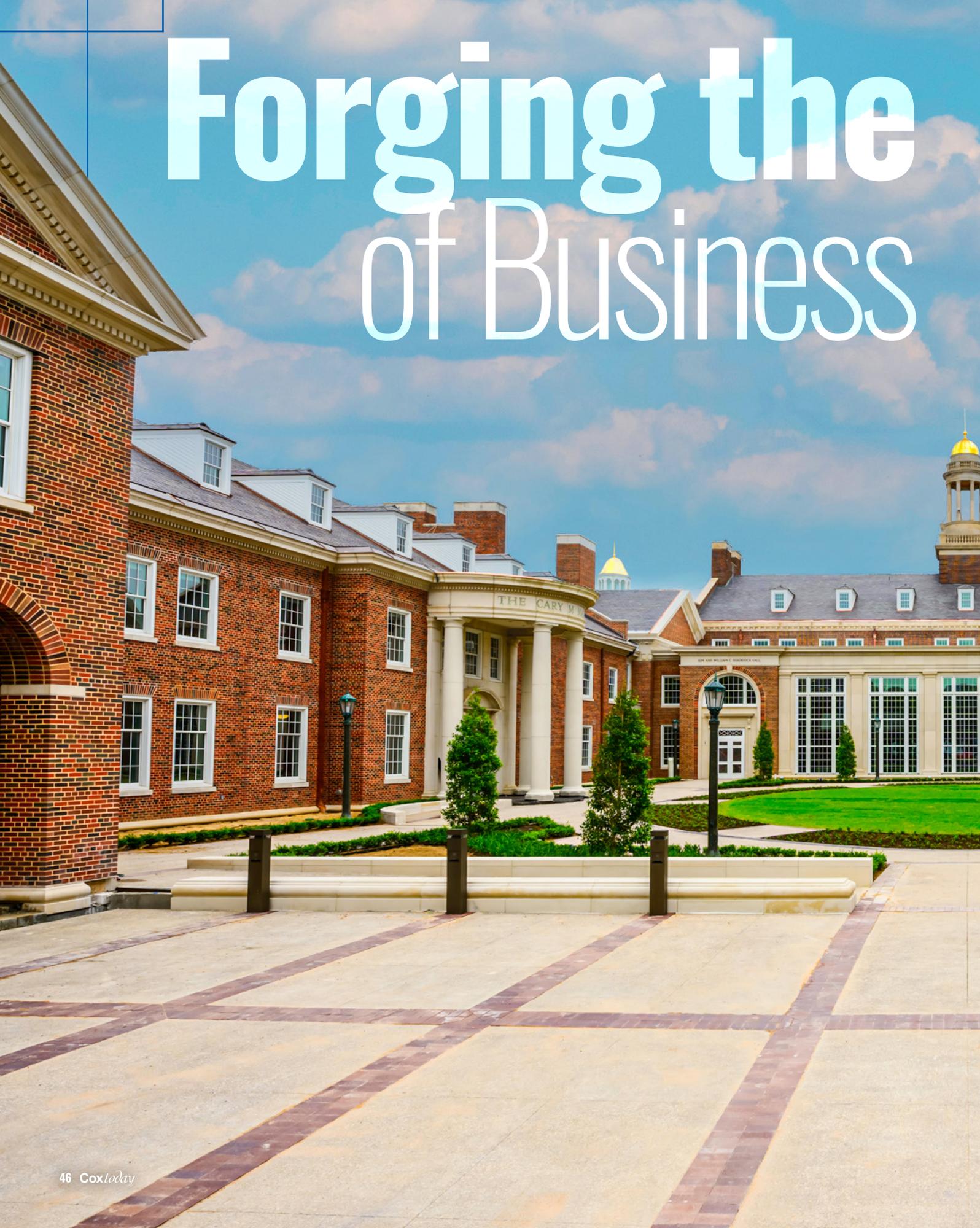
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Forging the of Business



Future Education

The David B. Miller Business Quadrangle
signals a new era at SMU Cox.

By Shawn Shinneman





When Cox School of Business leadership first set out to gather input about a possible overhaul of its buildings, it became clear very quickly there would be a theme to the responses.

“We were very surprised at how unified the comments were,” says Dean Matthew Myers. “Just about everyone recognized that the way we teach, the way we engage with our students, has changed dramatically.”

In other words, transforming the Cox School’s physical environment wouldn’t just be about making what was old new again. Instead, it would be embarking on a journey to encapsulate the present and future of business education.

When the fall 2024 semester begins in August, the \$140 million David B. Miller Business Quadrangle will become the new home of the Cox School of Business. The Miller Quadrangle, which was dedicated during a May 3 ceremony, is a complete reimagining of the school’s three historic structures—Fincher, Crow and Maguire—paired with several ancillary new builds. (Read more about the dedication ceremony for the David B. Miller Quadrangle on page 32.)

A \$50 million donation in 2019 from Carolyn Miller and EnCap Investments LP co-founder David B. Miller, the largest ever by an individual donor family, helped launch the project. Early conversations

with every kind of stakeholder—student, faculty, staff, leadership, donor and corporate partner—helped shape it.

Undergraduate and graduate students from the Cox School’s Class of 2022 were among the many who served on the Miller Business Quadrangle planning committees. Spencer Blevens, MBA ’22, remembers emphasizing the need for Cox to stay up with trends in the modern workplace to help prepare students for what to expect and what to look for from future employers.

“[The Miller Business Quadrangle] is an homage to the past on the outside and a dedication to the future on the inside.”

— DEAN MATTHEW MYERS

“Overall, our cohort pushed for technology upgrades, including screens both in meeting rooms as well as social spaces,” says Blevens, now an Experienced Manager, Management Consulting – Strategy & Innovation at BDO. “We wanted to see more rooms suited for typical group project sizes of up to six people, and high-top tables because students were spending long periods of time sitting in lectures.”

Distinguished Chair in Accounting Hemang Desai, one of the committee members

representing the faculty perspective, recommended “a better layout in classrooms to facilitate different types of teaching modalities, state-of-the-art technology and the creation of a digital lab to deliver a better experience for online students and in-person students.”

This kind of input created a collective vision for SMU Cox that has come to fruition after a great deal of analysis of the future of business education and consideration around how exploding business school demand may play out over the next several decades.

The new facility comes as the result of a close assessment and tours around a dozen or more similar projects at leading business schools across the country, from Boston College to UT Austin to Wake Forest. “We were really able to pick some of the best ideas from the successes that many of these schools have had and integrate them into something that we think is very appropriate for SMU and for the needs in Dallas at large,” Myers says.

Modernizing a Historic Section of Campus

For decades, the Cox School has occupied a premium, central location along Bishop Boulevard on the SMU campus. Goal No. 1 was to stay put—there would be no greenfield construction project on SMU’s landlocked campus. That meant embarking on major renovations to buildings that were, in some cases, nearly 70 years old.

The good news was that Maguire and Crow, which opened in 1987, and Fincher, which opened in 1954, still had great bones.



It was their interiors that no longer matched the educational needs of the school—or the quality of the education provided inside. Myers had heard one prospective student compare the campus to “an old high school.”

All in all, the strategic project included a renovation of those three buildings and construction of four new structures to create the David B. Miller Business Quadrangle, resulting in a total of 32% additional square footage. “The Miller Business Quad is really one business complex,” Myers says. “It creates a flow of traffic not only for students, but also for faculty and staff and other visitors to be able to work together throughout the day and throughout their time here at Cox.”

Tying together existing buildings from different decades with new structures posed a significant challenge. Myers credits the architects and construction partners on the project. “They’ve done a phenomenal job to really unify the architectural design across the buildings, as well as standardize and harmonize the way the interior of the buildings come together,” he says.

Associate Vice President of Facilities Planning and Management and University Architect Michael Molina describes the design challenge of integrating these diverse facilities into one cohesive quadrangle as “exciting.”

“The functional program developed by the group was focused on key principles that drove the space needs and utilization,” he says. “Interestingly, the three existing buildings were at varied elevations both floor to floor, as well as exterior architectural language. From ADA accessibility to exterior fenestration, dormers, masonry alignment and dentil work to Georgian-style detailing, the Crow/Fincher/Maguire architectural vernacular was truly an aesthetic success.”



WATERCOLOR RENDERING



DIGITAL RENDERING



DRONE PHOTO TAKEN MAY 3, 2024



This is one of five classroom layouts designed to accommodate varying class sizes.



This classroom layout was designed for a smaller group of students and teamwork.



The faculty area on the third floor incorporates light and a more airy design.



The studio will be used for faculty to record or present live online classes.



Open space and ample natural light are hallmarks of the Cox School's new commons area.

In their efforts to modernize, Myers says the Cox School also sought to create an aesthetic that more closely matches the types of companies that business students will eventually join after graduation. The buildings are flooded with light encased by stone and brick. Meanwhile, every aspect of the interior is infused with technology and learning spaces built to cultivate connection and create close working relationships.

Facilities Built for the Future

The way students and teachers engage is changing, so a major goal of the Cox School's renovation was to match its physical resources with those rapidly evolving demands. The school is now representative of a new era in business education. "It's an homage to the past on the outside and a dedication to the future on the inside," Myers says.

"Crow, Fincher and Maguire were all designed as cast-in-place concrete structures, which is wonderful from a building integrity perspective," Molina adds. "But it certainly affected how we approached design solutions in every aspect: mechanical, electrical, Wi-Fi connectivity, audio-visual, lighting and both horizontal and vertical circulation. The interconnectivity of these various components aligned quite well with the planning principles of the entire program we developed along with the Cox leadership team."

The massive lecture halls that dominated buildings of the past are mostly gone. The test and retest and retest again method that was so prevalent for decades has largely been dropped by the best business schools. Employers want people who can work together, so schools are increasingly prepping students for the next step through collaboration-heavy experiential learning. In that environment, it makes more sense to build something closer to workspaces than traditional classrooms. "We have completely reimagined the way our classrooms work, the sizes of our classrooms

and the way our classrooms allow for team building,” Myers says.

Another reality of the modern workplace is the hours are long—particularly at the top hiring targets Cox grads desire. The school

In the effort to modernize, the Cox School sought to create an aesthetic that more closely matches the types of companies that business students will eventually join.

has adopted a 9-to-9 culture, where students are encouraged to get to campus by 9 a.m. and leave at 9 p.m. The new facilities are built to underscore that culture, with collaborative spaces, access to faculty, access to each other and, of course, access to great food and coffee. Those may seem like superficial touches, Myers says, but they’re reflective of the corporate environment graduates will be walking into.

“One of the things we want to do at the Cox School is to make sure our graduates are ready the first day on the job in a corporate workspace,” Myers says. “We don’t want them to have to learn how to work. They already know how to work, because we’ve taught them that inside of the educational arena here at SMU Cox.”

By the time they leave campus, SMU Cox students have been tasked with leading work

groups, presenting several times in front of C-suite executives and delivering work to and with the school’s strategic partner companies.

“Anybody can run a pivot table, but can you work in a team? Can you work from dawn to dusk? Can a company put our students in front of a client their first year?” Myers says. “We want the answers to be yes, yes and yes. That’s really our competitive leverage at the Cox School.”

A New Era for Cox

Slowly and then suddenly, the expectations around SMU Cox have ratcheted up. It’s no longer good enough to be a great school. As SMU moves into the Atlantic Coast Conference (ACC), a conference loaded with academic powerhouses, the Cox School is targeting a spot among the top 25 or 30 business schools in the country. (Read more about SMU’s move to the ACC on page 56.)

To number among these top schools, building and maintaining strategic partnerships will be vital—and more than transactional. Some companies not only hire students, but also help shape curricula and donate from their foundations. A \$140 million investment in facilities—\$117 million, before the aftermath of COVID created supply chain issues—shows students, faculty and strategic partners just how committed SMU Cox is to encapsulating the future of business education and continuing to produce graduates ready to step directly into impactful roles at top companies.

“The building shows we’re serious about delivering quality business education for the long-term future,” Myers says, “not only from the standpoint of the good of the Cox School, but also its positive impact on SMU and North Texas especially.”

KEY FACTS

32%

INCREASE IN THE SCHOOL’S FOOTPRINT

\$140M

TOTAL INVESTMENT

350+

CONTRIBUTING DONORS



CAN A BUILDING CHANGE THE WAY WE LEARN?

By Peter Simek



Cutting-edge tech at the new David B. Miller Business Quadrangle will help evolve business education at SMU Cox.

The scene opens with a professor entering the classroom. With the flick of a switch, several large flat-screen monitors illuminate the space. Cameras carefully positioned around the room turn on, and the AI technology built into their software helps them locate the professor and track her movements.

As the professor begins the lecture, overhead microphones capture crystal-clear audio as she moves through the room, interacting with students. A student references some research contained in a spreadsheet on a personal computer. In an instant, that spreadsheet is shared on the classroom's monitors, and the professor can position it next to the lecture notes, using her hands to manipulate the information between the documents right there on the screen in front of the class.

This scene might sound like a university-set remake of the 1990s sci-fi film "Minority Report," but it describes what the classroom experience at SMU Cox School of Business will look like after the opening of its new home, the David B. Miller Business Quadrangle, this fall. The Cox School has planned for the future by designing a state-of-the-art educational facility that incorporates new technology into the classroom for collaborative and interactive learning.

The David B. Miller Business Quadrangle will bring more than new buildings to SMU. The hope is it will help shape the evolution of the business school, boost its recognition and esteem, and transform how future business leaders learn.

"I'm reminded of what Churchill said when he was arguing to rebuild the House of Commons," says Senior Associate Dean Bill Dillon about the the new Cox School facility. "He said, 'We shape our buildings, and afterwards our buildings shape us.'"

Cox 2.0

Administrators at SMU Cox have long known the school needed a facilities upgrade. The Joseph Wylie Fincher Memorial Building, built in 1954, was prone to flooding and had limited flexibility in the size and design of its classroom space. It was developed in an era

during which college classrooms were set up for professors to deliver lectures or students to participate in seminars.

However, over the past 70 years, business education has evolved considerably. Not only have universities begun new remote learning programs, such as online MBAs—a trend that accelerated considerably during the COVID-19 pandemic—but professors have been looking for more ways to help students collaborate, conduct research and interact with professors during lectures.

Mike Gebreselassie, Cox School of Business academic technology service director, says

when his team began the planning process for the new facility, they looked at how corporations leverage technology to expand their capabilities and foster collaboration.

"One of the Cox School's many strengths is that most of our faculty either come from a corporate background or are actively involved in the corporate space," Gebreselassie says. "So they bring that understanding of advanced technologies directly into our classrooms. By designing with this understanding, we not only improve the learning experience, but also create a space where students can effectively prepare for the business world."

In response to students' increasing expectations, Cox has led the way in using advanced technology in the classrooms since the mid-2000s, such as installing in-classroom camera systems with multiple angles and lecture capture capabilities. But the prospect of the new facility offered an opportunity to take these ideas to the next level.

The new building integrates advanced technologies such as ADA-compliant lecterns, multiple ceiling speakers, microphones, wireless presentation options, laser projectors, Pan-Tilt-Zoom (PTZ) cameras, confidence monitors, listening assist devices, interactive whiteboard displays and intuitive AV touch panels designed for novice and advanced users. The additions of advanced PTZ cameras, pro-quality audio and interactive displays will enable live lectures and interactive student activities for in-person sessions, creating a dynamic learning environment.

"All classrooms are now tailored for hybrid learning mode, to enhance collaboration and to ensure inclusivity and accessibility," Gebreselassie says. "All efforts were made to ensure students from each seat in the classroom will be able to see contents displayed and stay engaged."

In response to the fact that more education now takes place in virtual spaces, the David B. Miller Business Quadrangle features two virtual teaching classrooms designed to facilitate engagement with students attending classes online. The facility also includes a studio equipped to produce professional-grade videos at the push of a button, plus a green screen room supported by a professional production team to help instructors create



Senior Associate Dean Bill Dillon, the Cox School's Herman W. Lay Professor of Marketing (left), worked closely with Academic Technology Service Director Mike Gebreselassie (right) to integrate advanced technology throughout the learning spaces in the Miller Business Quadrangle.

fully immersive digital content. Faculty will have conference rooms equipped for video conferencing that will feature similar digital interactive displays for seminars, virtual office hours or meetings with students.

“The integration was motivated by the shift toward hybrid classrooms or the blended teaching model to facilitate both in-person and remote learning, foster student collaboration and ensure educational content is accessible to all students, regardless of physical location,” Gebreselassie says. “The desire to have the

“That’s going to facilitate a lot of the learning and increase the likelihood of students getting the material in a new way. It is really the design of the classroom coupled with the technology.”

Setting the Stage for Success

It can be challenging for institutions to keep pace with constantly evolving technological innovations. Gebreselassie says that, in line with the Office of Information Technology’s (OIT) commitment to advancing technology,

established a collaborative environment between the Academic Technology team and the greater SMU IT and AV support teams to ensure the Cox School’s technological systems are both reliable and fully supported to minimize disruptions while enhancing the learning experience.

Gebreselassie says this environment will also help track the implementation and impact of the new systems. They plan to conduct student surveys, measure engagement metrics and monitor the utilization of the various technologies using room management systems to ensure that faculty feel empowered to take advantage of them.

Being able to compare academic performance data pre- and post-implementation, Gebreselassie adds, will help them understand the impact these tech advancements have on learning outcomes.

Improved academic performance has always been the main driver for reimagining the Cox School of Business; boosting the reach and reputation of the University has been a close second. The enhanced, high-tech classroom experience is essential to achieving those goals. And the top-tier programming already established as part of the Cox experience—such as the Leaders on Leadership keynote lectures from prominent business speakers—can be turned into professional-grade broadcasts.

The opening of the David B. Miller Business Quadrangle coincides with SMU’s move to the Atlantic Coast Conference (ACC)—a powerful combination that will bring attention to SMU and elevate Cox’s national standing among business schools. (Read more about SMU’s move to the ACC on page 56.)

Dillon says Cox aims to attract the best faculty and the brightest, hardest-working students. “If those two boxes are checked, a lot of other stuff takes care of itself.”

These innovative technologies, in combination with the Miller Business Quadrangle’s other expansions and upgrades, will make those two critical boxes easier to check than ever before.

“All classrooms are now tailored for hybrid learning mode, to enhance collaboration and to ensure inclusivity and accessibility.”

— MIKE GEBRESELASSIE, ACADEMIC TECHNOLOGY SERVICE DIRECTOR

flexibility of teaching models (synchronous and asynchronous) has become part of the requirement in designing or upgrading of classrooms in higher education.”

In addition to enabling superior virtual and asynchronous production capacity, the technological enhancements help to create a more dynamic in-person learning environment for Cox students. The facility includes several “cluster classrooms” equipped with swivel chairs for quick transitions to breakout sessions, as well as wireless casting to allow professors and students to collaborate on materials across several screens simultaneously.

A new behavioral lab also creates opportunities to conduct research within the Marketing and newly merged Management, Strategy and Entrepreneurship departments.

“More and more of what we do in terms of pedagogy is experiential learning, and that takes many shapes,” Dillon says. “But generally, it takes groups of students working together and those types of classrooms where we don’t have to go to a breakout room; students can just turn around and work with a group member who’s sitting around them.

research, teaching, innovation and excellence, the new Cox facilities are designed to allow for ongoing capabilities upgrades and iterations. That includes building out an extensive IT infrastructure that supports the new technologies in the classrooms and handles further additions and enhancements to the system.

Ensuring that faculty can easily incorporate this new technology into their teaching approach is another important priority for making the most of the upgrades. Many of the systems have been designed to be as easy to use as possible, such as the aforementioned one-button studios and green screen room. Gebreselassie and his OIT team have



SMU's Big ACC Move Isn't Just About Athletics

Joining the Atlantic Coast Conference propels SMU into **higher echelons of academic excellence and opportunity.**

By Shawn Shinneman





Red and blue confetti rained down on the family of SMU Board of Trustees Chair David B. Miller, BBA '72, MBA '72, during the Sept. 1 announcement of SMU's move to the Atlantic Coast Conference.

In September 2023, when SMU announced its move to the Atlantic Coast Conference (ACC), much of the ensuing conversation centered on athletics. How would SMU's sports teams stack up against powerhouses such as Duke University, the University of North Carolina, the University of Miami, Clemson University and others? What would it do for the school's ability to land top athletic recruits? And how might the atmosphere at Gerald J. Ford Stadium, Moody Coliseum and elsewhere rise to a new level?

All valid questions that will be answered in due time. But the conversation tended to miss another key piece of the equation: how SMU's move to a new, academically focused conference would raise the bar inside the classroom and expose students to greater opportunity.

"SMU moving into the ACC will positively impact all aspects of the collegiate experience on the Hilltop and will raise SMU's profile on a national level," says SMU Board of Trustees Chair David B. Miller, BBA '72, MBA '73. Miller was the catalyst of a small team of SMU alumni and other powerful Dallasites who

spent much of 2022 and 2023 chasing down SMU's entrance into a Power Five conference, pursuing a partnership between SMU and the ACC largely behind the scenes as rumors swirled about the Big 12 and Pac-12.

The ACC did not offer the most natural geographic fit of the bunch. But with Stanford University and the University of California, Berkeley joining alongside SMU, the

ACC's ethos. School leadership is confident the move only elevates that standing—in the near term, but also in the long term as its position in the ACC helps SMU recruit top faculty and staff from across the country.

"A lot has been written in the sports pages about how SMU moving to the ACC will lift SMU athletics to new heights, and that is true," says Martin Flanagan, BBA '82, chairman

The ACC was not the most natural geographic fit. But it did offer the most attractive cultural fit—and that begins with academics.

conference will broaden its presence across the United States, beyond the East Coast.

By and large, the ACC did offer the most attractive cultural fit. That begins with academics. The conference already had seven schools in the top 40 of U.S. News' Best Colleges rankings and 13 in the top 75. The academic standing of SMU and the Cox School of Business naturally aligned with the

emeritus at Invesco, SMU Board Trustee and a member of the Cox Executive Board. "The bigger picture, though, is that SMU joining the ACC will further accelerate SMU's and the Cox School's academic standing and reputation."

Flanagan says joining the ACC will help the University and the Cox School funnel in top professors and students. "Becoming a member of the ACC, combined with newly

SMU Board Trustee and Cox Executive Board member Bruce Robson, BBA '74; SMU Board Trustee and Cox Executive Board Chair Tucker Bridwell, BBA '73, MBA '74; SMU Board of Trustees Chair and Cox Executive Board member Chair David B. Miller, BBA '72, MBA '73; SMU Board Trustee and Cox Executive Board member Carl Sewell, BBA '66; and SMU Board Trustee Bob Dedman Jr., BBA '80, JD '84, said "Pony Up!" after news of SMU's move to the ACC was announced.





Enthusiastic Mustangs gathered in the Armstrong Fieldhouse on Sept. 1 to hear the details about SMU's move to a Power Five conference.



SMU's move to an academically focused athletic conference raises the bar inside the classroom and presents even greater opportunities for students, said SMU President R. Gerald Turner at the ACC announcement.

renovated and expanded facilities," says Flanagan, "puts Cox in a very small group of the most prestigious and attractive business schools in the country."

The move comes at a transitional point in the Cox School's 104-year history. The David B. Miller Business Quadrangle is the result of a complete reconstruction, including gutting and remaking the historic Fincher, Crow and Maguire buildings. The \$140 million renovation project brings Cox facilities in line with the evolving landscape of business education and furthers the school's experiential approach, while preparing it to take on forecasted growth over the next several decades.

"We expect our donors and supporters and President Turner to have those highest level of aspirations for the Cox School," says Dean Matthew Myers. "To get there, we've got to be playing at the top of our game. If you're going to compete for students and faculty with the likes of Duke, or Vanderbilt, or Stanford, or University of Chicago or Northwestern—pick your favorite—you need all the things that are attractive not only to the best and brightest on the inside, but to the types of companies you

want to have strategic partnerships with on the outside."

Senior Associate Dean and the Herman W. Lay Professor of Marketing Bill Dillon concurs that the ACC move and the opening of the Miller Business Quadrangle come at an auspicious time in SMU's history. He believes these developments are part of a broader halo effect propelling the school into a new, transformative era that may significantly boost its reputation amid the fiercely competitive business education landscape.

"Sometimes people ask me what our goals are," Dillon says. "We want to attract the best faculty that we can attract, and we want the brightest and the hardest-working students." He feels the move to a high-profile athletic conference will go a long way toward supporting those academic goals.

Kyle Miller, BBA '01, founder and CEO of Silver Hill Energy Holdings, SMU Board Trustee and a member of the Cox Executive Board, says the investment continues Cox's commitment to providing best-in-class opportunities to students.

"The coincident move to the ACC reflects the same commitment to athletics," he says.

"I strongly believe that the Cox School's already strong academic merits and national reputation, reflected in the quality of our student body and faculty, will only be enhanced by the move to the ACC."

The Cox School's current era is an amalgamation of several long-running efforts. The yearslong pursuit of taking SMU to the ACC was a massive undertaking that came about only through immense effort to court support and funding internally while continuing ongoing discussions with some of the biggest forces in college sports.

Meanwhile, the move to a new business school facility came about only after years of collecting input from students, staff and faculty, while Cox leadership examined and visited other top business schools across the country. Its ongoing development of a Next Gen curriculum also continues to be proof of time and resources well-spent. It's a pivotal time at Cox.

Says Kyle Miller: "The combination of SMU, Cox, the move to the ACC and our unique location in the heart of Dallas creates an environment for students that is second to none."



Cox School Honors Four Alumni at Annual Awards Luncheon

The SMU Cox School of Business honored four alumni at its annual Distinguished Alumni Awards Luncheon on April 5 in the Collins Executive Center on the SMU campus. The school presented two Distinguished Alumni Awards and two Outstanding Young Alumni Awards. Nominations are submitted to the SMU Cox Alumni Association for consideration by a selection committee. Award winners are presented on the next two pages by award.



Left to right: Cox School Dean Matt Myers, 2024 Outstanding Young Alumna Brittany Dewan Frazier, 2024 Distinguished Alumnus Peter Lodwick, 2024 Distinguished Alumna Connie O'Neill, 2024 Outstanding Young Alumnus Chip Hiemenz and SMU President R. Gerald Turner.

Nomination Requirements

SMU Cox Distinguished Alumni candidates must meet the following criteria: an undergraduate or graduate degree from SMU, 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.

SMU COX DISTINGUISHED ALUMNI 2024

Peter Lodwick, BBA '77



Peter Lodwick received a BBA degree magna cum laude in finance from SMU in 1977. He went on to earn his JD degree cum laude from the SMU Dedman School of Law. Talented in academics, Lodwick also excelled as an athlete. He was captain of the Mustang basketball team; a two-time Academic All-American; and a winner of the University's "M" Award, the highest recognition bestowed upon SMU students, faculty, staff and administrators.

The day before the awards luncheon, Lodwick received yet another honor: SMU was informed that an anonymous donor has established the Peter A. Lodwick Endowed Scholarship at the Cox School of Business because of his service to the community and to SMU.

Lodwick was a partner at the law firm of Thompson & Knight LLP for 29 years. He later served as vice president and general counsel at The Container Store. In 2016, he became managing director and general counsel for RGT Wealth Advisors. In 2020, he assisted in the sale of RGT to CI Private Wealth (later Corient), a national independent wealth management firm, from which he retired as managing director just last year.

He is an SMU Cox Executive Board member and an alumnus with a strong family connection to SMU: His mother earned her master's degree and taught speech pathology at SMU; his sister Sarah and brother Tim earned SMU undergraduate degrees; and one of his three children, Matthew, earned an MS degree in finance from the Cox School.

Connie O'Neill, BBA '77



Civic and philanthropic leader Connie O'Neill, another member of the SMU Cox Class of 1977, graduated summa cum laude with her BBA, with an emphasis on accounting. Before graduating, she was heavily involved in campus organizations, including Mortar Board (a national honor society) and the SMU Student Foundation. She also served as president of Chi Omega. O'Neill was honored in her senior year as the Cox School's Outstanding Business Student.

After graduation, O'Neill accepted a position with Ernst & Young, where she was a CPA and became a senior manager of the audit and tax department until 1985. That year, she also became president of the SMU Young Alumni. Her involvement and responsibilities grew, and she eventually became president of the SMU Alumni Association in 2007. She joined the Cox School's and the Simmons School's Executive Boards in 2010 and remains active in both.

O'Neill has been or is currently active with several nonprofit organizations, including serving on the Boards of Directors for Children's Medical Center, Children's Health Services of Texas, Southwestern Medical Foundation, the Susan G. Komen Foundation, St. Mark's School of Texas and the Communities Foundation of Texas, where she is presently vice chair.

SMU COX OUTSTANDING YOUNG ALUMNI 2024

Brittany Dewan Frazier, BBA '08, BA '08, MSA '09



Brittany Dewan Frazier earned two SMU degrees in 2008: a BBA in accounting and a BA in Spanish. In 2009, she earned an SMU Cox Master of Science in accounting. She began her career in New York City, working with PricewaterhouseCoopers; later she moved to the company's Dallas office as a senior associate. In 2013, Frazier joined Cain, Watters and Associates. She is a certified public accountant and an investment advisor representative.

An advocate of early-in-life financial literacy education, Frazier is involved with the 3-to-1 Foundation, which is dedicated to teaching financial literacy to DISD students and the community. In 2020, she founded the Women in Financial Planning Group at Cain Watters & Associates, establishing mentorship programs and productive meetings to develop and support women to advance their leadership careers.

Frazier and her husband are the parents of three children. She serves on the board of directors of The Family Place, a not-for-profit that empowers and advocates for survivors of family violence by providing housing.

She stays connected with SMU and serves on the SMU Cox Alumni Board, where she enjoys focusing on how to connect and engage with SMU and SMU Cox alumni.

Chip Hiemenz, BBA '06



Chip Hiemenz was grateful then and remains grateful now for the scholarships that allowed him to earn a BBA with a marketing concentration from SMU Cox in 2006. He received a scholarship as a University Scholar and received the Comiskey BBA Leadership Scholarship.

Outside of the classroom, Hiemenz served as student body president and the student representative on the SMU Board of Trustees. He was captain of the SMU Lacrosse team all four years and was named SMU homecoming king his senior year. Hiemenz, like 2024 Distinguished Alumnus Pete Lodwick, was also a recipient of the "M" Award.

After graduation, Hiemenz worked for SMU in Development and External Affairs with a focus on Young Alumni. He was instrumental in establishing the Class Giving program. During his tenure, Young Alumni giving increased by 98%.

After returning to his hometown of St. Louis, Missouri, Hiemenz earned his MBA at Washington University's Olin Business School. He was recruited by Hunter Engineering Company, where he currently serves as vice president, responsible for managing key accounts.

Hiemenz and his wife, SMU Cox alumna Alexis Millenbaugh Heimenz, BBA '11, MS '12, have two children. He is involved with many nonprofit organizations in St. Louis and remains active with the Cox Alumni Board.

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	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
	Jordan Carter	BBA '08	jcarter@smualumni.smu.edu
	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	jlbate52@yahoo.com
	Dave Manges	PMBA '07	david@reinsmanconsulting.com
	Max Meggs	BBA '06	max.meggs@thehartford.com
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MONTERREY, MEXICO	Lorenzo Ortiz Cantu	BBA '12	lorenzo@orcacapital.com.mx

ALUMNI BOARD

Undergrad:
May 11, 2024
Graduate:
May 10, 2024

COMMENCEMENT





To see more commencement photos go to coxtoday.smu.edu/Commencement2024.

EVENTS



Nov. 12-15, Cedar Crest Golf Club. The Cox School of Business participated in the Southwest Airlines Showcase Golf Tournament as the sponsor of the Sponsor-Player Golf outing prior to the start of the tournament.



Nov. 12, Cedar Crest Golf Club. Cedar Crest PGA professional Ira Molayo and Dean Matthew Myers welcome players, families and fans to the opening of the Southwest Airlines Showcase Golf Tournament and the Sponsor-Player Golf Outing.



Nov. 12, Cedar Crest Golf Club. Julianne Esteve and Julie Maass, Cox staffers and volunteers for the outing and tournament.



Nov. 12, Cedar Crest Golf Club. Players for the Cox fivesome: Dean Matthew Myers; Bill Ajello (EMBA '17, Cox Alumni Board of Directors); Roman Kupchynsky (SMU BA '80, JD '84); Chris Stiles, San Jose State University; and Kendall Jackson, Howard University.



Nov. 12, Cedar Crest Golf Club. Kevin Knox awards Amari Smith, University of North Georgia, a prize for "Closest to the Pin" on the par-3 ninth hole.



Nov. 15, Cedar Crest Golf Club. Ira Molayo awarding trophies to the tournament winners: Greg Odom Jr., Howard University, and Allyn Stephens, Tulsa University.



Nov. 16, Southern Dallas Groundbreaking. Swede Hanson, MBA '05, speaks to the group attending Smart Living Residential Living project groundbreaking ceremony.



Nov. 25, Cox Football Tailgate, prior to the SMU vs. Navy football game. Johnny, George and John Goodrum (BBA '05, Cox Alumni Board), Max Meggs (BBA '10, Cox Alumni Board), Max Meggs Jr.



Nov. 25, Cox Football Tailgate, prior to the SMU vs. Navy football game. Joseph Rountree, PMBA '03, and his young guests get ready to cheer on the Mustangs.



Nov. 25, Cox Football Tailgate, prior to the SMU vs. Navy football game. Ella, Bill and Taylor Christie.



Nov. 28, Pony Express Coaches Show sponsored by the Cox School. Coach Rhett Lashlee and Rich Phillips discuss the upcoming SMU vs. Tulane game for the AAC Football Championship.



Dec. 2, New Orleans, AAC Football Championship. Vera Pitts; Kevin Knox; John Loftus, EMBA, '07; Tom Perkowski; Tim Moore; Chandler Knox; Graham Knox, BA '22; photographer.



Dec. 2, New Orleans. The Mustang football team takes the field at Tulane.



Dec. 2, New Orleans. First-quarter action between SMU and Tulane.



Dec. 2, New Orleans. SMU wins the AAC football championship over Tulane 26-14, setting off a grand celebration among alumni, students, families and fans.



Dec. 6, Phoenix. Jeff Birkelo, BBA '83, and Josh Whittenburg, SMU Athletics, at the SMU vs. Arizona State basketball pre-game reception, sponsored by the SMU Office of Alumni Engagement.



Dec. 6, Phoenix. Justin Breece, BBA '96, and Blake Cecil, BA '94, SMU classmates, have a chance to visit before the basketball game.



Dec. 6, Phoenix. Lackland Bloom (MBA '97, Cox Executive Board) and Caitlin Bloom also traveled from Dallas for the basketball game.



Dec. 16, Collins Center. Reception for all new Cox graduates. This proud father and son celebrate after the December All-University Commencement Ceremony.



Dec. 6, Phoenix. Jeff Perry, BBA '81, JD '84, and Brian King, BBA '08, at the reception prior to the SMU-Arizona State basketball game.



Dec. 6, Phoenix. Carrie and Craig Levering, BBA '79, traveled from Dallas to take in the SMU-Arizona State basketball game.



Dec. 16, Collins Center. Reception for all new Cox graduates. Shown here: Cox Alumni Association Executive Director Kevin Knox; Jessica Stipe, OMB A '23, and her husband, Alan Phillips, JD '21.



Jan. 17, Exclusive Conversations Book Review. Author Ron White and moderator Talmage Boston discuss White's new book, "On Great Fields: The Life and Unlikely Heroism of Joshua Lawrence Chamberlain."



Jan. 20, Moody Coliseum. Homero Gonzalez, PMBA '04, and Kevin Knox at the SMU vs. Tulsa basketball game.



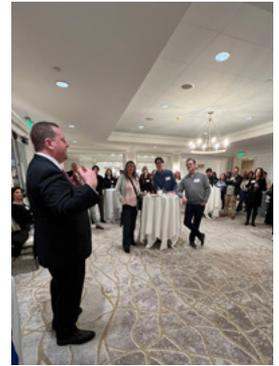
Jan. 24, Leaders on Leadership Series. Ken Hersh, president and CEO of Bush Presidential Center, was the guest speaker for the new series moderated by Shane Goodwin, associate dean for Graduate Program and Executive Education.



Feb. 8, Newport Beach, CA. Mike Skillman (Cox Executive Board, parent) welcomes guests to the annual reception for Cox alumni, parents of Cox students, prospective students and their parents.



Feb. 8, Newport Beach, CA. Riley Eggers, BBA '17, Cox Alumni Board of Directors (foreground) is one of the many Cox alumni at the reception.



Feb. 8, Newport Beach, CA. Jim Bryan, JD '11, and BBA Program associate dean, gives an update on student recruitment, new programs and the Cox expansion and renovation construction project.



Feb. 14, Alternative Assets Class. Guest speaker Dean Matthew Myers, Warren Lichtenstein, guest speaker Frank McGrew and professor Bill Maxwell.



Feb. 20, Frisco. Dallas Cowboys legend Randy White was the guest speaker at the Texas Legends Network Breakfast, sponsored by the Cox School. He was interviewed by Brittany Wynn with the Texas Legends.



Feb. 21, Atlanta. Katie and Sam Bayne and Sam Bayne III hosted a reception for Cox alumni, current parents, and prospective students and their parents.



Feb. 21, Atlanta. Mac Fassnacht and Christy Johanson Fasnacht, BA '90, with prospective parents at the February reception hosted by the Bayne family.



April 2, Miller Event Center. David Miller (BBA '72, MBA '73, SMU Board of Trustees chair, Cox Executive Board) and SMU President Gerald Turner welcome new SMU men's basketball coach Andy Enfield.



April 11, Nashville. Neely and Frank McGrew (BBA '90, Cox Alumni Board chair, Cox Executive Board) hosted a reception for Cox alumni, current parents, prospective students and their parents. Shown here: Nicole Schoemer, BBA '12, and Chase Michalek, BBA '12.



April 11, Nashville. Mary Susan Shivers (admitted student), Frank McGrew and Margaret Shivers.



April 11, Nashville. Frank McGrew; Alex Hopkinson, MBA '21; Emily Cullers, MBA '21; Marion Hudson, MBA '22; and Sam Hoogland, BBA '18.



April 11, Nashville. Scott Asbury, BBA '93, MBA '00, and Heather Asbury, BA '93; Grant Asbury, and Lawson Allen.



April 11, Nashville. Mike McGuffin, BS '91; Luke Hazen, BBA '17, MBA '23; and Drew Martin, BBA '21.



April 11, Nashville. Kevin Knox updates guests on the Cox expansion and renovation project, SMU's move to the Atlantic Coast Conference and special events coming up in the fall.



April 11, Nashville. Frank McGrew; Vickie Mertz; Macy Mertz (admitted student); Howard Mertz; and Ann Fielder, JD '89, SMU development office.



April 11, Nashville. Heather Asbury, BA '93; Brendan Finucane, BBA '92; Mike McGuffin, BS '91; Shannon McGuffin, BA '92; and Scott Asbury, BBA '93, MBA '00.



April 11, Nashville. Ward Brown, Cox Executive Board member and Alumni Board Chair Frank McGrew.



April 16, Exclusive Conversations Book Review. Dale Petroskey, president and CEO of Dallas Regional Chamber, moderates a review and discussion of Talmage Boston's new book, "How the Best Did It: Leadership Lessons from our Top Presidents."



April 18, Collins Center. Cox alumnus Joe Francisca, MBA '89, visited campus from North Carolina and spoke with Kevin Knox about his company, Corelogic, which is headquartered in Las Colinas.



April 19, Annual Startup Launch Awards Gala. Mason Morland, BBA '24; Raleigh Dewan, BBA '23; and Rogers Healy, BA '04.



April 25, Leaders on Leadership Series. Former SMU football star Kelvin Beachum, BA '11, MLA '12, now an NFL All-Pro player with the Arizona Cardinals, was the guest speaker for the Leaders on Leadership series, moderated by Shane Goodwin, associate dean of Graduate Programs and Executive Education.



April 25. People Newspapers honors its "20 Under 40" award winners. Shown here: Frances Cannon Mitchell (Cox BBA '10, Cox Alumni Board) accepting her award.



April 29, Hazyview, South Africa. Barry Kitt (Cox Executive Board, parent) and Merrill Reynolds (BBA '76, Cox Alumni Board) visit Elephant Whisperers.



April 24, Leaders on Leadership Series. Whitney Wolfe Herd, BA '11, founder and executive chair of Bumble, was the guest speaker for the new series moderated by Shane Goodwin, associate dean of Graduate Programs and Executive Education.

Summer 2024

Dates to Remember

- 8/26** MBA Fall 2024 classes begin for undergraduates; Module A begins for graduate students (except EMBA)
- 8/30-31** EMBA '25 and EMBA '26 first classes weekend
- 8/31** Cox Red Zone Tailgate (3 hours prior to kickoff); SMU hosts Houston Christian University (HCU)
- 9/6** Cox Red Zone Tailgate (3 hours prior to kickoff); SMU hosts BYU
- 9/21** Cox Red Zone Tailgate (3 hours prior to kickoff); SMU hosts TCU
- 9/27-28** SMU Family Weekend; Cox Red Zone Tailgate (3 hours prior to kickoff); SMU hosts Florida State
- 10/3** CEO Reception in advance of Caruth Institute's Dallas 100 at Collins Center
- 10/7-8** Fall break for undergraduates
- 10/14-19** Fall break for graduate students

Dates to Remember

- 10/21** Module B begins for graduate students
- 10/31-11/3** SMU Homecoming and Reunion Weekend
- 11/1** SMU Cox MBA/MS Reunions for classes ending in 4s and 9s; 7-10 p.m., Collins Center, 3150 Binkley Ave., SMU Campus. FREE; RSVP by 10/25 to coxalumnirelations@smu.edu
- 11/2** SMU Homecoming football game, SMU hosts Pittsburgh; Cox Red Zone Tailgate (3 hours prior to kickoff)
- 11/12** Dallas 100 Entrepreneur Awards Gala hosted by SMU Cox Caruth Institute at Hyatt Regency, 300 Reunion Blvd., Dallas
- 11/16** Cox Red Zone Tailgate (3 hours prior to kickoff); SMU hosts Boston College
- 11/30** Cox Red Zone Tailgate (3 hours prior to kickoff); SMU hosts Cal
- 12/21** Winter Commencement

Graduate Program Admissions Events

The events listed below are open to the public, but registration is required. Scan the QR code at the bottom of this page for registration information.

8/8 Information Session for All MBA/MS Programs

Join representatives of the part-time, full-time and specialized master's graduate admissions teams to learn about your program of interest and the advantage of earning a Cox MBA or MS degree.

9/7 SMU Cox Graduate Admissions Super Saturday

This open-house style event is a great way to learn about Cox's Specialized Masters and MBA programs and to hear from current students.

11/2 SMU Cox MBA and MS Fall Preview Day

Learn more about top-rated SMU Cox graduate business programs and the admission process. Preview our campus culture, academic life and professional networking and career support opportunities.

Go to coxgrad.com for continuing updates on SMU Cox Graduate Admissions Events. For more information and application deadlines for MBA programs, go to coxgrad.com. For MS programs, go to coxmasters.com.



Chairman of the Cox Executive Board Tucker S. Bridwell

Lynn Alexander
Managing Director & Partner
Kelso & Company

Stephen L. Arata '88
SVP & CEO
Next Wave Energy Partners

Truman Arnold
Chairman
The Arnold Companies

F. Thaddeus Arroyo '89
Chief Strategy and
Development Officer
AT&T Inc.

Norman P. Bagwell '85
Chairman
Bank of Texas

Raymond A. Basye Jr. '82
Sales & Leasing Specialist
Sewell Cadillac Dallas

Peter J. Bates '96
Portfolio Manager
Global Select Equity
Strategy
T. Rowe Price Group Inc.

Katherine J. Bayne
Founder & President
Bayne Advisors

Joe L. Benavides, Jr.
Managing Partner
OceanSound

Lackland H. Bloom III '95, '97
Managing Partner
Veritec Ventures LLC

Tony Boghetich '75
CEO
Omar B. Milligan
Enterprises Inc.

Pat S. Bolin '73
Executive Chairman
Eagle Oil & Gas Company

Tucker S. Bridwell '73, '74
Chair, Cox Executive Board
President
Mansefeldt Investment
Corporation

Harold M. Brierley
Chairman & CEO
The Brierley Group LLC

Bradley Brookshire '76
Chairman & CEO
Brookshire Grocery Company

Lynn T. Caldwell '81
Chief Investment Officer
Paragon Holdings Inc.

Donald J. Carty
Retired Chairman,
American Airlines
Retired Vice Chairman, Dell

Peter C. Chilian '97
Managing Director & Head
of Texas Coverage
BDT & MSD Partners LLC

R. Andrew Clyde '85
President & CEO
Murphy USA Inc.

Thomas W. Codd
Chief People Officer
AXCESS

Christopher T. Cook '91
Founder & CEO
Dry Powder Capital

Clay E. Cooley
Owner and Founder
Clay Cooley Automotive
Group

Justin B. Cox '08
Partner
Cox Partners Inc.

Katherine R. Crow '94
Civic Volunteer

Gary T. Crum '69
President
CFP Foundation

William A. Custard '57
President and CEO
Dallas Production Inc.

W. Allen Custard III
President
Pitts Oil Company

Terry R. Dallas
Senior Vice President
Susser Bank

James Dondoro
Founder & Principal
NexPoint

Kevin B. Dunleavy
Retired, Managing Director
Morgan Stanley

Frank M. Dunleavy '68
Vice Chair
Investment Banking
Coven and Company LLC

Jeffrey S. Ellerman
Vice Chairman
Brokerage Services
CBRE Group Inc.

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

Martin L. Flanagan '82
Chairman Emeritus
Invesco

Carol L. Foster '86
CEO & Founder
CLF Advisors

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

Mark A. Goodburn
Retired Global Head of
Advisory
KPMG LLP

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

Brad K. Heppner '88
Founder, Chairman & CEO
The Beneficient Company
Group LP (Ben)

Denny Holman '67
Chairman of the Board
Folsom Properties Inc.

William J. Howard
President & CEO
Senderra RX Partners LLC

Clark K. Hunt '87
Chairman of the Board
& CEO
Kansas City Chiefs

James M. Johnston '70
President
Methodist Health System
Foundation

Jerry Jones Jr. '95
Executive Vice President
Chief Sales and Marketing
Officer
Dallas Cowboys

Fehmi Karahan
President & CEO
The Karahan Companies

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

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

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

Craig R. Levering '79
Retired CEO &
Business Owner

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

Peter A. Lodwick '77
Managing Director &
General Counsel
RGT Wealth Advisors

Nancy S. Loewe '18
Director
Cinemark

Lorie Logan
President & CEO
Federal Reserve Bank of
Dallas

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

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

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

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

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

Michael A. Merriman '79
Chairman
Americo Financial Life

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

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

Connie O'Neill '77
Civic Volunteer

Douglas Parker
Retired, Chairman & CEO
American Airlines

Patricia Patterson
President
Patterson Investments Inc.

Guillermo Perales
CEO & Founder
Sun Holdings Inc.

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

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

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

Angela L. Raitzin '00
Managing Director, Wealth
Manager
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