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There’s an app for that!
Find us at cox.smu.edu or download our CoxToday app for iPhone and Android.
As many of you know, I announced in August that I would leave the deanship of the Cox School of Business at the end of this academic year. I have served as your dean for 20 years, making me the longest-serving dean of SMU’s business school.

It has been an incredible journey. I have presided over 40 commencement exercises and welcomed almost 20,000 Cox graduates into the ranks of our alumni, which now number more than 42,000. I have traveled the world to engage and encourage our alumni to get involved in the life of our school. You have answered the challenge and provided incredible support and enrichment to our students, faculty, staff, and academic programs.

One question drives everything we do at Cox: how can we best serve our students? Our motivation: the young men and women who put their trust in us to help them become the future business leaders of this great nation.

Our endowment has roughly tripled in the last two decades, and a recent study documented that Cox’s endowment now ranks among the top 25 for business schools in the nation. We have transitioned from being a strong regional school to a national treasure. Our undergraduates represent all 50 states and more than 100 nations. At the graduate level we have vastly expanded our program offerings.

The MBA still is, and likely will always be, the flagship graduate program for business schools. But companies are demanding more specialized skills as well. To meet this demand, Cox has developed specialized master’s degrees in accounting, finance, management, and business analytics. And, joining forces with the other schools at SMU, we have improved and developed an impressive portfolio of interdisciplinary degree programs, with more in the planning stages.

It has been an honor and a privilege to serve as dean of the Cox School of Business. Maria and I were warmly welcomed to Dallas and the SMU community when we arrived in 1997, and we knew from the beginning that we were in a very special place. We are not from Texas, but we soon became proud Texans and loyal Mustangs. I went back to the classroom seven years ago and offered a course on the evolution of American capitalism to our BBA students. This took me back to my roots and brought home to me what a wonderful life it is to be a professor. I am pleased to report that I will be returning to the faculty on a full-time basis to teach our BBAs, MBAs, and Executive MBAs.

I look forward to welcoming to campus the next dean of the Cox School of Business. It is one of the greatest jobs in the United States, and I can assure you that it is the best job that I have ever had. I hope that you will join me in supporting the next leader of the Cox School.

Maria and I thank you for the opportunity to lead the Cox School for the past 20 years. It has been an incredibly enriching and satisfying experience, and we thank you from the bottom of our hearts.

God bless Cox and SMU.

Albert W. Niemi Jr.
Dean, SMU Cox School of Business
SMU Cox Undergraduate Degree Program Ranked No. 17

The SMU Cox School of Business Bachelor of Business Administration (BBA) degree program debuted at No. 17 in the Poets & Quants Best Undergraduate Business Program 2016 rankings, released in December. The publication ranked 50 undergraduate business programs from across the United States on three criteria: admissions standards, the academic experience as judged by alumni from the Class of 2014, and employment outcomes. SMU Cox BBA alumni ranked their alma mater No. 9 in the nation for academic experience. In conjunction with its online coverage of the rankings release, Poets & Quants cites SMU Cox as a business school that excels “in delivering an academic experience that exceeded expectations.”

As a testament to the burgeoning reputation of the Cox BBA program, in 2016 Bloomberg Businessweek ranked SMU Cox's undergraduate program No. 21 in the nation for the second consecutive year. The publication ranked 114 U.S. schools’ BBA programs based primarily on career outcomes. Bloomberg Businessweek also currently ranks the SMU Cox Professional MBA program No. 7 in the nation; the SMU Cox Full-Time MBA program No. 31 in the nation; and the SMU Cox Executive MBA program No. 3 in the world.

L to R: Raj Sethuraman, Marilyn and Leo Corrigan Professor and chair of marketing; Kelsey McLaughlin; Samantha Oliva; Judy Foxman, senior lecturer; Kaitlin McDonald, Vanessa Gilbert; Gina Sherrard; Charles Besio, director of the Center for Marketing Management Studies and senior lecturer. Not pictured: Diana Oteiza Diaz.

2016 Distinguished Marketing Graduates

Every spring, SMU Cox marketing faculty select four outstanding graduating seniors for the Distinguished Marketing Graduate awards, one student for the Outstanding Marketing Graduate award and one student for the JCPenney Retailing Award. Department faculty review the students’ GPAs and their participation in campus organizations and internships, and select students who are most likely to be successful in their careers. In 2016, the Distinguished Marketing Graduates were: Vanessa Gilbert, Samantha Oliva, Diana Oteiza Diaz and Gina Sherrard. The 2016 Distinguished Marketer was Kelsey McLaughlin. The 2016 JCPenney award winner was Kaitlin McDonald. Award winners now work in various marketing functions at Sendero, The Coca-Cola Company, Enforce LLC and 4Ever Magic Corp.- Disney Consumer Products for Central America and The Caribbean.

Alternative Assets Program

The Alternative Assets Management program is a selective two-semester course for junior and senior finance students pursuing careers in private equity, investment banking and hedge funds. Of the 105 students who applied, 48 students were selected based on factors such as a technical interview, peer reviews, GPA, campus involvement, internships and work ethic. Fifty-one alternative assets students will graduate in May 2017. Of the 32 students who graduated in May 2016, 24 are now pursuing careers in investment banking.
Yum! Brands Case Competition

The first-year Full-Time MBA class of 2018 competed in teams during the required case competition hosted by Yum! Brands. The case competition presented students with a marketing strategy challenge where teams analyzed and recommended a pricing model that either complemented industry trends or broke free of tradition. Pizza Hut executives, SMU Cox faculty and second-year Full-Time students judged the teams. Griffin Bayound, Jung Cho, Jack Johnson, Chelsea Marshall and John Sama (all MBA ‘18) won the competition.

AT&T Big Data Case Competition

The ITOM Department hosted the first round of the 2016 AT&T Big Data Case Competition in the fall. Four teams of three students from the Full-Time MBA, Professional MBA, Fast Track MBA and MSBA programs worked on a business challenge involving information technology, operations, management and business analytics. First-place winners from round one of the competition went on to compete at the AT&T Foundry against students from UT Austin, UT Dallas and Texas A&M. Russell Holloway (PMBA ’16), Kenneth Ryan (PMBA ’18) and Richard Dalrymple (PMBA ’17) took first place in the overall competition.

PepsiCo MBA Case Competition

Self-selected teams of Full-Time MBA students competed in the PepsiCo MBA Case Competition in the fall. Teams performed a marketing and financial analysis of a proposed retail pairing of the products Mountain Dew and Doritos Mix-ups for 7-Eleven stores. The winning team consisted of Hanna Cho (MBA ‘18), Mariama Holman (MA/MBA ‘18), Bianca Harris (MBA’18) and Daniel Molina (MBA ‘18).
Executive MBA Students Give Back on Veterans Day

The Executive MBA class of 2018 is composed of 72 business students with diverse professional backgrounds including financial services, healthcare, real estate, technology, consumer goods and manufacturing. The class of 2018 has embraced the SMU Cox community-centric culture. On Veterans Day EMBA students donated American flags and distributed handwritten cards to veterans in the VA hospital. The project was initiated and finished in less than 24 hours; and the gesture touched the veterans and the staff.

SMU Cox Welcomes Professional MBA Class 80

In January, SMU Cox welcomed 40 new students into the Professional MBA 80 class with a two-day orientation that included meeting current students, faculty, staff and alumni, as well as team-building activities. Students represent a wide variety of educational and professional backgrounds from business, engineering, nonprofit, science and technology. All students are working professionals for DFW-area companies; including American Airlines, Bank of America, Dean Foods, Fidelity Investments, JP Morgan Chase, Liberty Mutual and Pioneer Natural Resources.
New Interdisciplinary Degree Programs and PMBA Formats

**Dual Degree in Engineering and Business**
The Lyle School of Engineering and Cox School of Business launched a two-year dual degree for students who want to attain a Master of Science in Engineering and a Master of Business Administration. The MS Engineering/MBA program is intended for full-time graduate students with a bachelor's degree in engineering or science. Recent graduates and early-career professionals employed in the engineering and technology sectors who aspire to become leaders are encouraged to apply.

**Introducing Two New Professional MBA Class Schedules**
When one's career is a top priority, students want a graduate program that will work with their lifestyle. Starting Fall 2017, Professional MBA students can choose to attend class during the week or only on Saturdays, in addition to the traditional evening/weekend schedule.

**New: Part-Time Master of Science in Business Analytics**
For professionals looking to enhance their skills in analytics, the Part-Time MSBA program can help. The program gives students one-on-one experience with professors who excel in the analytics field and hands-on work using the latest tools in the industry.

**New: Master of Science in Health Promotion Management**
The Simmons School of Education & Human Development and SMU Cox will offer a two-year degree called the Master of Science in Health Promotion Management (MSPHM) beginning Fall 2017. The MSPHM combines foundational health promotion courses taught by industry experts with core business curriculum taught by SMU Cox professors. The program is designed to meet the hiring needs of corporate wellness management employers in the business-rich Dallas market.
EXECUTIVE EDUCATION

Southwest Graduate School of Banking Professional Development

The Southwest Graduate School of Banking (SWGSB) Foundation at SMU Cox conducted three professional development programs for bank officers and directors. SWGSB held the 143rd Assembly for Bank Directors at the Ritz-Carlton Hotel in New Orleans this past September. In partnership with the Independent Bankers Association of Texas, SWGSB conducted the Bank Operations Institute and the Certified Community Bank Directors Program at the James M. Collins Executive Education Center in October 2016. All three programs drew national audiences and the banking industry's leading experts, regulators and opinion shapers. Since 1957, SWGSB has been the nation's most trusted source for banking education and has kept SMU Cox at the forefront of training in financial services.

Executive Education Leadership Outreach

Frank Lloyd, associate dean of Executive Education, served as an instructor in the inaugural UNICON Leadership Academy at the 2016 UNICON Conference. UNICON is a global consortium of university-based executive education organizations and its members are the global reference for executive education. The Leadership Academy was designed to prepare high-potential staff for leadership positions in university-based executive education. Lloyd also co-presented a session on niche programs, based on SMU Cox Executive Education's success in serving the oil and gas industry and the professional Latino community.

Starting A Business Hosts Guest Entrepreneurs

The 2016 fall Starting A Business (SAB) certificate program welcomed local entrepreneurs as guest lecturers to inspire and motivate students. Mike Muhney, co-founder of ACT! Software, presented valuable insights to the class. Visit smu.edu/sab for SAB program information.
Maguire Energy Institute Honors Two Veteran Energy Industry Leaders

The Maguire Energy Institute honored Trevor Rees-Jones, founder and CEO of Dallas-based Chief Oil & Gas LLC, with the L. Frank Pitts Energy Leadership Award at a sold-out luncheon ceremony on Jan. 20, 2017. Forrest Hoglund, retired chairman and CEO of EOG Resources and current chairman and CEO of SeaOne Holdings LLC, was also honored with the Maguire Energy Institute Pioneer Award.

The Maguire Institute’s Energy Leadership Award committee selected the two oil and gas titans because of their long-term impact on the energy industry. The Pitts Energy Leadership Award annually honors an individual who exemplifies a spirit of ethical leadership in the energy industry. The equally prestigious Pioneer Award is presented to energy industry trailblazers. Rees-Jones is the seventh recipient of the L. Frank Pitts Energy Leadership Award and Hoglund is the fifth legendary industry figure to receive the Maguire Energy Institute Pioneer Award.

The annual Pitts Energy Leadership Award event raises funds to support the Maguire Energy Institute, named in honor of oilman and co-founder Cary M. Maguire, as well as BBA and MBA scholarships for students with degree concentrations in energy. A portion of the proceeds raised by this year’s event will help support the educational goals of Houston native and SMU Cox BBA Energy Club President Zach Plemenos, who will complete his BBA in finance in May 2018; and Oklahoma City native and MBA Energy Club President Maggie Miller, who will complete her MBA in May this year, with a concentration in energy finance.

Business Library Adds PrivCo to Research Database

The Business Library is pleased to announce the addition of PrivCo to the research database collection. PrivCo contains financials, merger and acquisition information, venture capital transactions, deal terms and valuation multiples, and ownership breakdowns for more than 900,000 private companies internationally.

Private Reception Sets the Stage for Dallas 100™

Suspense grew on October 26 at the Dallas 100™ CEO Reception for owners of the 2016 Dallas 100 companies. Guests were told they would have to wait until the November awards ceremony to learn where their companies ranked on the Caruth Institute’s list of the 100 fastest-growing privately held entrepreneurial companies. Keynote speaker and Los Angeles-based entrepreneur Daniel Chu, formerly of Dallas, told the audience that he started as a college basketball coach but his entrepreneurial passion moved him to create his own automotive group. He is now CEO and founder of Tricolor Auto.
Folsom Institute Fall Board Meeting

The Folsom Institute for Real Estate held its annual Fall Advisory Board Meeting in November 2016 for its 121 members and guests. The Institute gathered at the George W. Bush Presidential Center and welcomed keynote speakers John Koryl, president of Neiman Marcus Stores & Online, and Kate Canales, director of SMU’s Design & Innovation Program.

Earlier in the evening, the Folsom Institute was honored to present SMU Cox BBA student Kevin Bucio with the 2016 International Council of Shopping Centers (ICSC) Foundation Venture Commercial Real Estate Undergraduate Award. Max Pantalena, SMU Cox BBA student, was awarded the Steven A. Means Endowed Scholarship.

Caruth Institute Honors Entrepreneurial Success

On November 29, 2016, the Caruth Institute for Entrepreneurship hosted the 26th Annual Dallas 100™ Awards Ceremony at the Omni Dallas Hotel. VARIDESK®, a Coppell-based manufacturer of adjustable standing desks, was honored as the fastest-growing privately held entrepreneurial company in the Dallas area. The Caruth Institute ranks the top 100 Dallas entrepreneurial companies based on percentage of sales growth and absolute dollar growth over the previous three years. This year’s Dallas 100™ winners collectively generated $3.7 billion in sales, created more than 10,000 jobs in the last two years and grew at an average rate of 96 percent per year for each of the last two years.

Brierley Institute Hosts Its First National Conference

The Brierley Institute for Customer Engagement co-sponsored the 2017 Professors Institute at the Collins Executive Education Center in January with Marketing EDGE, a national nonprofit focused on marketing education. This was the first conference the Brierley Institute has hosted since its Fall 2016 launch as the nation’s first academic institute devoted to the study of customer engagement. Marci Armstrong, associate dean of graduate programs and Brierley Endowed Professor, organized and led the conference, which was attended by 35 junior marketing educators from around the country. Brierley Institute benefactor Hal Brierley, chairman and CEO of The Brierley Group LLC, shared insight on what he believes are challenges facing the loyalty program model he helped pioneer. Other speakers during the two-day conference included executives from Toyota Financial Services, Brierley & Partners and Research Now. Brierley, who donated $10 million to create the Brierley Institute, took part in all conference activities, giving participants a unique opportunity to engage one-on-one with the man many consider “the father of customer loyalty programs.”
Cox Business Leadership Center Provides MBA Students with Educational Enrichment at the Disney Institute

Twenty-eight Cox MBA students and one Cox MBA alumna traveled to Orlando, Fla., to attend the Business Leadership Center’s five-day program, “Leading and Sustaining a Service Culture.” Based on real-world experiences from both leaders and employees within the Walt Disney Co.’s parks and resorts, students learned what Disney does to create its service culture and consistent business results. The students participated in lectures, activities and field experiences that showed how Disney’s business model could be translated and implemented within many different industries, functional areas and levels within an organization.

Students see immediate and long-term benefits from the knowledge they gain at the Disney Institute. Megan Heber (PMBA ’17) said, “The immersive five-day seminar in Orlando allowed me to learn about culture, leadership and customer service from Disney professionals. Being able to listen to the specific strategies from Disney employees and then go out to the park to see how they were executed made an impact on me that will remain my entire life.”

SMU Cox is the only graduate school to offer this customized program on-site at the Disney Institute.

Business Library Expansion

During midterms and finals, there is rarely an empty seat in the Business Library. Fortunately, the Business Library has more space for students to study and conduct research after an expansion project was completed over the winter break. The project added more than 400 more square feet and a variety of seating options for students.

Southwest Venture Forum Presents 2017 Venture Capital Update

The Caruth Institute for Entrepreneurship hosted the Southwest Venture Forum (SWVF) at the Dallas Country Club in January. Bobby Franklin, president and CEO of the National Venture Capital Association in Washington, D.C., traveled to Dallas to present “Venture Capital Update, 2017.” For more information visit smu.edu/swvf.

Endowment Honoring Kevin Knox

In November the Cox Alumni Board of Directors met to welcome its members to the festivities taking place on Homecoming weekend. During the meeting, the chair of the association, Paul Divis (EMBA ’99), and Frank McGrew (BBA ’90) proudly announced that the Tryna and Kevin Knox Family Alumni and External Relations Endowed Program Fund surpassed the original goal of $100,000 by more than 50 percent. In fact, more than 95 families have given generously to the fund, which now has more than $155,000 in contributions. Kevin Knox and his family were present when the endowment plaque was presented, thus marking his permanent legacy in the SMU Cox Hall of Donors.

For more information or to make a contribution, please call 214-768-1595.
GLOBAL CONNECTIONS

Executive MBA Students In South America

Executive MBA (EMBA) students from the Class of 2017 traveled to Santiago, Chile, and Lima, Peru, as part of the Global Business Environment Class led by Tom Perkowski, assistant dean, SMU Cox EMBA, and Robert Lawson, Jerome M. Fullinwider Endowed Centennial Chair in Economic Freedom in the O’Neil Center for Global Markets and Freedom. Students met with local business leaders and entrepreneurs during the 10-day trip. Several EMBA students took advantage of the trip by meeting with business professionals for project research and participated in cultural experiences around each city.

While in Lima, EMBA students had the opportunity to give back to the local community by working with a service organization, Techo, to build a park. The students constructed new fencing, assembled playground equipment and placed new sod in the park. As global ambassadors of SMU Cox, the EMBA students continued the tradition of giving back to the community.

Caruth Institute’s Simon Mak Honored as Global Educator

Global Chamber Dallas honored Simon Mak, associate director of the Caruth Institute for Entrepreneurship, as Global Educator of the Year at its Grow Globally Fair in October. The Global Chamber event, normally held in Phoenix — home to the Global Chamber headquarters — was held for the first time in Dallas. The Global Chamber, consisting of 90 chapters worldwide, has the unique mission to “grow business from anywhere to anywhere while collaborating with every organization.” The Chamber selected Mak as this year’s Global Educator honoree because of his interest in teaching students to be entrepreneurs abroad. Through the Caruth Institute, he recently launched educational travel tours to Israel and Switzerland to teach MBA entrepreneurship students about the local entrepreneurial ecosystem. Mak will teach an entrepreneurship course in London this summer.
Graduate Students Travel to Cuba for the First Time in 9 Years

SMU Cox graduate students took advantage of the rare opportunity to travel to Cuba for the first time since 2007. Students met with U.S. diplomats, international business people and academics to learn about the business environment in Cuba. “The experience revealed the complexities and intricacies of the culture while exploring future economic and business opportunities,” said Mariama Holman (MA/MBA ‘18). The itinerary included an excursion to the eco-village of Las Terrazas, a UNESCO Biosphere Reserve, where students visited the community and interacted with villagers. Nicolás Zilveti (MBA ‘18), shared, “The trip was a unique opportunity to experience a government, economic system and culture that has been demonized in the U.S. Experiencing the country first-hand opened my eyes and helped me understand our world a little better.”

The group also traveled to Viñales in the Pinar del Río province to meet with tobacco farmers and learn the basics of the region’s cigar industry. Evan Bookstaff (JD/MBA ’17), commented, “While I do not believe Cuba is anywhere close to being ready for American businesses to invest significantly in Cuban infrastructure or industry, there is more potential sitting on that island 90 miles from the U.S. than anywhere else in the world.”
COX IN THE COMMUNITY

SMU Cox Brings Energy Industry and Standing Rock Together For Public Forum

The Maguire Energy Institute and SMU’s Clements Center for Southwest Studies co-sponsored “Why Standing Rock Matters: Can Oil and Water Mix?” on October 24 in the Crum Auditorium. About 200 people attended the forum, which highlighted differing perspectives on the Dakota Access Pipeline controversy. The six-person panel, moderated by SMU Professor of Journalism Beth Voth, included representatives of the energy industry and the Standing Rock Sioux Tribe.

Advance Screening of Katie Couric’s Gender Revolution

The Cox School’s Office of Diversity Initiatives collaborated with SMU’s Women and LGBT Center to host a free advanced screening of the National Geographic documentary, “Gender Revolution: A Journey with Katie Couric.” The documentary, which premiered on the National Geographic Channel on February 6, explores the complexities of gender in everyday life. The screening offered an opportunity for students from across campus to ask questions and have conversations around the topic of gender identity. The film also presented case studies on discrimination in the workplace as well as ethical hiring practices.

MBA Students Attend NET Impact Conference

SMU Net Impact chapter leaders Lais Lacher (MBA ’18) and Melanie Sharry (MBA ’17) attended the Net Impact Conference in November on behalf of SMU Cox. Net Impact is a nonprofit membership organization for students and professionals interested in using business skills in support of various social and environmental causes and is one of the largest student organizations among MBAs in the world.

As a result of the annual conference, Lacher and Sharry have reached out to other local chapters to build a plan that will increase the scope and impact on the DFW community, increase engagement on the SMU campus by including interested undergraduates, and collaborate with professionals to start a Dallas professional chapter.

We Stand Together Event Supports American Indian College Fund

In celebration of Native American Heritage Month, SMU Cox co-sponsored a presentation and reception for the American Indian College Fund on November 3. Cheryl Crazybull, CEO of the American Indian College Fund (AICF), and Melinda M. Crow, a former AICF scholarship recipient, shared personal stories about how education created opportunities in their lives. Steven Denson, director of Cox MBA Diversity Initiatives and a member of the Chickasaw Nation, co-hosted the event with Andrew Graybill, chair of SMU’s Clements Center for Southwest Studies; Sunday Eiselt, associate professor of anthropology at SMU Dedman College of Humanities and Sciences; and Ruth Ann Elmore, executive director of the SMU Clements Center for Southwest Studies.
Vishal Ahuja, assistant professor of Information Technology and Operations Management (ITOM), co-authored “Novel Therapeutics for Diabetics: Uptake, Usage Trends, and Comparative Effectiveness,” published in Current Diabetes Reports. At the Institute for Operations Research and the Management Sciences (INFORMS) 2016 Annual Meeting in Nashville, Tenn., he chaired two sessions and presented “Approximation Methods for Adaptive Clinical Trial Design” and “Continuity in Gatekeepers: Quantifying the Impact of Care Fragmentation.” He also served as a panelist on “Business Analytics: Business Analytics Region” at the Decision Sciences Institute Annual Meeting in Austin, Texas.

Marci Armstrong, associate dean of graduate programs and Harold M. Brierley Endowed Professor, co-presented “PTMBA: Where We Are Now and Implications for the Future” at the Part-Time MBA Annual Conference at University of California Los Angeles. She also co-presented “Cash Cow, Star, Question Mark or Dog: How Your EMBA Program Fits in Your School’s Program Portfolio” at the Executive MBA Council Annual Conference in New Orleans. Armstrong organized and hosted the 2017 Professors Institute, co-sponsored by the Brierley Institute for Customer Engagement and Marketing Edge, to advance academic marketing research agendas. (See more in Program News, page 9.)

Amit Basu, Carr P. Collins Chair in Management Information Systems (MIS) and Chair of the Information Technology and Operations Management (ITOM) Department, gave a keynote address at the INFORMS Big Data and Analytics Workshop in Nashville, Tenn. Basu worked with Associate Professor of ITOM Ulrike Schultze to launch a new Cox executive education digital strategy program in October.

Gauri Bhat, assistant professor of accounting, co-authored a paper titled “Bank Capital and Monitoring: Evidence from Loan Quality” with Robert B. Cullum Professor of Accounting Hemang Desai. Bhat presented the paper at the 29th Australian Finance Conference, at the Mays Business School at Texas A&M University and the University of North Texas College of Business.

Michael Braun, associate professor of marketing, co-authored “Scalable Rejection Sampling for Bayesian Hierarchical Models,” which was published in Marketing Science. Braun received a grant from the Charles Koch Foundation to support research on selective enforcement of Texas Organized Retail Theft statutes. He was also an invited discussant at the Quantitative Marketing and Economics conference, hosted by Northwestern University.


Ed Fox, Leo Corrigan Research Professor, W.R. & Judy Howell Director of the JCPenney Center for Retail Excellence and associate professor of marketing, along with John Semple, Charles Wyly Professor of Management Information Systems (MIS), co-authored “Choosing an n-Pack of Substitutable Products.” Their paper, written with a third contributor, is forthcoming in Management Science.
Stacey Jacobsen, assistant professor of finance, presented a paper co-authored with Kumar Venkataraman, James M. Collins Chair in Finance, and Bill Maxwell, Mary Jo Vaughn Rauscher Chair in Financial Investments Academic Director, at the Notre Dame Financial Regulation Conference in Chicago, the Lone Star Conference in Fort Worth and the University of Oklahoma.

Chotibhak (Pab) Jotikasthira, associate professor of finance, co-authored “Institutional Trading and Hedge Fund Activism,” which offers an empirical perspective on the liquidity theories of activism, and is forthcoming in Management Science.


Simon Mak, associate director of the Caruth Entrepreneurship Institute, was honored as “Global Educator of the Year” at the Global Chamber of Commerce’s Grow Globally Fair in Dallas for his impact on students in accomplishing global entrepreneurship goals. (See more in Program News, page 11.)


Robin Pinkley, Janet and Craig Duchossois Endowed Professor of Management and Organizations, presented two co-authored papers, “Fixed Versus Dynamic Implicit Theories of Negotiation—Testing a New Measure” and “PDW Workshop: Negotiating Your First Job Offer,” at the Academy of Management Conference in Anaheim, Calif.

Miguel Quiñones, O. Paul Corley Distinguished Chair in Organizational Behavior and Management Department Chair, gave the keynote address at the Southwest Airlines Inclusions and Innovation Summit, titled, “The Changing Demographics of Business.” He was a panelist on the topic of “Challenges and Opportunities in the Development of PhD Programs in Management in Latin America” at the Academy of Management Conference in Anaheim, Calif. He also wrote a chapter titled, “Developing Latino Talent,” to appear in The Cambridge Handbook of Workplace Training and Employee Development.

Mehrdad Samadi, assistant professor of finance, co-authored “The Flash Crash: High Frequency Trading in an Electronic Market,” which has been accepted for publication in the Journal of Finance.

Ulrike Schultze, associate professor of ITOM, wrote “Performing Cyborgian Identity: Enacting Agential Cuts in Second Life,” which was published in *Beyond Interpretivism? New Encounters with Technology and Organisation*.

Raj Sethuraman, Marilyn and Leo Corrigan Professor and Marketing Department Chair, presented the paper “What Factors Drive Overall Store Price Image?” co-authored with Bill Dillon, senior associate dean and the Herman W. Lay Professor of Marketing and Richard Briesch, Corrigan Research Professor and Research Fellow, National Center for Arts Research. Sethuraman chaired a session at the marketing conference hosted by the North American Society of Marketing Educators of India (NASME) at the Great Lakes Institute of Management in Chennai, India.

James Smith, Cary M. Maguire Chair in Oil and Gas Management, gave the plenary address, “OPEC: What has Changed?” at the First Eurasian Conference of the International Association for Energy Economics Eurasian Conference in Baku, Azerbaijan. He presented “The Price Elasticity of U.S. Shale Oil Reserves” at the U.S. Energy Information Administration headquarters on a method he devised to estimate the supply of U.S. shale oil resources. The presentation was the culmination of a yearlong research project funded by EIA. Smith concluded his term as (USAE) in December 2016, president over the Annual North American Conference of the U.S. Association for Energy Economics (USAE). He spoke on OPEC’s role in the world oil market to the Petroleum Engineer’s Club of Dallas. The Center for Energy and Environmental Policy Research (CEEPR) commissioned Smith to research methods to estimate the volume of shale oil reserves. He presented the research, which focused on the Bakken shale oil play, at CEEPR, Massachusetts Institute of Technology in Cambridge, Mass. He also served as a research scholar and gave two presentations at the Price School Energy Institute at the University of Oklahoma. Smith gave plenary conference presentations in Bergen, Norway and Aberdeen, Scotland.

Dean Stansel, research associate professor in the William J. O’Neil Center for Global Markets and Freedom, co-authored “Takings and Tax Revenue: Fiscal Impacts of Eminent Domain,” published in *Review of Law & Economics* and “The Determinants of the Severity of State Fiscal Crises,” published in *Public Budgeting and Finance*, which is forthcoming. He was a panel speaker on “Unleashing Economic Growth and Job Creation” at the State Policy Network Annual Meeting in Nashville, Tenn., and was a panel speaker at the Texas Public Policy Foundation meeting in Austin, Texas on the topic of “Economic Development: A Debate on Corporate Welfare in Texas.”

Tom Tan, assistant professor of ITOM, received the Management Science Distinguished Service Awards for academic years 2015 and 2016 for “demonstrating a remarkable commitment to the journal by reviewing many manuscripts and then consistently writing timely, unbiased, and thoughtful reports.”

Don Vandewalle, Altshuler Distinguished Teaching Professor in Management and Organizations, presented “A Positive Psychology Foundation Model for Leader Development” at the 32nd Annual Conference of the Society for Industrial and Organizational Psychology in Orlando, Fla. His paper “Enhancing Motivation in the Classroom via Meaningful Experience” was presented at the 76th annual meeting of the Academy of Management in Anaheim, California. He has been appointed to a fourth term on the editorial board of the *Journal of Applied Psychology*.


Bernard Weinstein, associate director of the Maguire Energy Institute and adjunct professor of business economics, served as keynote speaker at two National Council of Real Estate Investment Fiduciaries (NCREIF) conferences in Dallas and New Orleans. He was also keynote speaker at Norton Rose Fulbright Fifth Annual Energy Summit in Dallas. DCEO magazine named him a member of Dallas 500, its annual list of the DFW-area’s most powerful business leaders. Weinstein delivered a lecture at the Chinese University of Hong Kong on “Donald Trump’s Path to the Presidency: Economic, Demographic and Political Factors.”
The Dallas Morning News

“The Dallas Morning News

“Cox Dean Sees Cold-Cash Gifts, Warm Fuzzy Culture as his 20-Year Legacy”

Al Niemi, dean of the Cox School, talks about the legacy he will leave behind when he moves out of the dean’s suite and back into the classroom. “The culture here is very good. We’re all rowing the boat in the same direction. That’s a good legacy.”

(10/14/16)

The Christian Science Monitor

“See You, Snoopy: Why Insurance Company is Saying Goodbye to Cartoons”

Jacquelyn Thomas, associate professor of marketing, considers Snoopy less relevant as the mascot for MetLife in today’s marketplace. Thomas says, “Do millennials, as an example, relate to Snoopy? They probably don’t.” Despite the company’s decision to drop its 31-year relationship with the cartoon character, Thomas says a cartoon mascot does not come with the risks of a real-life celebrity and reduces the potential for controversial comments or behavior that could result in a public relations nightmare.

(10/20/16)

The CEO Magazine

“Enhancing Your Negotiator Power”

Robin Pinkley, Janet and Craig Duchossois Endowed Professor of Management and Organizations, writes that whether professional or amateur, each of us is in a state of negotiations on a daily basis. “Creating a viable alternative and knowing when and how to use it [and] sharing information about a viable alternative increases the value you get from the deal and the other party’s satisfaction with that deal.”

(11/10/16)

KERA, 90.1 FM

“Laptops Empower Refugees in Texas to Learn English, Integrate into the Community”

Karin Quiñones, adjunct professor of management and organizations, helps with an SMU student project to donate laptops and teach English to global refugees resettled in Dallas. “I think it’s nice to have this sort of ray of sunshine in the middle of a time when it is a little bit more confusing for what opinions are about refugees and to see us doing something that really helps.”

(11/22/16)

Poets & Quants

“Poets & Quants’ Best Undergraduate Business Programs of 2016”

Jim Bryan, associate dean of BBA admissions, explains the benefits of earning a Cox BBA degree. “You study in our classrooms, and then you go to Dallas and practice the things you’ve learned, and you will have more experience than your competitors from other schools.” SMU Cox is ranked No. 17 among undergraduate business degree programs in the publication’s inaugural ranking of what it describes as the nation’s “50 elite” business schools.

(12/05/16)

The New York Times

“North Dakota could be Biggest Loser in Ruling against Oil Pipelines”

Bernard Weinstein, associate director of the Maguire Energy Institute, offers the opinion that the Dakota Access Pipeline is still viable, despite costly delays, a standoff with the Standing Rock Sioux Tribe and a decision by the Army Corps of Engineers not to allow a final segment of the pipeline to be drilled under a section of the Missouri River. Weinstein believes it’s one of many ways to increase the nation’s oil exports. “We’ve got low-cost oil, and we’re finding new plays all the time.”

(12/08/16)

Fort Worth Star-Telegram

“Business School Professors Think Trump Will be Good for Economy”

Harvey Rosenblum, professor of practice in finance and former Dallas Federal Reserve Bank executive vice president, is one of nine Cox professors who weigh in with economic forecasts in Dean Al Niemi’s 2017 Economic Outlook Breakfast.

Several of the professors expressed cautious optimism about the economy in the coming year, but Rosenblum warned that a financial crisis in another country could trigger a U.S. recession. “With interest rates still extremely low, the Fed would have little it could do in response.”

(12/10/16)

The Liberty Project

“An Economist Explains Why Education is the Best Tool against Economic Change”

W. Michael Cox, founding director and executive-in-residence of the O’Neil Center for Global Markets and Freedom, explains education’s critical role in economic improvement. “Eighty percent of today’s workers work in service-type jobs. They need intellectual capital. People skills. Expertise. That’s how you make America great again, through improving our schools.”

(1/26/17)

Foreign Policy Magazine

“Trump Sours Relations with Mexico after Tariff Talk”

Mike Davis, senior lecturer in strategy, finance and economics, offers perspective on the Trump administration suggestion that the U.S. should place a 20 percent tariff on goods entering this country from Mexico. Because many U.S. imports from Mexico are manufactured with goods originally exported from this country, Davis explains, the cost of cross-border trade will increase, leading to U.S. job losses and potentially making U.S. companies less competitive globally. “It will make production much more expensive and much less efficient.”

(1/27/17)

go to cox.smu.edu
Technology has transformed the way financial assets are traded. Both markets and trading strategies are automated and algorithmic in nature. “Market dislocations are happening faster than the speed of human cognition,” noted SMU Cox finance professor Mehrdad Samadi and his co-authors. In new research forthcoming in the *Journal of Finance*, the authors parse second-by-second trading in the bellwether E-mini S&P 500 futures market before and during the infamous Flash Crash of May 6, 2010, shedding light on the trading ecosystem. The findings will help inform policymakers’ rulemaking to prevent future crashes and better design market structures.

In the research, granular, account-level data were used to shed light on what type of traders were trading and when. Since equity markets are increasingly fragmented, a share of IBM can be traded at over 40 venues, with no consolidated account-level database across venues, notes Samadi. The CME Group E-mini market is one that contributes heavily to overall stock market price discovery, making it an ideal market to study.

Technology has transformed the way financial assets are traded. Using a novel, data-driven trader classification approach, the authors cataloged trading accounts based on how they trade. They examined market intermediaries such as high-frequency traders (HFTs) and market makers to make sense of the day of the crash. The function of intermediation has been increasingly provided by market participants without formal obligations, like HFTs, a change in what was once traditional trading behavior. In the study, HFTs were approximately one-third of the trading volume, and about 30 percent on May 6. Other traders were classified as small traders, fundamental buyers, fundamental sellers and opportunistic traders.

Theory suggests that market crashes can occur if there are large and temporary selling pressures. If a small imbalance exists, then market intermediaries are supposed to provide a liquidity function to smooth the imbalance. “However,” explains Samadi, “market makers have limited risk bearing capacity.” If this capacity is overwhelmed, then liquidity crashes can occur, resulting in wild fluctuations in prices in the absence of big news on the fundamentals.

A major misconception of HFTs, according to Samadi, was that they were just the new, electronic version of the specialists (or market makers) that were traditionally observed on the floor of the NYSE, but the data suggested otherwise. “We have evidence that they exhibit high-frequency market timing. They can buy before market [prices] increase and sell before market [prices] decrease, and close out their position — that does not fit with traditional market maker behavior,” Samadi noted about the HFT accounts.

As the speed of trading has surpassed human cognition, Samadi says, “Policies and trading rules need to be better designed to stop crashes before they happen.”
Layoff Announcements Come in Clusters

Julian Kolev, Assistant Professor of Strategy

ough news tends to come in waves. In the case of layoff announcements, it appears to arrive in packs. Julian Kolev, SMU Cox strategy professor, and his co-researcher discover that when one large firm announces layoffs, it triggers an avalanche of other firms within the industry doing the same thing. “We show this is a cause-and-effect relationship: other firms are following,” Kolev says. “It’s not based on big news like a hurricane or other type of crisis like a terrorist attack. It really is a leader-follower situation.”

In the study, Fortune 500 firms are more likely to time their layoff announcements in the days right after negative economic news is released, like the aftermath of a layoff announcement by a very large firm. In terms of financial markets, the reputation penalty of layoffs is lower immediately after negative signals about the state of the economy, meaning the stock price takes less of a hit. 

In the study’s sample of Fortune 500s from 1970 to 2010, the authors find significant evidence for excess clustering in layoff announcements. This clustering behavior is observed only in publicly traded firms, and not in comparable private firms. The size of these clusters ranges from within a day to over two weeks, which is evidence of what the authors consider “excess clustering.”

The authors find that an announcement from one of the 20 largest firms, based on the previous year’s revenue, is associated with future layoffs by other Fortune 500 firms. The effect is twice as strong if the large firm is in the same industry as the “follower firm,” likely to be managed by a short-tenured CEO and has a greater reliance on equity-linked compensation for its CEO. Thus, reputation management is an important driver for the timing of layoff announcements at high frequencies.

Analyst coverage is also a factor. Kolev says, “Firms that have many analysts covering them do not engage in the follower behavior because they are already watched by market players.” Firms lacking analyst coverage tend to be the followers.

Does this day-to-day firm behavior impact larger, broader shifts in labor policy? A connection was made between high-frequency clustering and layoff behavior over the business cycle. “Firms that engage in following behavior are also mainly laying off workers during recessions,” says Kolev. “We are not saying there are too many layoffs. We recognize there is going to be creative destruction and displacement of workers in the economy.” Firms are shifting workers based on strategy and industry conditions. “However, if we did not have these financial reputation considerations, that stream of layoffs might be much smoother,” he offers, “[rather than] so many people being laid off in a single week.”

Reputation management in financial markets may strongly impact the real decisions of firms, particularly with respect to labor decisions, the authors write. Bottom line: Managers’ behavior and corporate governance not only impact the firm and its industry, but also influence the broader labor market and, by extension, the economy.
Growing up in Mansfield, Mass., Albert Niemi learned the lessons of business and economics from his entrepreneurial father at the family dinner table. His exposure to the day-to-day realities and challenges of working people influenced his career path and he became a doyen of economics. Niemi completed his doctorate at the University of Connecticut at the age of 25 and was promptly appointed assistant professor of economics at the University of Georgia.

After a succession of rapid career advances, Dr. Niemi was appointed dean of the Terry College of Business at UGA in 1982 when he was only 39. Early in his career, Niemi had a penchant for identifying economic trends. His early predictions about economic migration from the Northeast to the Sunbelt continued to pan out in his career as he ultimately became dean of Southern Methodist University’s Cox School of Business in 1997.
At Cox, Dean Niemi believed he could “build a world-class business school,” he recalled. “It was going to be a new chapter in my life, after public university experiences.” He was attracted to Dallas and the Cox School, and the opportunities afforded by a private university in a dynamic epicenter of economic growth.

Arriving more than a month ahead of schedule, Dean Niemi began to fulfill the promises of the school through a series of lofty initiatives. At that time, the newly appointed SMU President R. Gerald Turner began an ambitious capital-raising campaign. The timing was perfect to ramp up Dallas community involvement, an initial mission handed down by Turner to the new dean. Accordingly, in his first 100 days, the dean met with more than 1,000 people in the Dallas community.

**His flagship undergraduate initiative was the BBA Scholars Program, which set higher standards for admission to the business school and attracted high-achieving students.**

Walking the halls of Cox, Dean Niemi began bolstering the Cox School faculty and student body in earnest, while simultaneously energizing Dallas leaders’ engagement with the school. In a testament of partnership, Niemi credits Senior Associate Dean Bill Dillon as his right-hand man, and someone who could successfully manage and lead internal academic affairs. Always on the same wavelength, the dean said, “when visiting each other’s offices, we rarely sat down. We might have circled my coffee table a couple of times, and arrived at decisions very quickly because of our like-mindedness.” Niemi describes Dillon as a highly-respected academic and “a god among researchers.”

Initially, the dean’s goals were to raise the quality of graduate and undergraduate students and program offerings. His flagship undergraduate initiative was the BBA Scholars Program, which set higher standards for admission to the business school and attracted high-achieving students. SAT scores are now in the mid-1400s. Similarly, GMAT scores also began mirroring the dean’s ambitions.

During his tenure, the Full-Time MBA program migrated from a traditional semester to module format, enhancing the learning potential for students. Through focus and efforts by faculty and staff, the Cox MBA’s recognition increased substantially, as did the Executive and Professional MBA programs, achieving rankings of No. 3 and 7, respectively. The school’s national and international visibility was thriving. Today, Cox’s BBA, MBA, Professional MBA and Executive MBA programs are ranked among the best in the world by *Bloomberg Businessweek, The Economist, Financial Times, Forbes* and *U.S. News & World Report*. However, his expansion of opportunities for faculty and students did not end there.

**Commitment to Faculty**

Throughout the Niemi era, he made strides in increasing the caliber and commitment of faculty and rewarded them for their accomplishments. The school now boasts more than 30 endowed academic positions and faculty fellowships, a part of the dean’s massive fundraising efforts — growing the endowment from $78 million to $225 million. Niemi noted, “It was easy to ask community leaders and alumni to invest in the young men and women who would, in turn, contribute to a better society.” These efforts also led to the creation of 11 centers of excellence and institutes supporting the functions and wide interests of the business school.

To the benefit of students, over 60 endowed scholarships and fellowships were established. Niemi became known for his flair for marketing the Cox School.
and its heightened reputation. He says he learned his public relations skills and how to be a dean from his wife Maria: “She is gifted at entering a room full of people and making them feel at ease.” As a masterful entertainer, Maria, with the dean, welcomed countless numbers of people into their home over his 20-year tenure.

Community Leader

Known as a community leader, Niemi elevated the reputation of the Cox deanship in Dallas business society. The dean’s nationally and internationally expanding Executive Board became populated with chief executives from Fluor Corp., INVESCO, Flowserve, American Airlines, Texas Instruments and The Container Store, to name but a few. In 2005, a major accomplishment was the building of the James M. Collins Executive Education Center, a state-of-the-art facility that shared its mission with the larger business community.

Niemi also tapped Cox alumni to support the upward trajectory of Cox. Niemi believed “an academic institution could never be better than the accomplishments of its alumni.” Under director Kevin Knox, alumni relations and outreach were ratcheted up, alongside new publications like CoxToday to communicate to stakeholders precisely how the School was progressing.

The many corporations relocating to Dallas needed well-educated employees, to the Cox School’s benefit. Always knowing the relevant trend lines important to corporate leaders, Dean Niemi notes, “The momentum of firms and people moving to Texas has been accelerating. Large multinational firms in major industries are side-by-side in Dallas now.” With executives and managers now serving on various Cox boards, the dean counts 600 to 700 community and business leaders familiar with what is happening at Cox. In 2000, with support from American Airlines, global rigor was added as a requirement of the MBA program through a mandatory immersion experience in Europe, China, Japan, India or Latin America. Locally, firms such as PwC, AMR Investments, Bank of Texas, Sprint and EY funded briefing series, lectures and other forms of community outreach.

The dean’s quest to elevate the Cox brand was a success on many levels. In addition to engaging the business community of Dallas and the nation, the leadership capacities of the Cox School faculty and staff brought global recognition to SMU. As a testament to excellence, in The Economist’s recent MBA survey, the Cox faculty was ranked 6th in the world. “I have always told young deans that the faculty is your board of directors, and who you should listen to,” says the dean from experience. “With their support, you can do great things. Don’t think that you are the boss, or you will be a failure.”

Proud Legacy

Of his many accomplishments, Niemi says “I am most proud of making this a place where people want to come to work every day. It’s the culture.” Having served as a dean for 35 years, which he never planned, he recalls, amused, someone asking him whether he knows if his first name is “Al” or “Dean.”

Niemi opines that education is a people business. Interestingly, he enthusiastically conveys teachings of the U.S. Constitution in his class, The Evolution of American Capitalism — by the people, for the people -- something Dean Niemi understands on a deep and personal level.

Coming full circle, having begun his career as a professor, he will return to teaching at his namesake Niemi Center for Economic Growth and Leadership Development. Also on his agenda is spending time with his family, and especially his grandchildren, at his Hilton Head Island, S.C., vacation home that he has rarely had time to visit.

Dean Niemi’s legacy consists of thousands of students with a first-class education, seasoned faculty and staff who are loyal to the Cox mission and community leaders committed to spending their time on the Cox School’s worthy endeavors. Thank you, Dean Niemi.
## Niemi’s Impact
### By the Numbers

**COX ENDOWMENT**

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>1997</td>
<td>$78,000,000</td>
</tr>
<tr>
<td>2017</td>
<td><strong>$225,000,000</strong></td>
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- 30+ new endowed academic positions
- 11 new centers and institutes
- 60 new endowed scholarships

**SMU CAMPAIGNS**

<table>
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<tr>
<th>Campaign</th>
<th>Years</th>
<th>Amount</th>
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<tr>
<td>A TIME TO LEAD CAMPAIGN</td>
<td>1997-2002</td>
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<tr>
<td>SECOND CENTURY CAMPAIGN</td>
<td>2011-2016</td>
<td><strong>$102,400,000</strong></td>
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**ALUMNI GIVING**

<table>
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<tr>
<td>1997</td>
<td>15%</td>
<td>COX BBAs</td>
</tr>
<tr>
<td>2016</td>
<td>31%</td>
<td>COX BBAs</td>
</tr>
</tbody>
</table>

“Al Niemi has made the business school! Without Al, the business school at SMU would not be the same. My relationship with Al has been great and I am blessed, as is SMU to have had the privilege of knowing and working with him.”

*Edwin L. Cox (’42)*

SMU Cox Executive Board

“As iron sharpens iron, so a man sharpens the countenance of his friend.” *Proverbs 27:17*

“As I read this Scripture, I think of Al Niemi. It exemplifies the impact that he has on so many others. He has embraced my family on many levels and I cherish that. Al displays passion and calling, in his lectures and in presentations at board meetings. He inspires others to rise to new heights and motivates us all to soar. I value his work ethic, compassion for others and the loving way he treats his wife Maria. Those of us who have crossed Al’s path are better because of it. We will forever be grateful for the immense success you brought to the Cox School.”

*Raymond Basye, Jr.*

SMU Cox Executive Board
“During his two decades as dean, Dr. Niemi has had a transformative impact on the Cox School of Business. Through his dynamic, innovative leadership, he has developed new programs and introduced creative methods of teaching and communication. He has guided the curriculum to respond to the challenges and demands of a rapidly changing world. While expanding the school’s profile both nationally and internationally, his ebullient personality has garnered many new friends and supporters for the University. Dr. Albert W. Niemi is a World Changer!”

Bill (BBA’57) and Linda (MBA’99) Custard

“Over the years I have always been appreciative of the ways in which Al extends hospitality. As he greeted guests attending the quarterly Cox School of Business Board events, he was gracious, warm and caring. Al’s smile, humor, quick wit and compassionate nature will forever be remembered and appreciated.”

Rev. Regina Franklin-Basye, Adjunct Lecturer – Annette Caldwell Simmons School of Education & Development at SMU
1997
Albert W. Niemi, Jr. arrived to be the eighth dean of the SMU Cox School of Business
Tolleson Chair in Business Leadership announced
Cox Alumni Board established with 20 chapters around the world

1998
Cox Today and Cox Review alumni magazines launched

1999
Ernst & Young sponsored the first annual SMU Cox Management Briefing Series
BLC began the Disney Institute program
BBA Career Services Office established with help from Carl Sewell
MBA Venture Fund launched with help from Phil Romano and Ken Morris
Master of Science in Accounting program established

2001
Summer Business Institute program launched
JCPenney Center for Retail Excellence established

2002
BBA Scholars Program created
MBA Distinguished Scholars program launched

“Understanding challenges and fulfilling his duties as dean, Al Niemi’s long tenure is a testament to his proven leadership and tenacity. SMU is blessed to have had Al at the helm of the Cox School of Business all these years. I would sign on to any endeavor in which he requested my assistance. I am honored to call him my friend.”
Tony Boghetich (BBA ’75)
SMU Cox Executive Board

“Thank you for making the difference in the lives of so many young people and building an institution that launches them into life with great character and a strong drive.”
Katherine Crow
SMU Cox Executive Board

“I was on the search committee to consider Al Niemi as the new dean for the Cox School. We held a first reception for him and his lovely wife in my home. While he has made many, many contributions to the Cox School, I think his founding of the Center for Economic Growth and Leadership Development will go down in history as his most significant contribution!”
Gary M. Maguire
SMU Cox Executive Board
2011
Don Jackson Center for Financial Studies established
Jerome M. Fullenwider Endowed Centennial Chair in Economic Freedom established
NYSE rang the closing bell at SMU Cox remotely, which was broadcast globally
Forbes ranked SMU Cox MBA No. 25 for ROI

2012
Kitt Investing and Trading Center created
Master of Science in Finance program launched

2013
SMU Cox Executive Education launched the Latino Leadership Initiative
George W. Bush Presidential Center opened at SMU
SMU Cox and SMU Meadows School of the Arts created the National Center for Arts Research
SMU Cox Professional and Executive MBA programs ranked No. 3 by Bloomberg Businessweek
Master of Science in Sport Management program established

2014
Albert W. Niemi Center For Economic Growth and Leadership Development created
Linda A. and Kenneth R. Morris Endowed Directorship for Caruth Institute for Entrepreneurship established
Craig Duchossois Endowed Professorship in Management & Organization created
Master of Science in Business Analytics program launched

“It is impossible to overemphasize the positive and lasting impact Dean Niemi’s leadership has had on the Cox School over the past 20 years. He successfully focused on continually improving the faculty, administration, curriculum, alumni relations, outreach, student quality, partnership with the business community, facilities, etc. He accomplished this through his never-ending enthusiasm and positive attitude, which comes from his love of and belief in the students the school serves.”
Kenneth Morris (BBA ’72)
SMU Cox Executive Board

“Al Niemi has been an extraordinary leader of the Cox School of Business. It is important to remember that his influence extended to the entire university. His BBA scholar concept was shared with and adopted by Dean José Bowen of the Meadows School of the Arts and Dean Marc Christensen of the Lyle School of Engineering. He has had a tremendous impact on SMU’s academic ascension. We are all very grateful to Al and Maria.”
Carl Sewell (BBA ’66)
SMU Cox Executive Board

“Serving on the search committee for the new dean, we had many fine candidates, but Al stood out far above the others. Al has done an outstanding job and taken the Cox School to new heights. I am very excited about the future of the Niemi Center, a fitting tribute to Al.”
William Wheelless (MBA ’71)
SMU Cox Executive Board
2015
Centennial Campaign concluded

Fast Track One-Year MBA program launched

Scott Sheffield Energy Investment Lab established in the Maguire Energy Institute

2016
SMU Second Century Campaign concluded with more than $1 billion raised; $102 million for Cox

Brierley Institute for Customer Engagement created

2017
MBA-M.S. Engineering program starts Fall 2017

Fast Track MBA/J.D. program starts Fall 2017

Master of Science in Health Promotion Management starts Fall 2017

Dean Niemi retires as dean and transitions to faculty full-time

Thank you, Dean Niemi

“Soon after Al took over the reins as dean of the Cox School, we were chatting about priorities and management philosophy. I asked Al about his views about the role of the Executive Board. He responded by saying that while his Executive Board is extremely important, as dean he has two Executive Boards: the formal Board, and the faculty. He said that ultimately he reports to the faculty, a body that is a dean’s most important constituency. Looking back over the last 20 years, it is clear that his decisions have always been informed by this philosophy.”

Bill Dillon
Senior Associate Dean, SMU Cox

“Al exemplifies great leadership. He is strategic in his thinking, respectful of his colleagues, cognizant of all the “masters” a dean must serve, up with the times, does his research ... he’s kind, indefatigable, compassionate and just plain smart. He has impacted me personally by being a great example to (try to) emulate. Al truly loves the Cox School and the people therein -- and it shows. That makes you want to be around him and in the Cox School. Thanks Al, for trusting me.”

Michael Cox
Founding Director, William J. O’Neil Center for Global Markets and Freedom
Thank you from Faculty, Staff and SMU Cox students

"Thank you for being more than just a dean — thank you for being a professor and a role model to your students. I will always treasure my time at the Cox School of Business."
Cameron Skreden
SMU Cox Student

"It was a pleasure to be in your class. I learned a lot about capitalism, the economy and the real world challenges that we are facing — all of which I could have never learned in any other class."
Derek Hamamoto
SMU Cox Student

"Thank you for giving me the opportunity to work under your leadership."
Liz Aguirre
SMU Administration

"The dean has spoiled me for ever working for anyone else again. He trusted my judgment and backed me up. He never makes you feel like you’re working for him — we each felt like we worked with him."
Marci Armstrong
Associate Dean, SMU Cox Graduate Programs

"Dean Niemi is probably one of the most student-friendly, accessible business school deans in the country. If we were recruiting a desirable prospective student, spending a few minutes with Dean Niemi always made the difference in their decision. He’s changed so many Cox student lives through his willingness to listen to them. His leadership and vision shaped the Cox BBA Program. Thank you for everything Dean Niemi!"
Jim Bryan
Associate Dean, BBA Program

"Dean Niemi is truly a ‘dean of the students.’ He made himself accessible to every Cox student, resulting in a profound impact personally and professionally during a formative period in my life. Aside from learning in the classroom, students observed an incredible leader and driver of the massive network that is the Cox School of Business. I hope to emulate the Dean’s characteristics — integrity, accessibility, strength and an ability to inspire."
Madelyn Nolan (BBA ’14)

"The dean invited me to a meeting with Chris Hannan (FOX Sports) and Mary Hyink (FOX Sports Southwest) in July 2011 in the Dean’s Parlor. We were asked if we might be interested in participating in a young FOX Sports program on a real-world project — the first business school participating in this program. Fast forward to Spring 2017 — we are in our sixth year. Many thanks, Dean Niemi, for this wonderful partnership that benefits our top BBA Marketing students!"
Judy Foxman
SMU Cox Senior Lecturer

"I know Dean Niemi both as a Cox MBA student and now as a staff member at Cox. The success and passion we all feel for Cox is a direct result of the talent and leadership he brought to our school every day. During my final year, he called on me in class to defend my position on unions in the American workplace. After a lengthy disagreement in front of the entire MBA class, we remained at a stalemate. Later in speaking with him, the dean smiled, saying he in fact, agreed with my position the entire time and was leading me to make a point — a truly masterful lesson."
Maxwell Joseph
Associate Director of SMU Cox MBA Admissions

"I met the dean in 1997 when he shared his vision of the Global Leadership Program at a luncheon. He hired me and gave me carte blanche to create the program. In spite of being told by that it was a ‘great idea but it will never happen,’ the GLP is in its 18th year. After hundreds of successful trips, the GLP changed our students’ lives, thanks to his vision. I’m forever grateful to the generosity and support of Al and Maria."
Linda Kao
Assistant Dean, SMU Cox Global Programs

"When I was interviewing at the Cox School in the spring of 1998, I met Dean Niemi in his office. After a good visit, as I was halfway down the hallway, the dean shouted quite affectionately, ‘I hope you decide to come here.’ This left a strong impression on me that he genuinely wanted me to come to the Cox School. Looking back, the dean being so sincere and personable is an important reason why we have been able to attract and retain good people."
Hemang Desai
Robert B. Cullum Professor of Accounting, Department Chair
“One of my favorite memories of the dean is when — with great trepidation — I entered a large lecture hall at the University of Georgia in 1974 and for the first time, I saw Professor of Economics, Albert Niemi. I did pass his course, and years later, I joined his staff at SMU Cox — my lucky day! Thank you Dean Niemi for being a great teacher, friend, employer and mentor.”

Kevin Knox
Assistant Dean, External Relations
Executive Director, SMU Cox Alumni Association

“Had it not been for Dean Niemi, my life would have been totally different. I would definitely not be at SMU and most likely would have left academia. He was more than a boss to me; he was also a mentor, cheerleader and advocate.”

Maribeth Kuenzi
Associate Professor of Management
Director of the Niemi Center for Economic Growth and Leadership Development

“My favorite memories of the dean are the random hallway conversations we had about whatever was going on at SMU at the moment. I would like to thank him for offering me a job… twice.”

James S. Linck
Chair, Department of Finance

“Through Al, I have learned a great deal about the business of the university and how to navigate within it. Generous with his counsel, he understands what I do, listens, and gives support without intruding. When I was new at Cox, Al was building the Collins Center. I remember being summoned to his office, and trembling with fear that Al had seen my numbers. Instead, he wanted to know if I ‘liked the maple or the birch.’ Al was passionate about the Collins Center and made every detail large lecture hall at the University of Georgia in 1974. Twelve years later, it still seems brand new. Thank you for the opportunity to join a team of extraordinary colleagues.”

Frank Lloyd
Associate Dean, SMU Cox Executive Education

“My favorite memories of the dean were the trips we took across the U.S. to engage alumni and parents. He is at his best in front of a room full of prospective students, parents and alumni, telling the SMU Cox story. I am so thankful to Maria and Al for their sincere kindness toward the staff, faculty and students. In times of celebration and personal trials, they are always so supportive.”

Laran O’Neill
Executive Director
SMU School Development & Major Gifts

“The first time I met Al Niemi, he was a candidate for the deanship and I was a junior faculty member on the committee. I argued that he was more than our best candidate — he was our only candidate for the job. His tenure has proven that point. I still remember the sage advice he gave as we walked from one meeting to the next: the key to connecting with donors was to recognize the values they truly care about instead of selling them on your own agenda.”

Robin Pinkley
Janet and Craig Duchossois Endowed Professor of Management and Organizations

“My favorite memory working with the dean is when he joins the students in the Summer Business Institute (SBI) to offer his economic update. Always a highlight in the program, the students are wowed by his insights and data. SBI was his innovation and program to ensure non-business majors had the opportunity to gain the needed business skills to be successful in their careers. I thank the dean for being approachable. Over 17 years, he has always taken the time to ask about my family and my well-being.”

Alice Snow
Marketing Director, SMU Cox Executive Education

“I always enjoyed hearing his State of the Union at the dean’s meetings. He has tremendous economic knowledge and his transparency was refreshing! Thank you Dean Niemi for your tremendous support of the MBA Business Leadership Center and the BBA Business Leadership Institute.”

Paula (Hill) Strasser
MBA Business Leadership Center and
Edwin L. Cox BBA Business Leadership Institute

“The first time I met Dean Niemi was by the copy machine near the associate dean’s office. (Al and I joined Cox at the same time — in the fall of 1997.) While waiting to meet with Bill Dillon, Al was making some copies. In Al’s own style, he started up a conversation with me. I wanted to ask ‘who are you?’ but he seemed to be someone important, so I bit my lip. Little did I realize, he was the man who would change my life for the better, and I am grateful for that!”

Raj Sethuraman
Harold Simmons Endowed Professor and Chair in Marketing

“I’d like to thank Dean Niemi for his truly remarkable fundraising success that helped build the research culture for faculty and enhance experience for staff and students. I’d also like to thank Dean Niemi for selecting Bill Dillon as senior associate dean — they are fantastic partners.”

Kumar Venkataraman
James M. Collins Chair in Finance

“I’d always enjoy hearing his State of the Union at the dean’s meetings. He has tremendous economic knowledge and his transparency was refreshing! Thank you Dean Niemi for your tremendous support of the MBA Business Leadership Center and the BBA Business Leadership Institute.”

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Paula (Hill) Strasser
MBA Business Leadership Center and
Edwin L. Cox BBA Business Leadership Institute

“Thank you very much for all the opportunities you have given me to be part of the SMU Cox School of Business. My immeasurable gratitude cannot be shown on paper.”

Jorge Villa
SMU Cox Facilities

“Thank you Dean Niemi for being a great teacher, friend, employer and mentor.”
In his sophomore year at Stonehill College, Al Niemi attended his first class in economics. Inspired, he read the works of influential classical economists like Adam Smith and David Ricardo and set his sights on becoming an economics professor. Niemi’s father was an entrepreneur with a penchant for small businesses, including a motel on Cape Cod and an auto dealership. At the dinner table, he heard about taxes being too high how labor unions were increasing costs, which forced businesses and working people to leave. Niemi recalls, “When I drove thru Fall River and New Bedford, Mass., I saw textile factories shuttered.” They were moving to North Carolina where operations were cheaper.

Niemi learned that the changing fortunes of an economic region had implications for education and the quality of universities.

At age 25, after completing his doctorate at the University of Connecticut, Niemi received an offer from the University of Georgia. “Living in a stagnating economic area in my youth led me to focus on understanding why this was happening,” he recalls. “You could see the migration to the Sunbelt coming.” He was learning that the changing fortunes of an economic region had implications for education and the quality of universities, which would shape his academic life in Georgia and Texas. He wanted to be part of that change.

Heading South

As a professor and then the dean of the Terry College of Business, he wrote prolifically about Georgia’s economy as labor, business and opportunity shifted around in the United States. He also analyzed how free trade would create winners and losers, as economists knew, with the advent of the North American Free Trade Agreement: more firms were locating their businesses even further south and on to Mexico. At Terry, Dean Niemi established international exchange programs, among other significant advances, which he would later repeat and expand upon at the Cox School.

Niemi appears to have a weather eye on the horizon when it comes to identifying the next economic wave. After 28 years in Georgia, in 1997 he landed at the SMU Cox School of Business, when Texas’ economic fortunes were rising. “Texas has become a great job generator,” says Niemi. Texas accounted for nearly one-quarter of the nation’s gross domestic product gains over the period from 2005 to 2015, reports an O’Neil Center for Global Markets and Freedom study. Job growth in the same period was 2.3 million jobs, triple that of California and 1.5 million more than New York. “Universities in Texas are on a great trajectory and Sunbelt schools are going to lead the next generation in America,” Niemi observes.

As an economic historian, Niemi believes capitalism is working. “Unfettered private enterprise or capitalism works by rewarding winners. But, it needs to work within the confines of the general public,” Niemi observes. “No country else in world has attempted anything close to the miracle of the United States, with its diversity among over 320-million people.” And Texas is one of the most economically and demographically diverse places in America.

At the Cox School, Niemi further developed his perspectives about the Texas economy, the U.S. economy and the meaning of globalization. Witnessing first-hand the impact of economic migration and free trade in the Northeast and Georgia, he was perfectly suited for the many public discourses requested of him. As the leader of a top business school, Dean Niemi was often tapped by the Dallas Chamber of Commerce and local executives to help them determine the advanced training needed to navigate the 21st century economy. Niemi’s lifetime of economics in action has yielded a wellspring of knowledge leading to sound prediction and counsel.
Convergence, Opportunity and Freedom

“Everything converges in economics,” observes Niemi. “In the long term, we reach equilibrium.” He notes projections that the United States and China will converge toward per capita income equilibrium in 2040 or 2050, much sooner than projections he learned as a grad student. “This is good for global peace,” Niemi says. “Our interests are served in shared global prosperity. It’s not just about the jobs, but the geopolitics of stability and peace.” He mentioned that President Obama came around to embrace free trade with Asia through the Trans-Pacific Partnership, which was strategically in the best interests of the United States vis-à-vis China. “If you create embargoes or obstructions, you may get jobs back in Ohio but you will lose many more elsewhere.” Considering the larger picture of trade, jobs and economics, “the truth is somewhere in the middle,” Niemi suggests.

As a tribute to his lifetime of achievement, Southern Methodist University and its generous supporters established the Albert W. Niemi Center for Economic Growth and Leadership Development. Niemi will continue his work in economic thought leadership at the Center. There he will connect students with the foundations of American capitalism to advance solutions, create opportunities, and inspire those who may one day lead. The Center supports students in partnership with the George W. Bush Institute in areas such as women’s leadership, economic growth, energy policy and post-military service issues. A recent accomplishment he is particularly proud of is the comprehensive guidebook that three Cox MBAs developed for veterans re-entering the private sector workforce.

Freedom and free markets, the role of government and how capitalism creates opportunity are important topics to Niemi. “These are vital issues I touch upon in my classes,” he says. Importantly, Niemi grounds students with knowledge of the colonial period and the writing of the Constitution, a salient topic recently. “Our Constitution has met the test of time, so let’s not disregard it now,” he opines. Dean Niemi sees Africa as the next economic frontier, capturing the lion’s share of demographic growth in coming decades. At the Center, “Students will research a part of the world that will have a significant impact in their lifetimes,” he adds. The promise of capitalism and good governance, two of Niemi’s passions, are themes about which he is uniquely qualified to teach.

Across the spectrum — from theoretical beginnings to applied, real-world economics — Dean Niemi’s life work in economics symbolizes a calling that has been translated into meaningful expression. That expression has, in turn, informed and enlightened a great many lives of those fortunate enough to be part of the SMU Cox community.

(Endnotes)

1 http://www.worldometers.info/world-population/us-population/
A Leader at Cox and in the Community

by Anna Martinez

Because of his enthusiasm for knowledge — both acquiring, by way of research, and sharing, by way of teaching — academia was a natural career choice for Al Niemi. Early on, he did not have his sights set on leading a department, much less a business school, but destiny called in the form of his fellow professors at the University of Georgia.

“I never went looking to lead the organization. I got pushed to the top by my colleagues because they had the confidence that I could lead,” Niemi said.

It was always there, but once he was more-or-less “drafted” into a position of leadership, his natural propensity to look for the best in people was strengthened and a guiding principle emerged.

“From the president to the custodians, I want to treat them in the same way,” said Niemi. “If you do that over time, people want you to be successful. They embrace you. They push you forward, and you become part of their family.”

Niemi has consistently reiterated to students at orientation and at commencement the importance of treating people with respect.

Throughout 35 years as a business school dean, 15 at the University of Georgia and 20 at SMU, Niemi has consistently reiterated to incoming students at orientation and graduates at commencement the importance of treating people with respect. It is simple advice, but it is also at the heart of principled leadership, yet another predilection for Dean Niemi. As he steps into his new role in the Niemi Center for Economic Growth and Leadership Development, principled leadership is a key focus. The Center initially launched with lead gifts from the Tony and Jil Boghetich family (BBA ’75 and ’76, respectively) and the family of Bill (MBA ’71) and Laura Wheless.

“I find that through Dean Niemi’s many years of strong leadership and valuable commitment to excellence, SMU Cox is unmatched in its educational offerings. We are happy to provide support that can help continue that legacy,” said Bill Wheless when the Center was announced in the fall of 2014. At the launch event, Tony Boghetich said, “I started out thinking about the transformative effect Al Niemi had on the Cox School of Business. We decided we needed to do something to honor his impact while Al was still here.”

Maribeth Kuenzi, Merriman Professor of Economic Growth and Leadership Development and the director of the Niemi Center, said that in the two years since the Center launched, “It has expanded its reach, with even more of an emphasis on molding today’s students into tomorrow’s leaders.”

Niemi, who will have an active role in the Center, said, “What I’m hoping is that our Center can shape the next generation of leaders in America by giving them some interesting, thought-provoking research opportunities in partnership with the Bush Institute and the Bush Presidential Center.”
Unique Opportunities with the Bush Center

Through its partnership with the Bush Center, the Niemi Center offers unique research opportunities to SMU MBA and BBA students with a Fellowship Program in Growth and Freedom, community outreach and academic programs. In addition to the Niemi Center’s work with the Bush Center, Niemi is one of 11 members of the Advisory Council of the George W. Bush Economic Growth Team. He serves alongside such luminaries as Ben Bernanke, former Federal Reserve chairman, and former U.S. Senator Mel Martinez.

“We are honored to have Dean Niemi on our Economic Growth Advisory Council. He has a thorough knowledge of the American economy, past and present, which provides a much-needed perspective for our economic growth policy work,” said Holly Kuzmich, the executive director of the George W. Bush Institute and senior vice president at the George W. Bush Presidential Center.

“[Dean Niemi’s] service to us also represents the special relationship the Bush Institute has with the SMU community, the value of which cannot be overstated.”

An economist and accomplished researcher, Niemi shares his knowledge about the history of American capitalism in classes with Cox undergraduat and graduate students. Through the Niemi Center, he has taught and will continue teaching a similar certificate program — available to the public once a year.

Dean Niemi is called on regularly to offer his economic perspective to business and civic groups across the nation. One of the hallmarks of the past few years has been his annual Economic Outlook Breakfast, wherein he leads an end-of-year economic discussion with Cox experts and select local and national media representatives.

Connection to Dallas and the North Texas Community

A regular guest at the annual breakfast, Cheryl Hall, a longtime business columnist for The Dallas Morning News, said, “Al has been one of my go-to guys for easy-speak for two decades. He can make the complex discernible and has the added, and much appreciated, ability to inject a touch of humor into otherwise dense or esoteric topics.”

For years, Niemi traveled annually to Atlanta and surrounding areas to present his annual economic analysis. His expertise served him well in his role as a member of the International Advisory Council for the Dallas Regional Chamber of Commerce (known then as the Greater Dallas Chamber).

Cheryl Unis Mansour, vice president of development at The Catholic Foundation of Dallas, praised the dean’s involvement, since 2006, as a member of the nonprofit’s Advisory Council. “He is so very gracious and generous to share his expertise and many talents in educating Foundation members on business and the economy in North Texas and the community we serve,” she said.

The dean at any school serves as its chief academic and executive officer. “Under his leadership, the Cox School has strengthened its connection to the Dallas and North Texas community of which SMU is a part and has also become a globally prominent business school,” said SMU President R. Gerald Turner, who recruited Niemi to serve as dean of the Cox School in 1997.

During two decades at the helm of SMU Cox, Al Niemi became the face of the school well beyond the SMU campus. As he transitions into his new role, he will continue to teach and be guided by his dedication to knowledge, people and principled leadership.
David B. Miller
Chair
Mr. David E. Alexander
Mr. Gerald B. Alley
President
Con-Real Inc.
Mr. Michael Anderson
Mr. Stephen L. Arata
CEO
Caiman Energy LLC
Mr. F. Thaddeus Arroyo
CEO
AT&T Business Solutions and International Unit
Mr. Norman P. Bagwell
Chairman & CEO
Bank of Texas N.A.
Mr. C. Fred Ball, Jr.
COO
Spyglass Trading LP
Mr. Raymond A. Basye, Jr.
President & CEO
SEWELL Cadillac Dallas
Mr. Raymond A. Blanchette
CEO
Mr. William A. Blase, Jr.
President, Human Resources
AT&T
Mr. William R. Cooper
Chairman
Paragon Holdings Inc.
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Management and Organizations: Miguel Quiñones 214.768.3190
Marketing: Raj Sethuraman 214.768.3403
Real Estate/Insurance/Business Law: Joseph Cahoon 214.768.3155
Strategy and Entrepreneurship: Gordon Walker 214.768.2191

ALUMNI AND EXTERNAL RELATIONS
Assistant Dean of External Relations and Executive Director of the Cox Alumni Association: Kevin Knox 214.768.8338

BBA PROGRAM
Associate Dean: James Bryan 214.768.1322

BUSINESS LIBRARY
Director: Sandy Miller 214.768.4113
Kitt Investing and Trading Center 214.768.4113

CAREER CENTERS
Director: Lisa Tran 214.768.2533
Recruiting Services (MBA, MS, BBA) 214.768.4606

CENTERS AND INSTITUTES
Brierley Institute for Customer Engagement 214.768.4486
Caruth Institute for Entrepreneurship 214.768.3689
Don Jackson Center for Financial Studies 214.768.8256
EnCap Investments & LCM Group Alternative Asset Management Center 214.768.8256
Folsom Institute for Real Estate 214.768.3548
JCPenney Center for Retail Excellence 214.768.3943
Latino Leadership Institute 214.768.8236
Maguire Energy Institute 214.768.3168
Niemi Center for Economic Growth and Leadership Development 214.768.3096
The Scott Sheffield Energy Investment Lab 214.768.3692
William J. O’Neil Center for Global Markets and Freedom 214.768.1708

CERTIFICATE PROGRAMS
Certificate in American Capitalism 214.768.3335
Global Strategy Certificate Program 214.768.2191
Graduate Business Analytics Certificate Program 214.768.1246
Graduate Finance Certificate Program 214.768.4155
Graduate Marketing Certificate Program 214.768.2722
Starting a Business Program 214.768.3689

DEAN’S OFFICE
Dean: Albert W. Niemi Jr. 214.768.3012

DEVELOPMENT AND MAJOR GIFTS
Director: Laran O’Neill 214.768.4988

EXECUTIVE EDUCATION
Associate Dean: Frank Lloyd 214.768.3191

GLOBAL PROGRAMS
Assistant Dean: Linda Kao 214.768.4754

GRADUATE PROGRAMS
Associate Dean: Marci Armstrong 214.768.4486

MARKETING AND COMMUNICATIONS
Assistant Dean: Lynda Welch Oliver 214.768.3678

MBA BUSINESS LEADERSHIP CENTER/BBA BUSINESS LEADERSHIP INSTITUTE
Director: Paula (Hill) Strasser 214.768.3104

SOUTHWESTERN GRADUATE SCHOOL OF BANKING
President and CEO: Scott MacDonald 214.768.2995

SPEAKER SERIES
Bank of Texas Business Leaders Spotlight Series 214.768.3336
L. Frank Pitts Oil and Gas Lecture Series 214.768.3692
O’Neil Center Conference 214.768.1708
Southwest Venture Forum 214.768.3689

October 20: Dean Niemi and Edwin L. Cox lunched together at the Dean’s office.

January 6: Jim Saccacio (BBA ’82, Cox Executive Board), Dean Niemi, Associate Dean Jim Bryan and Peter Dameris (BBA ’82, Cox Executive Board) played golf in Newport Beach, Calif.

January 7: Seana Perkins visits with Jeanie Moses, son Will Moses and Tom Moses at the reception for SMU Cox alumni, prospective students and parents in San Diego.

January 30: Joan and Rick Smith hosted a dinner for Dean Niemi at their home in Atlanta. Pictured: Joan Smith (SMU parent), Dr. Jere Morehead, President, University of Georgia, Dean Niemi and Rick Smith (SMU parent, Cox Executive Board).

January 6:
Jim Saccacio (BBA ’82, Cox Executive Board), Dean Niemi, Associate Dean Jim Bryan and Peter Dameris (BBA ’82, Cox Executive Board) played golf in Newport Beach, Calif.
### EVENTS

**May 19**  
Cox Distinguished Alumni and Outstanding Young Alumni Awards  
Collins Center  
Contact: coxevents@smu.edu

**May 20**  
SMU Cox Graduation  
1:30 p.m. BBA  
3:30 p.m. MBA/MS  
Moody Coliseum

**June 5 - July 30**  
Summer Business Institute  
Cox Executive Education  

### MUSTANG FOOTBALL

**September 2**  
SMU vs. Stephen F. Austin, TBA at Ford Stadium

**September 9**  
SMU vs. North Texas, TBA at Ford Stadium

**September 23**  
Family Weekend  
SMU vs. Arkansas State, TBA at Ford Stadium

**September 30**  
SMU vs. Connecticut, TBA at Ford Stadium

**October 27**  
SMU vs. Tulsa, TBA at Ford Stadium

**November 5**  
Homecoming  
SMU vs. UCF, TBA at Ford Stadium

**November 25**  
SMU vs. Tulane, TBA at Ford Stadium

For the full athletics schedule, go to smumustangs.com.

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The 2016-17 SMU men’s basketball team were American Athletic Conference regular season and tournament champions. L to R: Shake Milton, Semi Ojeleye, Ben Moore, Sterling Brown and Jarrey Foster. Guard Morgan Bolton (MSM ’17) speaks with women’s basketball Head Coach Travis Mays.
### ALUMNI BOARD

#### TEXAS
- **Dallas**
  - Jessica Boghetich BBA '08: jboghetich@rgtnet.com
  - Dennis Call: denniscall@me.com
  - Jordon Carter BBA '08: jcartier@smualumni.smu.edu
  - Paul Divis - Chair EMBA '99: pjdivis@gmail.com
  - Chris Hanna MBA '02: channah@qigroup.com
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  - Greg Kitt BBA '08: gregkitt@gmail.com
  - Lauren Lyngstad BBA '14: lauren.lyngstad@senderoconsulting.com
  - Dave Manges EMBA '07: davidmanger@yahoo.com
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  - Frances Mitchell MBA '00: frances.mitchell@riatacq.com
  - Matt Peakes BBA '00, MBA '07: mpeakes@gmail.com
  - Wayne Richard BBA '80: wrichard@globalnet.com
  - David Rouse PMBA '95: david.rouse777@gmail.com
  - Liz Youngblood EMBA '05: liz.youngblood@verizon.net
- **Austin**
  - Jim Bernard PMBA '02: jim@pswrealstate.com
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  - Evan Radier BBA '05, PMBA '10: eradier@tug-hill.com
- **Fort Worth**
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  - John Goodrum BBA '05: john.goodrum@gmail.com
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  - Ashley Wilson McClellan MBA '04: ashley.mcclellan@tcahealthcare.com
  - Phil Moran MBA '87: pmoran@pacadvisory.com
  - Jonathan Parker MBA '05: jonathan.parker1@morganstanleyppwm.com
  - Merrill Reynolds BBA '76: mreynolds@reyndoldslliams.com
  - Mary Stephanie Locke BBA '00: marystephanie.locke@frostbank.com
- **New Braunfels**
  - Jack Chapman BBA '10: jchapmanx@gmail.com
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  - Steven Sandbo BBA '08: ssandbo@vanestreetcapital.com
- **San Antonio**
  - David Visinsky BBA '98: dvisinsky@hotmail.com
  - Dan Einhorn MBA '02: deinhorn@capitalmidwest.com
  - Nick McGehee BBA '04: nickmcehee@gmail.com
  - Frank McGrew-Vice Chair Nashville BBA '90: fmcgrewe@gmail.com
- **Memphis, Tenn.**
  - Melissa MacLeod MBA '07: melissa.macleod@gmail.com
  - Dan Collins BBA '02: dcollins@willsivills.com
  - Katy Thomas MBA '07: kathryn.d.thomas@pimcomorgan.com
  - Laura Till BBA '82: ltill@financialguide.com
- **Milwaukee**
  - Mike Sage, general manager at Mustang Sports Properties. The reception will be hosted by Kyle (BBA '09), Seana and Clark Perkins.
- **Los Angeles**
  - Nick Walsh BBA '96: nickwalsh@ub.com
  - Steve Sweeney (MBA '97), vice president at The Coca-Cola Company; Bob Sullivan, director of sales at The Coca-Cola Mustang Sports Properties; Kevin Knox, assistant dean of BBA Programs; Merrill Reynolds (BBA '76, Cox Alumni Board) enjoyed the SMU Homecoming football game.
- **Nashville**
  - Cheryl Calhoun EMBA '01, MBA '99, Cox Alumni Board hosted by Kyle (BBA '09), Seana and Clark Perkins.
- **New Orleans**
  - Matthew Moeller BBA '99: mmoeller@moellerfirm.com
  - Mike Sage, general manager at Mustang Sports Properties. The reception will be hosted by Kyle (BBA '09), Seana and Clark Perkins.
- **Philadelphia**
  - Mary Stephanie Locke: marystephanie.locke@frostbank.com
- **Phoenix/Scottsdale, Ariz.**
  - Trey Chappell BBA '00: treychappell5@gmail.com
  - Noel Koenig MBA '15: noelkoenig@gmail.com
  - Rich Wilson MBA '05: richwilson@licas.com
- **San Diego**
  - Ruben Miranda BBA '01: rubenm@ubsmu.net
  - David Rouse PMBA '95: david.rouse777@gmail.com
  - Mark Galyardin MBA '88: mark.galyardin@nios.com
  - Catherine Walts BBA '99: catherinecoates@hotmail.com
- **San Francisco**
  - Paul Henderson PMBA '94: henderspont@pimcomorgan.com
  - Chip Hiemenz BBA '06: chip.hiemenz@gmail.com
- **St. Louis**
  - Rich Wilson MBA '05: richwilson@icas.com
- **Tulsa, Okla.**
  - Melissa MacLeod MBA '07: melissa.macleod@gmail.com
- **Washington, DC**
  - Matthew Struble PMBA '00: matthew.struble@sbcglobal.net
- **INTERNATIONAL**
  - Sydney James Alavero MBA '09: james@gefundamental.com
  - Tokyo Tomoaki Ota MBA '97: tomoaki.ota@gmail.com
  - Aakash Moondhra MBA '03: aakash.moondhra@gmail.com
  - Nick Kapral PMBA '00: nickkapral@teach.com

#### January 31: Dean Niemi, Catherine Waits (BBA '99, Cox Alumni Board) and Doug Linneman (MBA '99) attended a reception hosted by Joan and Rick Smith (Cox Executive Board) in Atlanta.

#### February 9: Mike Sage, general manager at Mustang Sports Properties; Kevin Knox, Tim Sullivan, director of sales at The Coca-Cola Company, Dallas-market; Billy Walker, account executive at The Coca-Cola Company; Bob Sweeney (MBA '97), vice president at The Coca-Cola Company, Dallas-market, went to the SMU vs. Temple basketball game in Philadelphia.

#### November 5: Kevin Knox, assistant dean of alumni relations; Jim Bryan, associate dean of BBA Programs; and Merrill Reynolds (BBA '76, Cox Alumni Board) enjoyed the SMU Homecoming football game.
1. August 5: Marci Armstrong, associate dean of graduate programs, welcomed Dave Manges (PMBA '07, Cox Alumni Association Board) to campus. Manges spoke at the PMBA Student Orientation about his experience as a PMBA student.

2. August 12: Dean Niemi hosted the August PMBA graduation reception in the Collins Center. Pictured: David Harner, Lauren Harner (PMBA '16) and Dane Karras (PMBA '16).

3. August 13: Cox Rugby Club team captains Zach McBeth (MBA '17) and Justin Stone (MBA '17) held practice to prepare for the Fall Brawl in Austin. In April, the Cox Rugby Club made its 18th consecutive appearance at the Duke University MBA Rugby World Championship Tournament.

4. August 17: Dean Niemi hosted an orientation reception for new Full-Time MBA students. Pictured: Jessica Nguyen, Garrett Webb (MBA '18), Tony Aguebor, and Yoon Cha (MBA '18).

5. August 17: Travelocity hosted a reception at the Full-Time MBA student orientation. Pictured: Josh Materne (JD/MBA '17), Cara Cogburn (MBA '17, Orientation Leader) and Paul Divis (EMBA ’99, Cox Alumni Association Board of Directors Chairman).

6. August 25: Ben Lurie (MBA '06) organized a reception for Cox MBA Distinguished Scholar alumni and students. Pictured: Sanjay Pamurthy (MBA '05), Margaret Muir (MBA '05) and Chris Croupe (MBA '06).

7. August 25: Chris Croupe (MBA '06), Ben Lurie (MBA '06), Shawn Crow (MBA '09), Erin Duncan (MBA '07), Brooks Radighieri (MBA '06), Robbie Thomas (MBA '06), Rebecca Burtzlaff (MBA '06), Thomas Mitchell (MBA '06) and Todd Alsup (MBA '14) also attended the Distinguished Scholars alumni reception.

8. August 29: Patrick Robertson (MBA '17), Veterans in Business Club president, welcomed Allen Clark (MBA '70), Army veteran, author, and speaker, to share his experiences with the club.

9. September 15: Jen Kaplinksy (far right), managing director at Accenture, moderated the "Instant Replay Roundtable" at the Inclusion & Innovation Conference, sponsored by Accenture, Southwest Airlines and SMU Cox. Panelists L to R: Jonathan Kean, Managing Director, Accenture, Miguel Quiñones, - Cox O. Paul Corley Distinguished Chair in Organizational Behavior and Herm Edwards, NFL analyst for ESPN.

10. September 16: Professor Don Shelly, director of the Cox Portfolio Practicum program, hosted an alumni and student reception in the Collins Center. Shown here: Yutian Zhang, Fan Ni, Himanshu Aggarwal, Minyeong Kim, Shoaib Zaki, Ankit Gupta, and Kshitiz Teotia (all MBA’17).

11. September 16: Former SMU Cox Professor Don Jackson, Mason Medart, Justin Shugrue and Kelci Wright (all BBA ’17) also attended the Portfolio Practicum reception.

12. September 17: The SMU Cox and Lyle Red Zone opened on The Boulevard before the SMU vs. Liberty University kick off. The Red Zone, a Cox School, Lyle School and SMU Athletics partnership, will be back for the 2017-18 football season.

14. September 22: Business Leaders Spotlight featured speaker Kevin Turner, who was interviewed by SMU Cox Professor Mickey Quiñones.

15. October 3: Brent Schiffer (MBA ’17) and members of the Adam Smith Society hosted a reception and panel. Pictured Left to R: Harvey Rosenblum, professor of practice; James Taranto, editorial board member and "Best of the Web" columnist for The Wall Street Journal; and Abby McCloskey, founder of McCloskey Policy LLC, and a regular contributor to Forbes and The Dallas Morning News.

16. October 6: Robert Kaplan (center), president of the Dallas Federal Reserve Bank, spoke on campus to alumni, students, faculty and administration. Kaplan visited with Harvey Rosenblum (left) and Dean Niemi (right) after his presentation.

17. October 24: Bob Beaudine (BBA ’77), president and CEO of Eastman-Beaudine, spoke and autographed copies of his two books, The Power of Who and 2 Chairs. www.powerofwho.com

18. October 26: The 26th Annual Dallas 100™ CEO Reception and speaker event was hosted by the Caruth Institute for Entrepreneurship and the Dallas 100™. Daniel Chu, CEO of Tricolor AutoGroup LLC, spoke.

19. October 27: Sherrie Johnson and Sallie Baxter (both MBA ’17) were inducted in the Texas Business Hall of Fame at the annual forum. Pictured: Kevin Knox, assistant dean of alumni relations, Sherrie Johnson and Ben Coulter (MBA ’17).


21. November 5: The Cox Alumni Board held its fall meeting prior to the SMU vs. Memphis football game during Homecoming weekend. At the meeting, the plaque recognizing the Tryna and Kevin Knox Family Endowment for Alumni and External Relations was presented to the Knox family—L to R front row: Griffin, Kevin, Tryna, Behr and Amelia. For more information on Cox Alumni Board and the new endowment, visit www.smu.edu/cox/alumni.

22. November 10: Author S.C. (Sam) Gwynne was interviewed by Talmage Boston, attorney and public interviewer. Alumni, student, and friends were treated to Gwynne’s remarks about his new book, The Perfect Pass: American Genius and The Reinvention of Football, and lunch was sponsored by Chris Dharod (BBA ’11) and Applebee’s.


25. November 11: PepsiCo sponsored the first-year Full-Time MBA Case Competition. Back row: Bobby Borrman (MBA ’13), Tate Greer (MBA ’15), Garrett Webb (MBA ’18), James Williams (MBA ’18), Ryan McIntyre (MBA ’18) and Michael Crowley (MBA ’13). Front row: Daniel Molina (MBA ’18), Sandra Saenz (MBA ’18), Hannah Cho (MBA ’18), Mariama Holman (MA/MBA ’18) and Bianca Harris (MBA ’18). Read more about the case competition on page 4.

26. November 26: The Cox and Lyle Red Zone Tailgate, and its sponsors, held the annual “Hats Off To Heroes” military appreciation tailgate prior to the SMU vs. Navy football game. Members of all military branches and their families were invited to enjoy The Boulevard and special recognition signage gave a warm welcome to the guests. Brian (MBA ’10), with Noah and Ryleigh, enjoyed the event.

27. November 26: Robert, Alex and Bob Sweeney (MBA ’97) also attended the military appreciation tailgate at the Cox and Lyle Red Zone.

28. November 29: Roger Emrich and Mike Rogers, radio personalities at KRLD and program emcees at the 26th Annual Dallas 100™ Awards, with Kevin Knox (center). Read more about the Dallas 100™ on page 9.

29. December 17: Dean Niemi hosted a reception at the Collins Center following December Commencement for graduates and their families. Pictured: Gyimil Rutherford (PMBA ’16) Maggie Ingles (PMBA ’16), Maria Gabriela Canales Martinez (PMBA ’16) and Barry Shapiro (MBA ’16).

30. December 17: Jim Bryan, associate dean of BBA Admission, with Tina Huang (BBA ’16) and her father.

31. January 5: Nick Kapral (PMBA ’10 and Cox Alumni Board of Directors) showed off his speaker’s gift after he shared his experiences at the PMBA New Student Orientation.

32. January 7: SMU parents Sherri and Mike Skillman, and Byron and Susan Roth hosted a reception for Dean Niemi, alumni, parents, prospective students, and friends in Newport Beach, Calif. Pictured: Dean Niemi and Mike Skillman (Cox Executive Board).

33. January 8: Seana and Kyle Perkins (BBA ’09, Cox Alumni Board) hosted a reception for Dean Niemi, alumni, parents, prospective students and friends in San Diego. Prior to the reception, Kyle Perkins and Dean Niemi discussed the BBA program with prospective student, 9-month-old Clark Perkins.

34. January 31: Parents Joan and Rick Smith (Cox Executive Board) hosted a reception at their home for Dean Niemi, alumni, parents, prospective students and friends in Atlanta. Rick Smith and prospective student Caroline Smith listened to Dean Niemi’s opening remarks.


36. February 25: Tessa Hoskins (EMBA ’09), Cox Alumni Board member, received an award from the SMU Black Alumni Association. Pictured: Tessa’s sisters Jacquelyn Hoskin and Erica Guillory, Tessa’s mom Shirley Guidry and Tessa Hoskin.
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