World Changers Shaped Here

Defining SMU in Its Second Century

SMU 2016–17 Annual Report
Table of Contents

2 Introduction
SMU Board of Trustees 2016-17
Letter from the Chair of the Board of Trustees
SMU Administration 2016-17
Letter from the President

6 World Changers Shaped Here
Dallas Advantage
Entrepreneurial Spirit
Interdisciplinary Innovation
Unbridled Experience
Ethical Leadership

38 2016-17 Report
Unbridled Generosity
A Year of Achievement
Consolidated Financial Statements
Expenditures Toward Strategic Goals
Endowment Report
SMU Board of Trustees

Michael M. Boone ’63, ’67
   Chair
Robert H. Dedman, Jr. ’80, ’84
   Vice Chair
David B. Miller ’72, ’73
   Secretary
Gerald B. Alley ’75
Ruth Collins Sharp Altshuler ‘48
William D. Armstrong ’82
Tucker S. Bridwell ’73, ’74
Laura Welch Bush ’68
Pastor Richie L. Butler ’93
Kelly Hoglund Compton ’79
Jeanne Tower Cox ’78
Katherine Raymond Crow ’94
Gary T. Crum ’69
Antoine L. V. Dijkstra
Gerald J. Ford ’66, ’69
Antonio O. Garza, Jr. ’83
Juan González
Bishop Cynthia Fierro Harvey ’99
Frederick B. Hegi, Jr. ’66
Clark K. Hunt ’87
Ray L. Hunt ’65
David S. Huntley ’80
Bishop Scott J. Jones ’81, ’92
Paul B. Loyd, Jr. ’68
Bobby B. Lyle ’67
Bishop Michael McKee ’78
Scott J. McLean ’78
Frances A. Moody-Dahlberg ’92
Connie Blass O’Neill ’77
The Reverend Dr. Sheron Covington Patterson ’83, ’89, ’96
Sarah Fullinwider Perot ’83
Jeanne L. Phillips ’76
Caren H. Prothro
The Reverend Paul Rasmussen ’04
Carl Sewell ’66
Richard K. Templeton
Richard Ware ’68
Royce E. (Ed) Wilson, Sr.

EX OFFICIO

R. Gerald Turner
   President, SMU
Paul Krueger
   President, SMU Faculty Senate
Douglas C. Smellage ’77
   Chair, SMU Alumni Board
Andrew Bassey Udofo ’14, ’18
   Student Representative

TRUSTEES EMERITI

Edwin L. Cox ’42
Milledge A. Hart, III
William L. Hutchison ’54
Cary M. Maguire
The 2016–17 fiscal year has seen SMU continue its multiyear rise as a global research and teaching university – in several different dimensions.

SMU is stronger financially. The University’s endowment increased $121 million to reach a market value of more than $1.5 billion. Investments made during SMU Unbridled: The Second Century Campaign are paying increasing dividends. And the momentum generated during the campaign has remained strong: More than 31,000 donors gave $93 million in 2016–17. SMU’s financial strength creates opportunities for faculty, staff and students to make a greater impact on the world.

The University is stronger academically, as each incoming class of students sets a new high bar for academic qualification. SMU also continues to attract and grow the careers of outstanding faculty. The stories throughout this annual report provide meaningful examples of what Mustangs can accomplish.

Additionally, we are stronger in research – particularly in the use and analysis of data. Faculty use SMU’s advanced computing power and data modeling capabilities to address challenges that would have been impossible even a few years ago. Our resources make these opportunities available to students as early as their first year at SMU. Importantly, SMU builds data expertise in every discipline.

With so much accomplished, it is exciting to know that even brighter days are ahead for SMU. The Board of Trustees looks forward to working closely with SMU faculty and staff to continue to advance on the University’s ambitious strategic plan, and we greatly appreciate the enthusiasm and generosity of our donors and supporters.

On behalf of the Board, thank you for your investment in SMU’s bright future.

Michael M. Boone ’63, ’67
Chair, Board of Trustees
SMU Administration

R. Gerald Turner
President

Steven C. Currall
Provost and Vice President for Academic Affairs

Brad E. Cheves
Vice President for Development and External Affairs

Kenechukwu (K.C.) Mmeje
Vice President for Student Affairs

Christine C. Regis
Vice President for Business and Finance

Harold W. Stanley
Vice President for Executive Affairs

Paul Ward
Vice President for Legal Affairs and Governmental Relations
General Counsel and Secretary

Rakesh Dahiya
Treasurer and Chief Investment Officer

Rick Hart
Director of Athletics

Marc P. Christensen
Dean and Bobby B. Lyle Professor of Engineering Innovation
Bobby B. Lyle School of Engineering

Jennifer M. Collins
Judge James Noel Dean and Professor of Law
Dedman School of Law

Thomas DiPiero
Dean
Dedman College of Humanities and Sciences

Craig C. Hill
Dean
Perkins School of Theology

Samuel S. Holland
Algur H. Meadows Dean
Meadows School of the Arts

Elizabeth Killingsworth
Dean and Director ad interim
Central University Libraries

Stephanie L. Knight
Leon Simmons Dean
Annette Caldwell Simmons School of Education and Human Development

Matthew B. Myers
Dean and Tolleson Chair in Business Leadership
Edwin L. Cox School of Business

James E. Quick
Dean of Graduate Studies
Associate Vice President for Research and Graduate Studies
When we describe SMU by saying “World Changers Shaped Here,” what do we mean? The stories on the pages that follow make it clear. You can read about inspiring students, alumni, faculty and staff who have made the most of the opportunities offered to them at SMU and now make a difference in their professions and communities.

These stories demonstrate several of the University’s defining characteristics:

» **Our close relationship with Dallas.** The city isn’t just where we’re located – SMU reflects and contributes to the warm, ambitious culture of Dallas. Our people access unsurpassed business and cultural opportunities, and they make the community better through their research, service and creativity. Like Dallas, SMU serves as a launch pad for those who want to make a global impact.

» **An entrepreneurial spirit** expressed in every discipline and area of the University. SMU fosters a community of people who take initiative when they see opportunities and challenges, and who have the discipline and persistence required to succeed.

» **Innovative collaborations across departments** and fields that produce new knowledge and creative expression. SMU facilitates interdisciplinary work and encourages the use of advanced computing power and data modeling capabilities in every discipline because 21st-century challenges often require multifaceted, data-driven solutions.

» **Enrichment experiences** that give our students and friends opportunities to interact with people from a wide variety of backgrounds; to develop international perspectives through study, research and service projects; and to engage with the full range of human expression and performance.

» **Ethical leadership.** Hands-on experiences equip people to become leaders who think through the ethical implications of significant decisions.

_Pony Power: Strengthening the Stampede_ – our three-year initiative to increase current-use giving – strives to reinforce and strengthen the effectiveness of the people and programs behind each and every one of these defining characteristics. When you invest in SMU, you become a stakeholder in all the incredible work of our students, faculty and staff.

Thank you for everything you do to ensure that world changers are shaped at SMU.

R. Gerald Turner
President
World Changers Shaped Here

For more than 100 years, SMU has shaped minds, explored the frontiers of knowledge and fostered an entrepreneurial spirit in its seven degree-granting schools. Taking advantage of unbridled experiences on the University’s beautiful campuses and SMU’s relationship with Dallas, the dynamic center of one of the nation’s fastest-growing regions, alumni, faculty and 11,000 graduate and undergraduate students become ethical leaders in their professions and communities who change the world.
Dallas Advantage

Game Changers

Dallas is at the heart of a groundbreaking community partnership to reduce adult illiteracy, thanks to SMU faculty, students and alumni.

Literacy experts and video game developers from the University have partnered with Literacy Instruction for Texas (LIFT), a nonprofit service provider in Dallas, to develop an engaging, puzzle-solving smartphone game to help adults develop literacy skills. The SMU/LIFT team has been named as one of eight semifinalists chosen from 109 teams competing for the $7 million Barbara Bush Foundation Adult Literacy XPRIZE. And Dallas has been identified as one of the three cities where thousands of adult learners will test the final apps.

“In North Texas, where one in five adults cannot read, this is more than a competition,” said Lisa Hembry ’75, LIFT president and CEO emerita. “This is a dedicated effort by our team to tackle the growing issue of low literacy and poverty.”

Their work has the potential to change the world for many of the more than 36 million adults in the United States who lack basic English literacy skills. Low literacy is linked to high rates of poverty, high health care costs and low labor productivity.

SMU’s strong relationship with Dallas and the surrounding region offers myriad opportunities for students, faculty and alumni to enrich their lives in a thriving, economically dynamic and artistically vibrant city.

Dallas also presents opportunities for students to learn, grow and gain meaningful experiences while strengthening the community and making a difference in the lives of others. The city provides a unique launch pad for realizing an ambition, making an impact or developing a revolutionary innovation.

“Working with LIFT and SMU Guildhall in the Adult Literacy

(L-R) Lisa Hembry ’75, president and CEO emerita of Literacy Instruction for Texas; SMU Guildhall student Rebecca Ward ’16, ’19, and education professor Diane Gifford are among nearly 20 people in the SMU/LIFT team developing an app to help adults read better.
XPRIZE competition highlights how communities and academia can collaborate to improve the public sphere,” says Paige Ware, professor, Department of Teaching and Learning at Simmons School of Education and Human Development.

The Simmons School – a national leader in K-12 literacy research – became involved with the initiative to expand the School’s work on adult literacy issues. Simmons School faculty members Diane Gifford, a clinical assistant professor, and Tony Cuevas, director of Instructional Design and clinical professor, both in the School’s Department of Teaching and Learning, have overseen the instructional design and curriculum of the game, ensuring that it improves the literacy levels of users.

“I started my career teaching children to read,” says Gifford. “But low-literacy adults face different challenges. Just opening the door to walk into an adult literacy class can be challenging for them.

But the adults who have tested the game are hungry to learn to read.”

Games provide safe environments for learning, says Corey Clark, deputy director for research at SMU Guildhall, the top-rated graduate video game development program in the world. “They allow you to fail in ways that aren’t overwhelming. They let you keep trying until you succeed.”

SMU’s education and video game experts collaborated with the adult literacy experts at LIFT to develop the game Codex: Lost Words of Atlantis. Players become archaeologists hunting for relics from the imagined, once-great civilization of Atlantis. By deciphering the forgotten language of Atlantis, players develop and strengthen their own reading skills.

Adult learners at LIFT – both English and Spanish speakers – tested the game and provided key insights during its development. The designers quickly
determined they needed to design for an audience with very different needs from those of other gamers. “This was the first time some participants had used a desktop computer,” Clark says. “How do you make a game that’s fun and interactive, yet simple and intuitive enough to be a first experience with technology?”

Clark and his colleagues collected and analyzed data on game elements such as the amount of time players stuck with a task, how many times they repeated moves, how quickly they progressed and whether performing the game actions translated into the desired learning outcomes.

“First, games have to be fun,” Clark says. “From story to characters, you want to engage people enough for them to play over and over again. And this is the same process that reinforces learning.”

SMU Guildhall student Rebecca Ward ’16, ’19 is one of the game’s programmers. She says being a student intern was a learning experience. She found it meaningful to put into practice the skills she learned as a computer science graduate of SMU’s Lyle School of Engineering, particularly the teamwork required to develop a mobile and web-based game. Most rewarding to her was the potential impact on the game’s audience.

“It was wonderful working on a game meant to help low-literacy adults,” she says.

Testing of the literacy software created by all eight semifinalists began in July 2017, with the participation of 12,000 adults who read English at a third-grade level or lower in Dallas, Los Angeles and Philadelphia. Postgame evaluation of the literacy gains among test subjects will help determine up to five finalists, to be announced in May 2018. The winner will be named in 2019.

This critical experiment in improving adult literacy is just one example of the ways that big ideas and the spirits of innovation and entrepreneurship all thrive in Dallas – and the ways SMU benefits from its extraordinary location in a globally focused, forward-looking city.

“I am confident that one of the solutions to the problem of low literacy and poverty in America, which is a serious problem, will come from Dallas,” Hembry says.

“Working in the Adult Literacy XPRIZE competition highlights how communities and academia can collaborate to improve the public sphere.”
Uniting the community through performance

*Meadows School of the Arts* and the Dallas Theater Center’s Public Works Dallas program co-produced an innovative community-based musical production of Shakespeare’s *The Tempest* in March 2017. The project drew upon the unique resources of SMU and the extraordinary Dallas arts community, and exemplified the spirit of community partnership that is a defining feature of the city.

Seeds for the production were planted in 2015, when the sixth annual Meadows Prize was presented to Lear deBessonet, director of Public Works – an initiative of The Public Theater that engages the citizens of New York City as creators and spectators.

For casting, the collaboration relied on five local organizations that support low-income and underserved populations. Two hundred amateur thespians played supporting roles and participated in ensembles alongside five professional actors (including Ace Anderson ’13, part of the Tony Award-winning Dallas Theater Center’s acting company) and seven local performing arts groups.

To transform the community members into stage-ready performers, local actors, including SMU theatre alumna Lydia Mackay ’08 and SMU theatre artist-in-residence Will Power, led workshops and classes. Eleven SMU undergraduates worked on *The Tempest* – as workshop teaching assistants, behind-the-scenes staff, volunteer and community coordinators, and with the dance ensemble. James Michael Williams ’18, a graduate student in the Meadows School’s arts management program, served as assistant to Dayron Miles, director of Public Works Dallas.

The production, which was free to the public, was deemed a success by local media. SMU will continue to serve as a producing partner and will administer the fellowship program for the next Public Works Dallas production of Shakespeare’s *The Winter’s Tale*, which will be staged Labor Day Weekend in 2018.
Adding intellectual capital to Dallas

Dallas’ leading employers rely on SMU to attract high-quality, high-performing students from every state and nearly 100 countries to Dallas to train for rewarding careers. In turn, these companies play an integral role in helping prepare these gifted students for jobs following graduation. Many of SMU’s 57,000-plus alumni in the DFW area have gone on to become civic and business leaders in the region.

» Each year, more than 1,000 Dallas-area businesses offer SMU students 4,400-plus internships and experiential learning opportunities.

» In 2016–17, more than 350 alumni volunteered to host a one-day job-shadowing externship or serve as a career resource for an SMU student.

» Leading Dallas employers of SMU alumni include:
  - Accenture
  - AT&T
  - Bank of America
  - Dallas Independent School District
  - Deloitte
  - Ericsson
  - Ernst & Young
  - Hewlett Packard Enterprise
  - IBM
  - Lockheed Martin
  - Raytheon
  - Southwest Airlines
  - Texas Instruments

» SMU’s Hegi Family Career Development Center hosted on-campus visits by 93 companies in fall 2016 and 90 in spring 2017, including:
  - American Airlines
  - AT&T
  - Bain & Company
  - CBRE
  - Deloitte
  - Goldman Sachs
  - Intel/McAfee
  - JPMorgan Chase & Co.
  - Oracle
  - Willis Towers Watson

“**The companies that hire our students tell us they can put them in front of customers faster than any other school in the nation.**”

– Marc Christensen, Dean and Bobby B. Lyle Professor of Engineering Innovation, SMU Lyle School of Engineering

Expanding lifelong learning

Larenda Mielke, an international leader in professional, online and executive education, became SMU’s first associate provost for continuing education in August 2017. Building on strong existing programs, Mielke and SMU’s Continuing Education Program Council are charged with greatly expanding programs for adults in Dallas and North Texas and increasing online learning opportunities. The University created the position to support a major objective in SMU’s strategic plan: to engage the community for lifelong learning through professional training and continuing education.
Entrepreneurial Spirit

Culture Changers

SMU alumnae Melissa Meyer Reiff ’77 and Brittany Merrill Underwood ’06 have put people first in two very different businesses. Now both are regarded as among the world’s top servant-leader CEOs.

When Inc.com released its prestigious list of the World’s Top 10 Servant-Leader CEOs in 2017, both Reiff, who leads national specialty retailer The Container Store, and Underwood, who founded the international nonprofit Akola Project, were included.

Both share a commitment to commerce with a higher purpose – the concept of “business as usual” doesn’t apply. They’re upending the top-down management model by putting their employees first and casting themselves as chief coaches and collaborators.

They also benefited from SMU’s uniquely pro-entrepreneurial environment, one that sparks imaginations and supports students and faculty who take the initiative to create something new. Innovative academic programs help students see new ways of making an impact on the world.

Established resources for budding entrepreneurs teach the skills to found startup businesses, lead within large international corporations and firms, engineer new products, establish arts enterprises and more. When they leave the Hilltop, Mustangs demonstrate the proactive attitude and the discipline needed to turn bright ideas into hard-won realities.

Reiff’s journey to becoming a “Power Player” on the National Retail Federation’s list of the people shaping retail’s future started with a very different ambition. She grew up in Independence, Missouri, and chose SMU, in part, because it satisfied her craving for a “big city with big opportunities.” Fascinated by the seismic shifts occurring in 1970s Washington, she majored in political science in SMU’s Dedman College of Humanities and Sciences and planned to go to law school.
However, her first job after graduation steered her career in a new direction. She spent two years working for motivational guru W. Clement Stone and his *Success Unlimited* magazine. Reiff says she gleaned valuable lessons about business, sales and organization that propelled her to national management positions, including one with Crabtree & Evelyn, a global retailer of beauty and home products.

In 1995, Reiff joined The Container Store as vice president of marketing and sales. She choreographed the opening of stores from coast to coast and helped guide the nation’s foremost purveyor of storage and organization products into a leading and trusted brand. She took on the role of executive vice president of stores and marketing in 2003 and was promoted to chief operating officer in 2006. Reiff succeeded company co-founder Kip Tindell as CEO in July 2016.

Reiff champions the corporate culture that has made The Container Store a fixture on *Fortune* magazine’s “100 Best Companies To Work For” list for the past 18 years. The Dallas-based retailer’s “people first” philosophy – guided by seven Foundation Principles – is almost as famous as its Elfa storage solutions. She personally crafted the principle “Communication IS Leadership”: “They’re the same thing,” she asserts. “We want every single employee in our company to know absolutely everything. Every day we practice consistent, reliable, predictable, effective, thoughtful, compassionate and, yes, even courteous communication.”

Compassion was the starting point for Underwood’s journey, which serves as a prime example of how SMU develops entrepreneurs in programs across campus.

After her sophomore year at SMU, she spent the summer of 2004 in Uganda and was moved by the dedication of local women who sought to transform their communities. When she returned to SMU in the fall, she was determined to find a lasting and sustainable way to help the women. She didn’t have a clear plan, but she knew writing a check wasn’t the solution. So she sought out Maria Dixon Hall.

Hall, Alshuler Distinguished Teaching Professor in Meadows’ Corporate Communication and Public Affairs Division – and SMU’s new senior advisor to the provost for campus cultural intelligence initiatives – allowed the journalism major to take the Introduction to Nonprofit Organizations class she taught for CCPA majors. Underwood went on to take every class on nonprofits offered by SMU, providing her with the knowledge and skills she needed for her next step.

In 2006, Underwood founded the Ugandan American Partnership Organization, a collaboration with a Ugandan ministry to build an orphanage. Her Kappa Kappa Gamma sorority sisters pitched in to help with fundraising, and she eventually secured $1 million to construct a three-story home for 200 children.

While working on the orphanage in 2007, Underwood established the Akola Project, a nonprofit social business that lifts women in Uganda and Dallas out of poverty through vocational training, education programs, employment opportunities, support groups and savings and loans associations. Akola’s handcrafted, high-quality fashion jewelry is sold in the Snider Plaza flagship store.
and hundreds of boutiques across the country.

When the jewelry was introduced in Neiman Marcus last fall, the “full impact brand” became a bestseller. The luxury retailer has since doubled its Akola business. Underwood plans to build on the nonprofit’s success in the luxury market after winning the top prize in a United Way of Metropolitan Dallas pitch contest for social entrepreneurs in April.

By providing sustainable skills and reliable income for women, the Akola Project has empowered more than 500 women in Uganda and Dallas who have transformed the lives of 4,000 children.

Her efforts on behalf of forgotten women were recognized with SMU’s Emerging Leader Award in 2013. In her acceptance speech, she traced her life-changing odyssey and the crucial role her alma mater played.

“I’m so grateful for the many ways SMU has equipped and empowered me,” she said, “so that I can empower other women throughout the globe.”

Brittany Merrill Underwood ’06 founded the Akola Project, a jewelry company that provides sustainable skills and reliable income to more than 500 women in Uganda and Dallas.

“I’m so grateful for the many ways SMU has equipped and empowered me so that I can empower other women throughout the globe.”
Creating a new area of study

Thanks to a database and a customer loyalty pioneer, Cox School of Business has created the nation’s first academic institute devoted to the study of customer engagement. In September 2016, Hal Brierley and his wife, Diane, of Dallas made a $10 million gift to endow the Brierley Institute for Customer Engagement. The gift – among the largest in the history of the Cox School – helps students and businesses address a critical and growing business need: capturing customer attention in what Brierley describes as “a time-starved, social media-obsessed environment.”

To create a first-of-its-kind academic center, Brierley felt SMU would be the best academic home. “It could take years for Harvard to identify a professor interested in building a course around loyalty or engagement, much less establish an M.B.A. concentration,” he says. “SMU already had been teaching a class on customer loyalty, and working innovatively with American Airlines to let students work with real customer data and address loyalty issues. We have a professor, Marci Armstrong, who already had a love for customer engagement, we have an innovative school in Cox, and a superlative brand in SMU. I think we can make SMU and Dallas a center of excellence in this critical part of marketing. When you think of all the Fortune 500 corporate headquarters here, we have a tremendous laboratory for advancing loyalty.”

Armstrong, who teaches marketing courses in Cox, was named the Harold M. Brierley Endowed Professor. Brierley, best known as the only consultant for the launch of the nation’s first frequent traveler rewards program – American Airlines’ AAdvantage – serves as an executive-in-residence.

The Brierley Institute held its first Professors Institute in January 2017. Faculty peers and experienced marketing practitioners collaborated on exchanging ideas, insights and practices – focused on advancing research agendas, networking and improving how students are prepared for successful careers in marketing.

Shaping a ‘super school’

Principal Nancy Bernardino ’01, ’04, ’05 and her SMU alumnae colleagues pitched the concept for Solar Preparatory School for Girls and won the Dallas Independent School District’s backing for their educational startup. Launched in 2016, the innovative single-gender elementary school became DISD’s first socioeconomically diverse campus, a data-driven effort to close achievement gaps. Research also guided the development of a curriculum that equips postmillennial trailblazers with the foundational knowledge and confidence they need to unlock their full potential.
Growing entrepreneurial studies across campus

» SMU's new master's degree in Engineering Entrepreneurship is a two-semester, 31-credit-hour program to develop a cadre of engineers who look at the role of technology in society through a business lens. The program is designed to fill the demand for managers and entrepreneurs to start and lead new technology ventures.

» The Lyle School's entrepreneurship coursework gives students the opportunity to learn from faculty with high-growth Silicon Valley IPO start-up experience, distinguished teaching awards and international entrepreneurship experience. In addition, Lyle's Deason Innovation Gym offers students a space open 24 hours daily for brainstorming and prototyping.

» The Office of Engaged Learning, through the Big iDeas program, provides grant money for interdisciplinary student teams who can successfully pitch, plan and launch new and viable business ideas that bring value to society. It also maintains The CUBE, a round-the-clock incubator office for brainstorming in a professional environment.

» The SMU Entrepreneurship Club is open to undergraduate students from across campus. It holds educational events, speakers and social meet-ups and recently hosted its first competition, the Flagpole Elevator Pitch. The Graduate Entrepreneurship Club hosts distinguished speakers, networking events, workshops and the largest Business Plan Competition at SMU, where students from throughout campus compete for more than $50,000 in cash and in-kind donations to turn an idea into a business.

» As part of the FACE (First-Year Arts Community Experience) class, artists in Meadows School of the Arts learn to work together, monetize their practice, collaborate well and find common ground among different forms of artistry.

» The Arts Entrepreneurship minor in the Meadows School helps give students the skills to start and manage their own arts-related ventures — from piano studios and galleries to dance companies and online digital music or media arts companies. In addition, Arts Entrepreneurship Director Jim Hart offers broadly applicable guidance on starting a business that is open to all students.

Teaching students to start businesses

Ask entrepreneurs to tell you their stories, and they will likely mention the mentors who played a critical role. At the Caruth Institute of Entrepreneurship in SMU’s Cox School of Business, expert faculty like Simon Mak, professor of practice in Entrepreneurship and the Institute’s associate director, and Jerry White, adjunct professor and Institute director, eagerly encourage students to dream big – and help them achieve their dreams.

“We support students inside the classroom with five undergraduate and 18 graduate classes in entrepreneurship, and we support students outside the classroom with business plan competitions, coaching and mentoring,” says Mak.

The Caruth Institute makes $125,000 available to entrepreneurial students through its annual business plan competitions and Big iDeas program. One recent winner included the team behind BioLum Sciences – Eddie Allegra ’16, Miguel Quimbar ’17 and Jack Reynolds ’15 – which developed a mobile medical device to test and monitor asthma symptoms. In the past, SMU’s entrepreneurship program also launched the career of Blake Mycoskie, founder of TOMS shoes, and those of many others.

“We help students look at their big ideas and bring them to the realization that maybe they can do this thing they’ve been thinking about,” Mak adds. “From a teacher’s perspective, that’s gratifying and exciting.”
Interdisciplinary Innovation

Health Changers

How do you fight chemotherapy-resistant cancers? SMU faculty and students have pioneered a collaborative strategy that combines lab work, a supercomputer and the popular video game Minecraft.

For years, Professor Pia Vogel and Assistant Professor John Wise of the Biological Sciences Department in Dedman College of Humanities and Sciences have been working with graduate and undergraduate students – as well as Dallas-area high school students – on research into mechanisms that some cancers use to evade chemotherapy.

Once they learned that the cancers actively pumped cancer-fighting chemicals out of the cells, the researchers started to look for druglike compounds that can inhibit the action of the pumps. If isolated, such compounds could increase the effectiveness of chemotherapy for both new cancer patients and those whose cancers have returned.

Unfortunately, the pharmacology database has more than 10 million chemical druglike compounds in digital form. Each has tens or hundreds of characteristics that may have a positive effect. Finding the most promising compounds and determining which of their characteristics makes them effective presents a massive data challenge.

When faced with such real-world challenges or when trying to create something truly new, SMU faculty and students know that often the perspective of a single field is not adequate. That’s why SMU facilitates interdisciplinary innovation, making it easier for colleagues to collaborate across the University to leverage the principles and perspectives from one discipline while solving problems in another. For Wise and Vogel, that meant accessing the University’s high-performance computing capabilities and tapping into the world’s top video game design program, SMU Guildhall.

“SMU is unique in giving students both the interdisciplinary resources and financial help that can push..."

As first-year students, Dakota Okwuone ’20 and Roxana Farokhnia ’20 began working in the lab of biological sciences professors John Wise and Pia Vogel. SMU Guildhall deputy director of research Corey Clark helps the biologists turn video gamers into allies for their work on cancer. (L-R) Okwuone, Wise, Vogel, Clark and Farokhnia at the AT&T Performing Arts Center.
them into research,” Wise says. The Vogel-Wise research team’s innovative cancer research is funded by the National Institutes of Health, private donors and Communities Foundation of Texas.

Using SMU’s supercomputer ManeFrame, Wise ran the database with millions of digitized compounds through a computer-generated model he designed and built to represent the protein that cancers use to pump chemotherapeutics out of cells. In 18 months, the virtual model – a first-of-its-kind computational microscope – narrowed 10 million compounds to approximately 100, a number the SMU team was able to test in the lab.

The next phase of the project – determining the characteristics of effective compounds – involves examining unstructured data better analyzed by human problem-solvers than computers. So Vogel and Wise initiated a collaboration with Corey Clark (shown above), deputy director of research at SMU Guildhall, to develop a modified version of the popular video game Minecraft (a “mod”) to harness the intuition and problem-solving skills of thousands of gamers.

“We’re going to have both computers and humans trying to find relationships and clustering the data,” Clark says. “If we take a small percentage of the computing power from 25,000 gamers playing our mod, we can match ManeFrame’s 120 teraflops of processing power.”

The research team also enlisted the SMU Center for Drug Discovery, Design and Delivery – a collaboration of SMU scientists who work across disciplines to tackle human health problems. For example, Alex Lippert, an assistant professor in the Department of Chemistry who works with the center, helps the Vogel-Wise team synthesize their most promising compounds so they can be tested in the lab.

SMU’s interdisciplinary approach to problem-solving also provides an extraordinary range of unique opportunities for students, including those who contributed to the innovative cancer research. For example:

“It’s quite amazing what the students do. Once they reach graduation, they will have made a significant impact on our research.”
James McCormick ‘17, a recent doctoral graduate, and Lauren Ammerman ‘21 (shown on previous page), a second-year graduate student, produced most of the data set for Guildhall to begin building the Minecraft modification.

Computer science and chemistry graduate Ketetha Olengue ‘15 programmed computers for the research and won recognition and prize money from the American Society for Biochemistry and Molecular Biology. After finishing her SMU degrees, Olengue earned a full-tuition scholarship at the Keck School of Medicine, University of Southern California.

Biology graduate and Hamilton Undergraduate Research Scholar Mindy McLean ‘15 developed a protocol to stabilize the proteins the lab tested. She is now in a Ph.D. program at Johns Hopkins University.

Dakota Okwuone ‘20, a President’s Scholar and a member of the SMU men’s soccer team, began working on the research in the spring semester of his first year at the University. “It speaks to the dedication of an SMU student-athlete to juggle athletic training and rigorous academics with high-level research activity,” Wise says.

Roxana Farokhnia ‘20, a Dedman College Scholar, also entered the lab as a first-year student. Vogel says, “Roxana is an exceptionally dedicated student and a quick learner who speaks up during our group meetings to help troubleshoot other students’ problems.”

Vogel adds, “It’s quite amazing what the students do. When they arrive in the second semester of their first year or as a sophomore, they usually learn how to test the proteins we’re researching — so they learn how to grow the yeast that makes the protein for us, how to break the yeast down and how to extract and purify the protein. It isn’t play; it’s real. Once they reach graduation, they will have made a significant impact on our research.”
Partnering to advance cloud-based communications

Communications company AT&T and SMU have forged an important partnership through the AT&T Center for Virtualization. A $2.5 million contribution from AT&T endowed the center, where research focuses on fast, reliable cloud-based communications. Thanks to virtualization, functions that once required specialized hardware devices to transmit data are now performed with software running on general-purpose hardware. That’s increasingly critical as data use grows to meet the demand for video and byte-gobbling apps on mobile devices. The center is a crucial resource for Dallas that has already attracted significant sponsors and affiliates such as Ericsson, Raytheon, Fujitsu, IBM and Lockheed Martin.

Using big data to benefit art and culture nationwide

Most arts organizations don’t have the resources to compare their performance with others and to determine where reallocating time and financial resources could make the biggest impact. To address this gap, SMU’s National Center for Arts Research (NCAR) collects, analyzes and shares insights from the largest database of arts research ever assembled.

A first-of-its-kind joint venture between Meadows School of the Arts and Cox School of Business, NCAR provides arts leaders, funders, policymakers, researchers and the general public with free tools that let them tap into “big data” to enhance their efforts to sustain and promote arts and culture.

NCAR periodically releases reports that assess arts organizations’ health across nine performance areas. It also publishes white papers on various topics, an annual Arts Vibrancy Index that ranks more than 900 communities across the country and surveys of national arts leaders.

Organizations both large and small benefit from NCAR’s work. As a direct result of making NCAR’s list of top arts-vibrant small communities, the city of Bennington, Vermont, created the Cultural Bennington Arts Council, increased its marketing budget to help promote the distinction and established a downtown cultural district.

John S. Stanley, CEO of the Whitney Museum of Art in New York City, says, “The Whitney has been tracking key performance indicators across all areas of the museum. NCAR’s research and work have recently presented to us other very interesting ways to track our metrics.”

NCAR’s key data partners and sources include DataArts, Theatre Communications Group, the League of American Orchestras, the National Endowment for the Arts, National Assembly of State Arts Agencies, the U.S. Census Bureau and the Internal Revenue Service, among others.
Encouraging interdisciplinary study

SMU has long encouraged students to double or triple major. They become familiar with multiple perspectives and combine approaches from varied disciplines to address complex problems. SMU also continues to increase the number of degrees offered jointly by two schools. Examples include:

» Lyle School of Engineering and Cox School of Business enable graduate students to concurrently earn an M.B.A. and a Master of Science degree in one of 10 different engineering disciplines. The schools are also collaborating on a new engineering entrepreneurship degree (see page 19).

» Perkins School of Theology offers a concentration in Church Management that leverages courses in the Cox School. Ministers strengthen their abilities as nonprofit managers in areas including organizational leadership, staff and volunteer management and membership generation.

» In partnership with Meadows School of the Arts, the Perkins School has a degree concentration in Social Innovation. Students pursuing nontraditional ministries take courses focusing on social entrepreneurship, business communication and financing for the social good.

» The Creative Computing program combines computer science and engineering from the Lyle School and creative practice from the Meadows School. Students learn software engineering, mobile applications, interactive web design, 3-D modeling and animation, and social media to become leaders in the digital economy.

» Fine arts and computer science and engineering students can apply for admission to the Master of Interactive Technology degree in partnership with SMU Guildhall, the world’s top-ranked graduate video game design program.

“Cyber security is inherently multidisciplinary, and keeping our personal, commercial and government data secure is critical. SMU is providing a rich environment for me to research and share information on these important issues. At the Darwin Deason Institute for Cyber Security in the Lyle School of Engineering, our aggressive technical research program includes significant corporate partnerships. We also understand that the search for solutions must extend beyond just the technical domain. For example, at the intersection of economics and cyber security we published a study of the frameworks companies use to guide their data protection spending. In addition to training the next generation of cyber defenders in the Lyle School, I co-taught the Tower Center for Political Studies course ‘Cybersecurity Policy for Future Presidents.’ And I have engaged with the Dallas legal community through the Dedman School of Law’s Science and Technology Law Review Cyber Security Symposium.”

—Frederick R. Chang, Director of the Darwin Deason Institute for Cyber Security and Bobby B. Lyle Endowed Centennial Distinguished Chair in Cyber Security
As the son of refugees, Kovan Barzani ’17 wanted to make the most of his college experience. Before he graduated from SMU, he triple majored, managed a Texas House campaign, started a program to teach refugees job skills and turned a finance internship into a full-time job.

Barzani learned the importance of education and opportunity at an early age. The son of Kurdish refugees who fled Iraqi President Saddam Hussein’s brutal regime for a new life in the United States, he saw firsthand the struggles his mother Tania faced because war kept her from completing elementary school.

“She could provide inspiration to me,” Barzani says, “but she could never help me with the learning.”

By middle school, he saw a way to help Tania learn English and pass her U.S. citizenship test. Using his public library card, he began checking out language instruction software. “I’ll never forget the glow on her face after each lesson,” he recalls.

During his last year of high school in Frisco, Texas, Barzani weighed scholarship offers from three schools. “When I looked at all the degree plans and the opportunities to double or triple major and realized there were more opportunities to do that at SMU – that was a huge factor in my decision to come to the Hilltop.” He also remembers his mother’s smiling request: “Be sure to get at least two degrees – one for you and one for me!”

From the moment SMU students step onto the most beautiful college campus in the country, they’re energized by the unbridled experience available to them. Limitless learning opportunities — in classrooms, laboratories and libraries as well as through artistic endeavors, athletic competition and engagement with a remarkable range of student organizations — come together to create the complete college experience.
Students like Barzani learn to work with people from diverse backgrounds and draw on experiences on campus and from around the world as they learn to be leaders in their communities and professions.

Barzani started out with majors in management and economics. During his sophomore year introduction to political science, he was encouraged by Professor Diana Newton, a lecturer in Public Policy and International Affairs, to also pursue public policy. When he received an email about the new scholarship program at the Tower Center for Political Studies in Dedman College, he decided to apply, and was accepted.

“I emphasize to prospective students that SMU is one of the best places to differentiate yourself as a student,” Barzani says. “There are so many opportunities that have amazing impacts. I heard about Tower Scholars in an email, and there are also Engaged Learning fellowships, departmental fellowships, school scholar programs and much more.”

“It’s not just finding a niche; there are organizations behind each of these opportunities to connect you to a job market or a service project or other people who will help you make the most of your interest,” Barzani adds.

For example, Barzani and his fellow Tower Center Scholars traveled to Washington, D.C., during a winter break, and were able to meet with U.S. Supreme Court clerks, visit different think tanks and learn in person how the nation’s capital functions.

Barzani also took two classes from former U.S. Ambassador to Saudi Arabia Robert Jordan (shown on next page), Diplomat-in-Residence at the John Goodwin Tower Center for Political Studies, who, Barzani says, “has the unique ability to project his insights in a nonpartisan way. It was great to learn how he navigated the post-9/11 situation.”
Outside the classroom, Barzani applied what he learned to real-world politics when he managed Texas House of Representatives candidate Jim Burke’s long-shot campaign bid against three-term incumbent Jason Villalba. Despite being outspent $200,000 to $5,000, Burke drew 28,000 votes, in part because Barzani analyzed the district’s changing demographics. Barzani also developed a strategy to focus on voters who had shown little propensity to vote in past elections, and to get them engaged by providing them access to the candidate – another example of breaking down barriers to opportunity.

Barzani says his most profound SMU experience was one that reconnected him to the feeling he had while watching his mother learn English – a class project demonstrating how SMU provides the support structures to help students make the most of their passions. Karin Quiñones, a professor in the Department of Management in the Cox School, required her project management students to develop a project that would help the community, and Barzani’s group chose to help refugees. They contacted the International Refugee Committee and, responding to their needs, applied for $6,000 in grants from SMU’s Engaged Learning program, which funds student-driven community initiatives, to buy laptops, install ESL software and train dozens of families in English.

“SMU helped me meet the professor, collaborate with students, get funding and connect to the nonprofit partner,” says Barzani, describing the critical role the University played in the project. “SMU creates a zone for you to excel in. Students just need to provide some ingenuity and drive.”

SMU connections also helped Barzani land an internship in the Plano-based auto finance group of Capital One, leading to a full-time job as a business analyst with the company before graduation. The globally minded company’s appreciation for continuing education and community involvement is in sync with Barzani’s next three goals – to earn both an M.B.A. and a master’s degree in public policy while “becoming a change agent in my community,” he says.

Barzani expresses his gratitude to those who made his SMU experience possible, including donors to the SMU Fund, Cox School of Business, Dedman College of Humanities and Sciences, Bickers Scholarship, Crosby Scholarship, Charles and Sarah Seay Scholarship, Maurice Acers Scholarship, the Engaged Learning program and many more.

“SMU seeks to develop you as a person,” Barzani says. “‘World Changers Shaped Here’ isn’t just a tagline; SMU donors’ investment in students makes that phrase true. I know firsthand it’s true because it is exactly what I experienced.”

“I emphasize to prospective students that SMU is one of the best places to differentiate yourself as a student.”
Learning while serving

In 2015, Sabrina Janski ’16, ’17 was named one of the nation’s “best and brightest” students by Poets & Quants, a website covering business education. Since then, she earned bachelor’s and master’s degrees in accounting and landed her dream job at the accounting firm PwC. She says her extraordinary SMU experiences – including the opportunity to serve as an advisor in one of SMU’s residential commons – were critical to her development as a business professional as well as a person.

“I was one of the founding residential advisors for Armstrong Commons the year it opened,” Janski recalls. “I lived on campus all five years. Living on campus gives you an immediate network and keeps you really connected to the school.”

She worked with Rita Kirk, Armstrong’s Faculty in Residence member who is also communications professor and director of the Cary M. Maguire Center for Ethics and Public Responsibility. Janski says the Faculty in Residence have been “really valuable for students because they can see what the faculty are interested in outside academics. Kirk connected with many Armstrong students, and a lot of them studied abroad with her during summer vacations.”

For her international experience, Janski took advantage of SMU’s internship opportunity in Seville, Spain. “That experience definitely helped develop my professionalism, and was also an immersive language experience,” she says.

“I think my whole college experience was unique to SMU,” Janski adds. “The community is close-knit, the school is a perfect size and the support from the Dallas business community is remarkable.”

To SMU donors, Janski says, “Thank you so much. Not only for myself, but also for my tons of friends across the campus whose opportunities and educations have been made possible through your generous support.”

“That experience definitely helped develop my professionalism, and was also an immersive language experience.”
Seizing opportunities both on and off the field

SMU’s 424 student-athletes who compete in NCAA Division 1 sports represent 14 percent of all undergraduate students. They give their fellow students, SMU alumni and fans throughout the community the opportunity to cheer for their outstanding performances on the field – and they make other strong contributions to their communities as students and later, as alumni. For example:

» Jonathan Wilfong ’17, a “walk-on” guard who helped the men’s basketball team reach the NCAA basketball tournament his senior year, co-founded Coaching for Literacy, a nonprofit literacy advocacy organization.

» El Yellin ’18, a women’s swimming and diving star, visits the Children’s Medical Center as a member of Mustang Heroes. As president of the Student-Athlete Advisory Committee, she plans the group’s charitable events.

» Alumnus Kelvin Beachum ’12, who plays left offensive tackle for the New York Jets, uses clout as an NFL player to advocate for human rights and education.

Inspiring internship

Medical school is in SMU junior biological sciences major Noelle Kendall’s future, but she grasped an opportunity to help people now as an intern at the George W. Bush Presidential Center.

“At the Bush Center I was surrounded by the work everyone was doing, and it was all for the purpose of improving someone’s life somewhere,” she said.

Kendall, a Tower Scholar from Coto de Caza, California, is one of more than 100 SMU students who have worked as interns at the Bush Center since it opened in 2013.

Her internship this summer exposed Kendall to much of the work of the Center, including the Presidential Leadership Scholars graduation, an event attended by President George W. Bush and President Bill Clinton.

“I have always loved that the center is on SMU’s campus, and I knew coming in as a freshman that I wanted to try to work there,” she said.

“President and Mrs. Bush have dedicated their lives to developing and improving leadership, women’s rights, education and veteran transition in America and in the world. That kind of passion and commitment is inspiring and something I hope I will always bring to my own work.”

40,000+ visitors from 44 states and more than a dozen countries visited SMU’s Meadows Museum in the 2016–17 academic year.

“Spanish businessman and art collector Juan Abelló describes the Museum as “the biggest collector of Spanish art outside Spain.”
Ethical Leadership

Life Changers

Every year, students and faculty at SMU’s Dedman School of Law provide legal help to hundreds of people who can’t afford representation. Recently, two of these cases made national headlines.

Brittany Barnett ’11, practitioner-in-residence in the Deason Criminal Justice Reform Center, earned attention for work that began eight years earlier, when she was a second-year Dedman Law student. While researching sentencing disparities involving people of color, she learned about the case of Sharanda Jones, a first-time, nonviolent drug offender sentenced in 1999 to life in federal prison without the possibility of parole.

Barnett continued to work on Jones’ case as a law student and, after graduation, on a pro bono basis while she also worked as a corporate attorney. In 2013, she submitted a petition for Jones’ clemency. The strength of her argument resulted in the petition’s approval by President Barack Obama in December 2015.

After serving 17 years in prison, Jones now lives in Dallas, has a full-time job and advocates for criminal justice reform.

As a first-time offender, Jones “did not deserve to die in prison,” Barnett told The Dallas Morning News. “Words can’t even begin to touch how joyous it is to see her have another chance at life.”

In March 2017, second-year student Pablo Acosta ’18 was one of eight Dedman Law students who spent their spring break at the Karnes Family Immigration Detention Center near San Antonio. Led by Natalie Nanasi, assistant professor of law and director of the Judge Elmo B. Hunter Legal Center for Victims of Crimes Against Women, the students manned a pop-up pro bono clinic for immigrant women and children who fled gang violence and family violence in Central and South America. The group spent 12 hours each day helping hundreds of clients (one as young as 8 months) make their best case for asylum in the United States.
Attorney Brittany Barnett ’11 (left) works on behalf of people who have received overly punitive legal sentences. As a second-year law student, Pablo Acosta ’18 helped Latin American women and children fleeing violence to apply for U.S. asylum.
“The students see how important lawyers are in ensuring justice,” Nanasi says. “They learn how to be a lawyer in a cross-cultural way, they learn how to present evidence before an adjudicator, they learn empathy and they learn how to work hard for an important cause.”

“Helping other migrants is close to my heart,” says Acosta, who moved from Mexico to the U.S. with his family at age 6. Acosta, who became a naturalized U.S. citizen, was the first member of his family to earn a college degree. He plans to pursue a career in immigration law.

SMU alumni and students like Barnett and Acosta exemplify the way the University produces leaders with a commitment to service. Pro bono legal projects and hundreds of other SMU community initiatives undertaken by students each year make it possible for emerging leaders to gain hands-on experience, work through challenging situations and make a real impact on the world. Additionally, the need to consider the ethical implications of meaningful action is stressed in classes across campus, and ethical behavior is cultivated on the athletic field and in University clubs and organizations.

The Hunter Legal Center for Victims of Crimes Against Women is one of 10 Dedman School of Law clinics that help students gain practical experience with guidance from law professionals. This year marks the 70th anniversary of the clinics program – one of the nation’s first to provide free or low-cost legal aid. Each year, some 200 law students handle as many as 400 cases dealing with a range of civil, consumer and criminal issues.

In May, a different group of law students guided by Hunter Legal Center Director Nanasi presented a year’s worth of research on Dallas County’s gun-surrender efforts. Laura Choi ’17, Rachel Elkin ’17 and Monica Harasim ’17 (shown below) reported that while as many as 8,000 domestic abuse offenders in the county are required by law to turn over their firearms, only 60 weapons have been surrendered in two years. The students presented their findings at the Conference on Crimes Against Women sponsored by the Dallas Police Department, Genesis Women’s Shelter & Support and others. Choi, Elkin and Harasim also proposed solutions such as best-practice training for judges, creating a centralized office to coordinate gun-confiscation efforts and increasing funding for the program.

Opportunities for Dedman Law students to work at the Hunter Legal Center are made possible by Nancy Ann Hunter Hunt ’65 and Ray L. Hunt ’65. In 2014, they committed $5 million to support the center, named in honor of Mrs. Hunt’s father.

Dedman Law students focused on criminal law have other opportunities to work on real cases and issues through the school’s Criminal Clinic and its Innocence Clinic, as well as the Deason Criminal Justice Reform Center, launched in 2016 by combined gifts totaling $7 million from the Deason Foundation and Charles Koch Foundation.

The Deason Criminal Justice Reform Center offers students the chance to engage in research and benefit from learning opportunities focused on issues that range from wrongful convictions to overincarceration. The center pursues the
ultimate goal of ensuring fair and ethical treatment of people at all stages of the criminal justice process.

The inaugural director of the center is nationally respected legal scholar Pamela R. Metzger, who was featured on 60 Minutes in April 2017 for her tireless work to improve public defense for indigent defendants in New Orleans. At the Deason Criminal Justice Reform Center, Metzger says she aims to bridge “the disconnect between constitutional doctrine and real-world practices.”

Jennifer Collins, Judge James Noel Dean and professor at Dedman School of Law, says the Deason Criminal Justice Reform Center will “build on our existing faculty strength in criminal law” and “will work well with our dynamic criminal clinic and innocence clinic.”

In August 2016, members of the Innocence Clinic’s first class of students were heartened to hear the Dallas District Attorney’s office agree that the clinic’s first client, Steven Mark Chaney, was wrongly imprisoned for 25 years for a murder he didn’t commit. Associate Professor Vicki Palacios and Adjunct Professor Julie Lesser ’93, a Dallas County public defender, worked with six Dedman Law students on Chaney’s case. To secure his 2015 release, they collaborated with renowned attorney Barry Scheck and The Innocence Project. The team was able to demonstrate that the bite mark comparisons used to convict Chaney were based on “junk science” – faulty scientific findings or data.

The decision by the Dallas District Attorney’s office puts Chaney much closer to being declared “actually innocent” by the Texas Court of Criminal Appeals. Lesser told The Dallas Morning News it has bothered Chaney that previously “it sounded like he got off on a technicality. He wants his name cleared.”
Carrying on a legacy

When Hope Anderson ’17 celebrated graduation in May with friends made through the Embrey Human Rights Program, it was a joyful high after an emotional, empowering year.

Anderson lost an important mentor when Dennis Simon, associate professor of political science, died from cancer in February. Weeks later she carried his torch as a student leader on the annual SMU Civil Rights Pilgrimage through Arkansas, Mississippi, Alabama and Tennessee, which Simon had helped guide since 2008.

After graduation, Anderson headed to Atlanta as a John Lewis Fellow to work on some of that city’s most challenging social problems, from the school-to-prison pipeline to the segregation in residential housing. Her decision to advocate for people in need or those whose rights have been denied, bears the direct influence of Simon and two other SMU professors critical to her development as an ethical leader: Embrey Human Rights Program Director Rick Halperin and Associate Director Bradley Klein.

“Prof. Halperin’s introductory course, America’s Dilemma, forced us to unpack what we thought we knew to make room for what we didn’t know,” she says. “Many of my classmates and I wondered, how was it okay that we had gotten to that point not knowing about the murder of Emmett Till – or America being the only industrialized Western nation still using the death penalty?”

Anderson majored in history, sociology and human rights. SMU was the first university to offer an undergraduate degree in human rights – and the Embrey Human Rights Program is still one of only seven such programs. As a student, Anderson also completed internships with the International Rescue Committee, International Justice Mission and CitySquare.

“Earning a human rights degree isn’t just about earning a living,” says Anderson. “It’s about making a living – and a difference.”
Promoting dialogue on Latino issues and Texas-Mexico relations

Two SMU programs are providing new academic analyses of Latino voting patterns, migration, economic behavior and other subjects related to the Latino community, part of SMU’s commitment to provide an education across disciplines and cultures for the next generation of leaders.

The Mission Foods Texas-Mexico Center in the Tower Center for Political Studies sponsored a public discussion in March on the topic, “Texas-Mexico Relations and the 2016 Election.”

The Tower Center has also formed an academic partnership with the Latino Center for Leadership Development (CLD), a privately funded foundation, to develop policy-focused solutions for Latino community challenges. In January, they awarded nine grants to 13 scholars engaged in research on topics like education policy, public opinion surveys, transnational students, African American-Latino coalitions, deportation’s effect on children, border enforcement and human rights and others.

The Tower Center-Latino CLD Policy Partnership hosted its first public program, also in March, on the topic “Immigration in the News: How the Media Covers the Issue, and How the Public Responds.”

These initiatives join the successful Cox School of Business’ Latino Leadership Initiative and the Perkins School of Theology’s long-standing Hispanic/Latin® Ministries Program in addressing a broad spectrum of Latino issues. The Latino Leadership Initiative, which is part of the Cox School’s Executive Education program, has helped participating companies recruit, develop and retain high-performing Latino executives since 2013. The Perkins School’s ministries program, which began in 1974, prepares church leaders for ministry in Spanish-speaking contexts and cultures.

Engineering access to healthy food and water

The Lyle School’s Hunt Institute for Engineering and Humanity provides opportunities for students from across disciplines to develop technologies to improve the lives of the global poor. Through the institute, SMU’s student chapter of Engineers Without Borders is developing a clean water system for a small community in Bolivia, as well as monitoring Dallas-area waterways to ensure a safer local environment.

Another Hunt Institute project is Evie, a mobile plant lab designed to research solutions to “food deserts” in low-income neighborhoods.
Thanks to the generous support of more than 31,000 SMU donors, 2016–17 was an incredible year of achievement. Alumni, parents, faculty, staff, students, friends and organizations invested in work that created substantial opportunities for students and faculty, and significant impact in every field.
Thank you, donors and volunteers

31,000 donors

$93.3 million given in cash contributions

$42.8 million for current use
$50.5 million for SMU endowment and capital projects

$17 million given to SMU Athletics

$10.1 million for current use, including
$5.2 million through Mustang Club
$6.9 million for SMU endowment and capital projects

3,400 President’s Associates members
Recognizing those who contribute $1,000 or more for current use during a fiscal year

12,705 Hilltop Society members
Honoring loyal donors who contribute in consecutive fiscal years
Nearly 7,000 have given for 10 or more years

For complete lists of President’s Associates and Hilltop Society members, visit smu.edu/annualreport

1,590 volunteers
68% also gave to SMU
Gift Revenue Comparison 2009–17

By Type
- Capital
- Endowment
- Operations

By Purpose
- Campus experience
- Student quality
- Faculty and academic excellence

By Source
- Friends, parents, faculty and staff
- Organizations
- Alumni
Unbridled Generosity

SMU is grateful to more than 70 donors who made gifts and commitments of $100,000 or more for a single initiative during the period from June 1, 2016 – May 31, 2017. Through their generosity, these donors play a critical role in supporting University priorities, strengthening SMU’s endowment and powering its ascendance as a globally recognized educational and research institution.

<table>
<thead>
<tr>
<th>Donor Name</th>
<th>Designation Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anonymous</td>
<td>Athletics Master Plan - Indoor Performance Center</td>
</tr>
<tr>
<td>Anonymous</td>
<td>Accounting Department*</td>
</tr>
<tr>
<td>Helen E. Adams and James E. Adams</td>
<td>The Maria and Albert Niemi Centennial BBA Scholars Fund</td>
</tr>
<tr>
<td>Diana F. Aguirre ’96</td>
<td>The Diana Aguirre Endowed Scholarship Fund*</td>
</tr>
<tr>
<td>Yvonne W. “Pucci” Allen ’49†</td>
<td>Yvonne W. (“Pucci”) and William G. Allen Endowed Scholarship Fund</td>
</tr>
<tr>
<td>American Chemical Society</td>
<td>Chemistry Department</td>
</tr>
<tr>
<td>Kathryn H. Arata ’87, ’91 and Stephen L. Arata ’88</td>
<td>Athletics Master Plan - Indoor Performance Center</td>
</tr>
<tr>
<td>William E. Armentrout Foundation</td>
<td>O’Neil Center Student Reading Group</td>
</tr>
<tr>
<td>Bill Armstrong ’82 and Liz Martin Armstrong ’82</td>
<td>Susie V. and Edgar W. Armentrout Memorial Scholarships</td>
</tr>
<tr>
<td>and The Armstrong Foundation</td>
<td>Athletics Master Plan - Indoor Performance Center</td>
</tr>
<tr>
<td>AT&amp;T Corporation</td>
<td></td>
</tr>
<tr>
<td>James Bass and Hong Bass ’08</td>
<td>AT&amp;T Endowed Center for Virtualization Fund</td>
</tr>
<tr>
<td>Jessica Beachum and Kelvin L. Beachum, Jr. ’11, ’12</td>
<td>Friends of SMU-in-Taos</td>
</tr>
<tr>
<td>Diane M. Brierley and Hal M. Brierley and</td>
<td>The Dr. Dennis Simon Endowed Fund for the Civil Rights Pilgrimage</td>
</tr>
<tr>
<td>The Hal and Diane Brierley Foundation</td>
<td>Brierley Institute for Customer Engagement Endowment Fund (endowment and current-use funds)</td>
</tr>
<tr>
<td>Richard T. Burke, Sr. and Burke Family Foundation</td>
<td>Brierley Institute for Customer Engagement Scholarship Fund</td>
</tr>
<tr>
<td>Estate of Guy G. Campbell ’52</td>
<td>Harold M. Brierley Endowed Professor Fund</td>
</tr>
<tr>
<td>CFP Foundation</td>
<td>SMU Fund for Cox Business</td>
</tr>
<tr>
<td>H. Wade Choate ’53†</td>
<td>General University Support</td>
</tr>
<tr>
<td>Louisa Cobb and Tobin T. Cobb ’88</td>
<td>BBA Business Scholars Program</td>
</tr>
<tr>
<td>Richard H. Collins ’69 and the</td>
<td>H. Wade Choate Endowed Mustang Band Scholarship Fund</td>
</tr>
<tr>
<td>Calvert K. Collins Family Foundation</td>
<td>Economics Department Graduate Stipend Fund</td>
</tr>
<tr>
<td>Serena S. Connelly</td>
<td>Athletics Master Plan - Indoor Performance Center</td>
</tr>
<tr>
<td>Leo F. Corrigan III and Susan Bentsen Corrigan ’78</td>
<td>Montessori and Early Childhood Education Clinical Assistant Professor</td>
</tr>
<tr>
<td>and Corrigan Family Holdings</td>
<td>Corrigan Family Holdings Endowed MBA Scholarship Fund</td>
</tr>
<tr>
<td>C. David Cush ’82, ’83</td>
<td>Cush Family Endowed Dedman College Scholars Fund (endowment and current-use funds)</td>
</tr>
<tr>
<td>Linda Pitts Custard ’60, ’99, and</td>
<td>The Albert W. Niemi Endowed Center for Economic Growth and</td>
</tr>
<tr>
<td>William A. Custard ’57</td>
<td>Leadership Development Fund</td>
</tr>
<tr>
<td>Dallas Bar Foundation</td>
<td>Dallas Bar Scholars in Memory of Sarah T. Hughes</td>
</tr>
<tr>
<td>Candise B. Dunleavy and Kevin B. Dunleavy, Sr.</td>
<td>The Albert W. Niemi Endowed Center for Economic Growth and Leadership Development Fund</td>
</tr>
<tr>
<td>Jonathan (J.D.) Doyle and Missy Doyle</td>
<td>Athletics - Men’s Basketball</td>
</tr>
<tr>
<td>Heather Holmes Esping ’93 and William P. Esping ’91</td>
<td>Dedman College Undergraduate Scholarship</td>
</tr>
<tr>
<td>Jennifer Gelety Flanagan ’82 and</td>
<td>Men’s Basketball Office and Locker Room Upgrades</td>
</tr>
<tr>
<td>Martin L. Flanagan ’82</td>
<td>Athletics Master Plan - Indoor Performance Center</td>
</tr>
<tr>
<td>Estate of Peggy Crooke Fry</td>
<td>The Maria and Albert Niemi Centennial BBA Scholars Fund</td>
</tr>
<tr>
<td>Mary Jane D. Harding ’51</td>
<td>Edward I. Fry Anthropology Endowment Fund</td>
</tr>
<tr>
<td>John W. Hardt ’42, ’46† and Martha Carson Hardt ’42</td>
<td>Lt. Col. and Mrs. Lynn B. Harding Endowment Fund for Women’s Golf</td>
</tr>
<tr>
<td>Richard V. Helgason ’76, ’80†</td>
<td>The Martha and John Wesley Hardt Endowment for the Center for</td>
</tr>
<tr>
<td>Clark K. Hunt ’87 and Tavia S. Hunt</td>
<td>Preaching Excellence*</td>
</tr>
<tr>
<td>Nancy Ann Hunter Hunt ’65 and Ray L. Hunt ’65</td>
<td>The Richard V. Helgason Endowed Scholarship in Management Science Fund*</td>
</tr>
<tr>
<td>Mary Ann Hyde</td>
<td>The Albert W. Niemi Endowed Center for Economic Growth and Leadership Development Fund</td>
</tr>
<tr>
<td>Melinda H. Lafitte and Michael J. Lafitte ’84</td>
<td>Nancy Ann and Ray L. Hunt Leadership Scholars Program</td>
</tr>
<tr>
<td>Bob Lamoreaux ’69, ’70 and Janis Jacobs</td>
<td>Edward R. and Mary Ann Hyde Endowed Meadows Scholar Fund</td>
</tr>
<tr>
<td>Lamoreaux ’69, ’70</td>
<td>Edward R. and Mary Ann Hyde Endowed President’s Scholarship Fund</td>
</tr>
<tr>
<td>Melinda and Mike Lafitte Endowed MBA Scholarship Fund</td>
<td>Robson &amp; Lindley Aquatics Center</td>
</tr>
</tbody>
</table>
Phyllis F. Leiser and Thomas A. Leiser ’84 and
BV Real Estate Management, Inc.
Chuck D. Lingo ’90 Trust

J. Stephen Lockton ’89

Cary M. Maguire
Meadows Foundation, Incorporated
The Andrew W. Mellon Foundation
Ellen Bensen Merriman ’85 and Michael A. Merriman ’79
and Merriman Foundation
James S. Meyer ’79, ’82 and Louisa Orr Meyer ’79
David B. Miller ’72, ’73 and Carolyn L. Miller
and David B. Miller Family Foundation

Kenneth R. Morris ’72 and Linda A. Morris
A. Taylor Nance ’54, ’57
O’Donnell Foundation
Bruce A. Robson ’74 and Emily K. Robson
Dana S. Roseberry ’79
Estate of Joel Rubel
Jack F. Sanders ’64

Estate of Juanita D. Schiltz ’47
Mark W. Schortman and Tracy Schortman

Carl Sewell ’66 and Peggy Higgins Sewell ’72

Lisa K. Simmons, Serena Simmons Connelly and
the Simmons Sisters Fund at The Dallas Foundation
Joan E. Smith and Richard F. Smith

Ellen K. Solender Estate Trust
St. Andrew United Methodist Church
Natalie Greene Stollenwerck ’64 and
Tom J. Stollenwerck ’62, ’65
Jennifer Overstreet Stylinger ’86 and
Mark Stylinger ’87
Jack E. Swindle ’65, ’67 and
Libby Rogers Swindle ’73
Rosalie Taubman
Texas Instruments
Texas Instruments Foundation
Estate of Glenn Allen Tucker ’89
United Methodist Church General Board of
Higher Education and Ministry
Estate of Irene H. Wadel
Carolyn and Rick Waghorne
Richard Ware ’68; William J. Ware ’01
Garry A. Weber ’58
The Estate of John A. Wilson
Dan J. Wittliff ’72 and Manda L. Rash

The Bandera Ventures Endowed MBA Scholarship Fund
The Dr. Jim Caswell Endowment for Leadership Development and
Training
J. Stephen Lockton Chair of Economics*
J. Stephen Lockton Endowed Athletics Fund*
Lockton Family Endowed Scholarship Fund*
William F. May Endowed Director of the Cary M. Maguire Center for
Ethics and Public Responsibility Fund
SMU Meadows Math Research Center
Mellon Foundation Fund for Ignite Arts Dallas
The Albert W. Niemi Endowed Center for Economic Growth and
Leadership Development Fund
Men’s Basketball Office and Locker Room Upgrades
The Albert W. Niemi Endowed Center for Economic Growth and
Leadership Development Fund
Carolyn and David Miller Diversity Scholarship
Mustang Excellence Fund for Men’s Basketball
The Maria and Albert Niemi Centennial BBA Scholars Fund
The A. Taylor Nance Endowed Scholarship Fund*
STEM Academy for Teachers and Leaders
Lyle/Simmons Maker Education Project
Mustang Club*
Joel and Sylvia Rubel Endowed Scholarship Fund
Jack Frost Sanders Endowed Film Scholarship Fund in MSA*
Nancy Crow Sanders Endowed Dedman College Scholars Fund
Schlitz Family Endowed Scholarship Fund
The Albert W. Niemi Endowed Center for Economic Growth and
Leadership Development Fund
BBA Business Scholars Program
Circle of Champions Centennial Challenge
The Sewell Family Dedman College Scholar
Sewell Scholarship Provost Fund
The Budd Center: Involving Communities in Education
The Albert W. Niemi Endowed Center for Economic Growth and
Leadership Development Fund
The Maria and Albert Niemi Centennial BBA Scholars Fund
The Ellen K. Solender Institute in Free Speech and Mass Media Law
St. Andrew United Methodist Church Scholarship
Athletics Master Plan - Indoor Performance Center

Gifts-In-Kind Athletics
Lyle Research Impact Fund
Herman P. and Sophia Taubman Endowed Scholarship Fund
Electrical Engineering Key Initiatives Fund
STEM Academy for Teachers and Leaders
The Glenn Allen Tucker Endowment Fund for Football
Ministerial Education Fund

History Department
Simmons Graduate Certificate Program in Early Literacy
Athletics Master Plan - Indoor Performance Center
2017 Football Locker Room Renovation
Eugene B. Hawk Scholarship Fund*
Col. Dan J. Wittliff and Manda L. Rash Endowed Engineering Leadership
and Professional Development Fund (endowment and
current-use funds)
Col. Dan J. Wittliff and Manda L. Rash Endowed Engineering Leadership
and Professional Development Fund*

* deceased
* planned gift
A Year of Achievement

During 2016–17, SMU harnessed the generous support of donors and community partners to produce an extraordinary array of inspiring accomplishments and community initiatives, garnering wide media recognition. SMU also continued to raise its standing among the best schools in the nation, attracting top students and new faculty experts. Here are highlights of an extraordinary year.

June 2016
SMU is a community co-sponsor of the 2016 Mayor’s Summer Reading Club, a free eight-week program that encourages children to read every day. Youngsters who sign up receive a free book and weekly incentive prizes along with a chance to qualify for grand prizes.

SMU faculty experts appear in print and on television to provide analysis and commentary on national political conventions, the presidential election and its aftermath. Professors in political science, journalism, communications and public affairs achieve a remarkable 2,060 media placements.

July 2016
SMU officially welcomes Craig C. Hill as the 11th dean of Perkins School of Theology on July 1. Hill previously served as a leader at Duke Divinity School in theological education with strengths in practice, research and church relations.

August 2016
1. The incoming Class of 2020 has the highest academic profile of any SMU entering class. Students hail from 44 states, led by Texas, California, Florida, Connecticut, Georgia and Missouri; and 23 countries, led by China, Mexico, Australia, India, Saudi Arabia, the United Kingdom and France. Eighty-two entering students represent SMU as NCAA Division 1 athletes. Legacy students number 387, and six students have served in the U.S. military.

2. SMU dedicates the new 33,000-square-foot Dr. Bob Smith Health Center, which provides comprehensive medical care to SMU’s 11,000 students. The two-story building is home to medical and counseling services, a full-service pharmacy and SMU’s health education program.

September 2016
SMU climbs into the top 20 percent of the U.S. News & World Report rankings of national universities.

A $10 million gift from Diane and Hal Brierley creates the Brierley Institute for Customer Engagement, the first U.S. academic institute for educating customer engagement leaders.

Rakesh Dahiya, CFA, an experienced investment manager with a background in higher education, is named University treasurer and chief investment officer. Dahiya previously served at the University of Florida Investment Corporation, Washington University in St. Louis and Ralston Purina.

Sushmita Purkayastha, assistant professor in the Simmons School’s Department of Applied Physiology and Health Management, and fellow researchers employ noninvasive procedures to measure blood vessel function in the brains of 200 male and female college athletes in order to locate and diagnose brain concussions, including transcranial Doppler ultrasound. The team worked under a one-year, $150,000 pilot research grant from the Texas Institute for Brain Injury and Repair, a UT Southwestern initiative funded by the Texas Legislature to enhance the diagnosis and treatment of brain injuries.

SMU Professor Emeritus Gregory Warden makes one of the most significant Etruscan discoveries in decades when he comes across a rare inscription of the name Uni, an important female goddess, on an ancient temple stone.

October 2016
The Meadows Museum opens the most comprehensive exhibit of Spanish modern art to be shown in the U.S. in 50 years. Spanish modern art from the Asociación Colección Arte Contemporáneo (ACAC) features more than 90 works of art from 1915-1960.
by approximately 50 artists. The exhibit is drawn predominantly from Spain’s ACAC, one of the most significant repositories of Spanish modern art in the world, as well as select masterpieces from the renowned collection of the Meadows Museum.

The Cox School of Business rises 16 points to be ranked No. 66 among full-time global MBA programs by The Economist magazine. The school also ranks No. 6 globally for its quality of faculty and No. 20 for its student/alumni potential for business networking.

Fred Chang, director of SMU’s Darwin Deason Institute for Cyber Security in Lyle Engineering and former director of research for the National Security Agency, is elected to the prestigious National Academy of Engineering, a private, independent, nonprofit institution that supports engineering leadership.

Bryan Stevenson, author of the SMU Reads selection for fall 2016, Just Mercy, gives a free public lecture on campus in conjunction with his Tate Lecture. Stevenson founded the Equal Justice Initiative, which aims to ensure proper legal representation for people who may have been denied a fair trial.

SMU graduate Rahfin Faruk ’16 is selected for the prestigious Marshall Scholarship, an annual award given to intellectually distinguished Americans to advance knowledge in the scholars’ chosen fields and to promote understanding of Britain.

SMU receives a three-year grant of $300,000 from the Andrew W. Mellon Foundation to support the Ignite/Arts Dallas initiative at Meadows School of the Arts.

December 2016

More than 530 students receive degrees at the December Commencement Convocation in Moody Coliseum. The keynote speaker is retired Dallas Police Department Chief David Brown, praised by SMU President R. Gerald Turner for helping reduce both crime in Dallas and the department's use of deadly force. Brown led the city through the aftermath of a deadly police ambush during a peaceful protest march in downtown Dallas.

SMU announces a $2.5 million gift from AT&T to endow the new AT&T Center for Virtualization and to fund research to support the fast, reliable cloud-based telecommunications necessary for global connectivity.

The Mustangs’ women’s volleyball team wins the American Athletic Conference championship for the second straight year and ends the season with a 26-8 record. The team also advances to the second round of the NCAA Tournament for the first time.

February 2017

SMU breaks ground on the Robson & Lindley Aquatics Center/Barr-McMillion Natatorium, a 42,000-square-foot facility that will feature an Olympic-sized, eight-lane indoor pool with a platform diving area, four springboards, a 10-meter tower, coaches’ offices, locker rooms and a classroom and meeting area.

The men’s and women’s swimming and diving teams place second at the American Athletic Conference Championships in Houston. Jonathan Gomez ’18 is named Most Outstanding Swimmer, and Bryce Klein ’18 is selected the top diver at the Championships. Matea

January 2017

A $2 million gift from SMU Trustee emeritus and longtime benefactor Cary M. Maguire endows the directorship of the Cary M. Maguire Center for Ethics and Public Responsibility in honor of the center’s founding director, ethicist William F. May.

Zachary Wallmark, assistant professor and chair of music history in Meadows School of the Arts, and Sabri Ates, associate professor in the Clements Department of History, receive fellowship grants from the National Endowment for the Humanities.

The Meadows Museum acquires an important work by Salvador Dalí (1904–1989), one of the most influential artists of the 20th century and a prominent member of the Surrealist movement. L’homme poisson, an oil-on-canvas painting from 1930, is representative of one of the artist’s most creative periods.
Samardzic ’18 earns co-Most Outstanding Swimmer honors at the women’s meet.

March 2017

Dedman College’s chemistry department establishes a new doctoral program in theoretical and computational chemistry to meet a growing need for industry professionals.

SMU Guildhall rises to the top spot among the world’s best graduate game-design programs in The Princeton Review’s eighth annual report. The Guildhall was created by and for the industry to train its future leaders by merging a solid academic curriculum with practical, real-world preparation. Since its founding in 2003, the program has graduated more than 650 students, and its alumni work at more than 250 video game studios around the world.

Meadows School of the Arts and the Dallas Theater Center’s Public Works Dallas program co-produce a groundbreaking community-based musical production of Shakespeare’s The Tempest. They rely on partnerships with five local organizations that support low-income and underserved populations in Dallas to cast the play, employing 200 Dallas residents in supporting roles. Meadows faculty, students and alums are involved behind the scenes and onstage.

“Mustangs Give Back” day of giving raises a record $491,819 from 3,001 donors.

Retired Dallas Chief of Police David Brown receives the 2017 J. Erik Jonsson Ethics Award from SMU’s Cary M. Maguire Center for Ethics & Public Responsibility for his nationally recognized leadership of the Dallas community following an ambush of police officers during a peaceful protest. Under Brown’s tenure, the department changed its focus to community-policing and implemented policies and training to ensure citizen and officer safety.

The Mustang men’s basketball team wins the American Athletic Conference (AAC) tournament after riding a 16-game win streak to capture the AAC regular season title. Head coach Tim Jankovich is named the AAC Coach of the Year and a Naismith Coach of the Year semifinalist. Forward Semi Ojeleye ’17 is named AAC Player of the Year, among other national recognitions. SMU finishes the season 30-5 overall and is ranked No. 11 in the final AP Poll.

The Mustang women’s basketball team finish the season tied for fifth in the AAC with a record of 19-15 under the leadership of first-year head coach Travis Mays. They advance to the AAC Championship quarterfinals and reach the round of 16 in the Women’s National Invitation Tournament.

Equestrian Head Coach Carol Gwin is named the United Equestrian Conference (UEC) Co-Coach of the Year, and Vivian Yowan ’20 is named the UEC Equitation on the Flat Rider of the Year and Equitation Over Fences Freshman of the Year. The Mustangs finish the regular season tied for first in the conference, before earning runner-up honors at the UEC Championship and a national ranking of No. 8.

April 2017

SMU President R. Gerald Turner announces the launch of a three-year giving “stampede” focused on yearly investments that strengthen current efforts in every area of the University. The drive, named Pony Power: Strengthening the Stampede, is co-chaired by Carl Sewell ’66 and Caren H. Prothro and has a goal of raising an average of $50 million a year in current-use gifts from June 1, 2017, to May 31, 2020, for a total of $150 million. The initiative builds on unprecedented accomplishments over the past decade.

Elizabeth Killingsworth, director of SMU’s Fondren Library Center and head of Research Services, is named interim dean and director of Central University Libraries (CUL). Killingsworth, an expert on teaching with technology who has long advocated on behalf of information literacy, assumes her new position as the University begins a national search for a permanent dean. Her appointment follows the retirement of Dean Gillian M. McCombs, who led CUL for 19 years.

SMU’s National Center for Arts Research (NCAR) releases its third annual Arts Vibrancy Index, which ranks more than 900 communities across the country. This year, 20 percent of the communities on the most-vibrant list appear for the first time, including one new state, Alaska. NCAR, a joint venture between Meadows School of the Arts and Cox School of Business, leverages big data from across the industry to provide arts leaders, funders, policymakers, researchers and the general public with free tools to meet the challenges of sustaining and promoting arts and culture.
Noted SMU anthropologist Caroline Brettell is elected to the prestigious American Academy of Arts and Sciences, whose members include leaders in academia, culture, civic involvement, business and philanthropy.

Matthew B. Myers, a global marketing and strategy expert with special expertise in cross-border business relationships and Latin American economies, is named dean of the Cox School of Business. Retiring Dean Albert W. Niemi, Jr. assumes a new role as full-time professor.

Stephanie L. Knight, a nationally recognized education leader, researcher and professor, is named dean of SMU’s Annette Caldwell Simmons School of Education and Human Development.

Students at the Lyle School’s Hunt Institute for Engineering and Humanity transform an old camping trailer into “Evie,” a fully functioning mobile greenhouse that is introduced at Fair Park in Dallas on Earth Day.

Perkins School of Theology announces two new degree concentrations in partnership with Cox School of Business and Meadows School of the Arts. The new concentrations are designed to further educate future clergy in the area of church management and to prepare clergy pursuing nontraditional forms of ministry that encourage social innovation.

The Mission Foods Texas-Mexico Center marks its official opening. The research policy center’s mission is to understand and explore the dynamic political, cultural, economic and business relationship between Texas and Mexico. The Mission Center is part of the Dedman College of Humanities and Sciences, in partnership with the Cox School of Business.

The women’s golf team places second at the 2017 AAC Championship at the Hammock Beach Resort in Palm Coast, Florida. SMU finishes with a season best score, while Brigitte Dunne ’19 posts a second-place finish.

May 2017

SMU awards more than 1,600 degrees at its University-wide Commencement ceremony. Pioneering geneticist Francis S. Collins, the director of the National Institutes of Health, delivers the Commencement address. His humorous rendition of the song “My Way” attracts more than two million views on Facebook and YouTube.

Elira Kuka, assistant professor of economics in Dedman College, receives an appointment to The National Bureau of Economic Research, the nation’s premier organization for impartial economic research. Kenechukwu (K.C.) Mmeje is appointed SMU vice president for Student Affairs. He formerly served at private universities in urban settings, including Chicago and Los Angeles.

Michael H. Hites, an executive with nearly two decades of experience leading large-scale computing operations for university-based research and innovation, is named SMU’s Chief Information Officer.

Three SMU graduates are awarded Fulbright English Teaching Assistant Awards. A total of seven SMU students and recent graduates are selected as semifinalists in the 2016-17 Fulbright U.S. Student Program grant competition.

Shanoah Souza ’17 earns a gold medal in the 3,000-meter steeplechase to secure her first career individual title at the AAC Outdoor Track & Field Championships. Three other SMU runners also capture gold medals: Holly Archer ’17 in the 1,500-meter race; Chelsea Francis ’20 in the 100-meter dash; and Latessa Johnson ’19 in 200 meters. For the 11th consecutive year, the SMU track and field program receives All-Academic Team honors from the U.S. Track and Field and Cross-Country Coaches Association (USTFCCCA) after posting a 3.38 team grade point average for the 2016-17 season.

Mustang men’s and women’s tennis teams each earn 2017 Intercollegiate Tennis Association (ITA) All-Academic Team Awards.

SMU women’s golfers Katie Page ’17 and Faith Summers ’19 are named Women’s Golf Coaches Association All-American Scholars. Page becomes the first Mustang in program history to achieve the honor four years in a row.
Consolidated Financial Reports

The information on pages 40-41 was derived from the audited financial statements of the University for fiscal year June 1, 2016 – May 31, 2017.

June 1, 2016 – May 31, 2017
(in 000s)

**STATEMENT OF ACTIVITY**

<table>
<thead>
<tr>
<th>Revenue</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and fees</td>
<td>$477,959</td>
</tr>
<tr>
<td>Scholarship allowance – tuition and fees</td>
<td>$(168,424)</td>
</tr>
<tr>
<td>Net Tuition</td>
<td>$309,535</td>
</tr>
<tr>
<td>Gifts</td>
<td>$78,092</td>
</tr>
<tr>
<td>Endowment income, net of investment expenses</td>
<td>$13,543</td>
</tr>
<tr>
<td>Net realized and unrealized gains on investments</td>
<td>$51,429</td>
</tr>
<tr>
<td>Grants and contracts</td>
<td>$29,495</td>
</tr>
<tr>
<td>Organized activities</td>
<td>$8,414</td>
</tr>
<tr>
<td>Other sources</td>
<td>$31,184</td>
</tr>
<tr>
<td>Auxiliary activities</td>
<td>$58,939</td>
</tr>
<tr>
<td>Scholarship allowance – room and board</td>
<td>$(3,603)</td>
</tr>
<tr>
<td>Independent operations</td>
<td>$3,609</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$580,637</td>
</tr>
</tbody>
</table>

**EXPENSES**

Program expenses:
- Instructional: $187,392
- Academic support: $64,936
- Research: $27,506
- Organized activities: $11,364
- Student services: $49,092
- Auxiliary activities: $74,649
- Total Program Expenses: $414,939
- Institutional support: $106,635
- Independent operations: $2,793
- Total Expenses: $524,367

Other changes: $(669)

Change in Net Assets During the Year: $56,939

**BALANCE SHEET**

<table>
<thead>
<tr>
<th>Assets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$171,385</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>$42,249</td>
</tr>
<tr>
<td>Pledges receivable</td>
<td>$132,542</td>
</tr>
<tr>
<td>Investments</td>
<td>$1,453,587</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>$1,068,754</td>
</tr>
<tr>
<td>Other assets</td>
<td>$32,023</td>
</tr>
<tr>
<td>Total Assets</td>
<td>$2,900,540</td>
</tr>
</tbody>
</table>

Liabilities
- Accounts payable and accrued expenses: $196,547
- Deposits and deferred income: $38,953
- Other liabilities: $8,330
- Bonds payable: $659,255
- Advances for student loans: $3,088
- Total Liabilities: $906,173

**Net Assets**
- $1,994,367
- Total Liabilities and Net Assets: $2,900,540
Expenditures Toward Strategic Goals

During the past decade SMU has increased annual expenditures for scholarships, faculty and academic achievement in support of goals identified in the University’s Strategic Plan.

**Student Support**

*Annual University expenditures for tuition scholarships*

**Faculty Support**

*Annual University expenditures for academic instruction*

**Academic Support**

*Annual University expenditures for academic support, including library, advising and technology resources*
Endowment Report

The SMU endowment ended the fiscal year on May 31, 2017, with a market value of $1.505 billion, representing an increase of $121.3 million from the prior fiscal year. Substantial endowment gifts of $24.0 million were received during the year, while endowment distributions of $61.7 million provided support to University operations and accounted for 15.2% of the operating revenue budget. Multiple restricted and unrestricted purposes were funded, including support for scholarships, faculty, educational programs and libraries.

Total return, net of expenses, was 11.5% for the one-year period ending May 31, 2017. Performance has been favorable over the past one and three years relative to peer institutions. Global equity markets rebounded strongly after a disappointing fiscal year 2016. In Europe, central bank policies remained accommodative, and the outlook for economic growth and corporate profitability has improved. Strong performance in Chinese equities drove returns in emerging markets, which significantly outperformed developed market equities for the first time in several years. Although markets have appeared calm over the past year, equity valuations remain elevated and continue to rise. We continue to diligently monitor risks, particularly rising geopolitical tensions and changes in central bank policies, and their potential impacts on future market performance. SMU remains committed to implementing long-term investment initiatives that have served the University well in years past.

SMU’s donors have always been generous, and we thank them for their support of the University and the endowment over the past year. We pledge to continue concentrating on investment strategies and opportunities that should allow the endowment to grow over time and maintain appropriate levels of risk and diversification. Meeting these goals over the long term will enable the endowment to support SMU into perpetuity.
2016–17 Revenue Sources
(Educational and general budget)

- Net tuition and required fees: 72%
- Endowment distribution: 15%
- Annual gifts: 5%
- Other revenue: 8%
- Other: 5%
- Maintenance: 6%

2016–17 Endowment Distribution by Designated Purpose

- Educational program support: 38%
- Chairs and faculty support: 23%
- Scholarships and other student aid: 27%
- Library and books: 6%
- Other: 5%
- Maintenance: 5%

Endowment Pool Asset Allocation

- Global Equities
- Diversifying Strategies
- Private Equity
- Fixed Income and Cash
- Real Assets

(Dividend payments in parentheses)

- Dividend payments: 2016–17 5% 2015–16 10%
For more than 100 years, SMU has shaped minds, explored the frontiers of knowledge and fostered an entrepreneurial spirit in its seven degree-granting schools. Taking advantage of unbridled experiences on the University’s beautiful campuses and SMU’s relationship with Dallas, the dynamic center of one of the nation’s fastest-growing regions, alumni, faculty and 11,000 graduate and undergraduate students become ethical leaders in their professions and communities who change the world.