We step UP to advance the world's prosperity
DEAN’S MESSAGE

Howdy! When I reflect on my many Aggie experiences — and there are many, considering my four-decade affiliation with Texas A&M and Mays Business School— a high point is surely our recent Strategic Planning Initiative (SPI). Hundreds of Mays faculty, staff, students, and former students worked together to develop our new strategic plan. Their enthusiasm was humbling and inspirational.

Our strategic planning process itself was innovative and unique among business schools. We used Appreciative Inquiry—a positive approach to change—to affirm Mays' past and present strengths, to discover what makes Mays truly distinct, and to envision ways to amplify that distinctiveness.

The process started with my Texas “listening tour” where I engaged key stakeholders in our visioning efforts. The process continued at a leadership team retreat/advance at Deloitte University. Representatives from academic departments, centers, and the Dean’s Advisory Board stepped away from day-to-day activities, suspended self-interest and focused on the long-term future of Mays. The process culminated with more than 300 faculty and staff participating in town hall meetings and college wide work teams to have a voice in our strategic plan. The process of collectively “Respecting the Past: Writing the Future” was truly remarkable.

This special issue of @Mays is dedicated to our strategic plan and to those who helped shape it. Thank you all for participating as we write the next chapter in the remarkable story that is Mays Business School.

“Mays is stepping up by never standing still. There’s a new vision and mission statement to advance the world’s prosperity by creating impactful knowledge and developing transformational leaders. The world is not standing still, and business is not standing still. It demands that we invest in our students to develop the kind of leader needed to make an impact.”

ROBERT E. JORDAN ’85
EXECUTIVE VICE PRESIDENT AND CHIEF COMMERCIAL OFFICER OF SOUTHWEST AIRLINES AND A MEMBER OF THE MAYS DEAN’S ADVISORY BOARD

STRATEGIC INITIATIVE: ENGAGEMENT

Beginning in fall 2017, the @Mays magazine will undergo a digital transformation. As part of a Tier One research university, Mays creates and disseminates world-class research that reflects a broad array of academic disciplines and methodological approaches. To heighten awareness of Mays success, we will be expanding the Mays digital presence this fall to enhance the school’s scholarly reputation.

To subscribe to the inaugural issue of our new digital publication this fall, provide your email address by updating your information with The Association of Former Students at Records@AggieNetwork.com
Mays Business School’s vision is to advance the world’s prosperity.

To advance the world’s prosperity means providing a better future for generations who follow, including quality of life, environment, and economic systems. To fulfill this vision, our mission is to be a vibrant learning organization that creates impactful knowledge and develops transformational leaders.
Mays Business School aims to be a vibrant learning organization that advances the world’s prosperity by creating impactful knowledge and developing transformational leaders. This vision requires us to provide a better future for the generations who follow by improving quality of life, the environment, and economic systems.

Dean Eli Jones points to several remarkable efforts by Mays students:

• Significant participation in study abroad programs with the third-highest percentage of students across Texas A&M’s campus
• Interaction with global business leaders like David Cordani (Cigna), Jeff Miller (Halliburton), and Bruce Broussard (Humana) who come to speak with students
• Learning in the classroom about business trends and strategies that will help those around the world prosper

“At Texas A&M’s Mays Business School, we believe that awareness of global issues is just as important as knowledge of accounting, finance, management, marketing, management information systems or supply chain issues.... Business is truly a global enterprise. For anyone aspiring to leadership of a business — especially one that has a global reach — cross-cultural skills and global competence are critical.”

DEAN ELI JONES
SEEKING KNOWLEDGE BEYOND TEXAS A&M

In 2014-15, the 599 Mays students who studied abroad comprised 13 percent of the Texas A&M University students who did so. Within Mays, about 24 percent traveled abroad. Jones has a goal of 100-percent participation. Julian Gaspar, director of the Center for International Business Studies at Mays, outlined some of the strides Mays has made since the center was established by the first Center for International Business Education & Research (CIBER) grant. CIBS’ mission is to empower Mays students to become globally competent and operate at a professional level in intercultural and international contexts. “As one of only 17 CIBER units among U.S. universities, our mission dovetails with what we are trying to achieve as a school,” Gaspar said.

In 2016, 14 faculty and staff members led Mays study-abroad excursions to Southern Africa, Brazil, Cuba, and India. “We really immerse ourselves in the education of our students,” Gaspar explained. In fall 2017, seven new exchange partnerships will be added in Asia/Oceania and Europe.

EXTENDING KNOWLEDGE

Mays is also advancing the world’s prosperity through Entrepreneurship, one of the Mays Grand Challenges. Texas A&M is 20th among undergraduate programs and 21st among graduate programs named by The Princeton Review and Entrepreneur magazine as best for entrepreneurship studies for 2017. Texas A&M graduates – many from Mays – have launched about 250 startups in the last five years. Approximately 900 Mays students are enrolled in entrepreneurship classes.

Social impact and sustainability are also cornerstones of the Mays culture. A collegewide Corporate and Social Responsibility taskforce was created to increase exposure across the undergraduate curriculum. An elective marketing course on Corporate Social Responsibility has already been offered, and the Mays Full-Time, Professional, and Executive MBA curricula cover corporate governance, ethical behavior in business transactions, the Foreign Corrupt Practices Act, corporate social responsibility and regulatory compliance. Also, two accounting professors developed new classes at the undergraduate and graduate levels that introduced shared-value-creation concepts. Students in the new MS Business program completed a new course titled “Value Creation,” and a record number of students applied for the Strategic Philanthropy course, in which the class distributed $100,000 to local not-for-profit organizations.

SCHOOLWIDE PARTICIPATION IN PLAN DEVELOPMENT

MBA “TED” TALKS

Mays Full-Time MBA students presented eight-minute versions of “TED Talks” fashioned after the popular short, powerful talks. From the Ray Auditorium stage, students presented to an audience consisting of Mays classmates, faculty, and staff. Executive Professor John Krajeck, who is assistant director of Business Communication Studies, gave the assignment.

BRINGING ENTREPRENEURSHIP TO UNEXPECTED PLACES

Mays students traveled twice to Cuba with Executive Professor Don Lewis as part of the “Global Entrepreneurship” course. Cross-cultural communication skills and valuable entrepreneurial exposure are the outcomes.

MS BUSINESS SHOWCASE

Student teams in the first-year MS Business program created their own profitable businesses in the Integrated Business Experience course. They donated $6,284 and 309 service hours to their charities of choice.

MAYS SMALL EVENT

Similar to the Big Event, 64 peer leaders in Freshman Business Initiative started the Small Event. They visited the homes of 13 Mays faculty and staff to complete work requests, illustrating humility in small actions.

WOMEN IN IT CONFERENCE

For 18 years, this Center for the Management of Information Systems-sponsored conference has attracted faculty, staff, students, and professionals to network and learn from others building careers in information technology. Leaders from Intel Security, Salesforce, and Kendra Scott were the 2017 speakers.

RETAIL COMPETITION WIN

Mays ranked in the Top 10 percent for having the most winners of the 2016 YMA Fashion Scholarship Fund. Eight Mays students won $40,000 in scholarships and were recognized at the awards gala in New York City.

ARCHITECTURE DEAN JORGE VANEGAS

This visionary leader calls himself a “total fan” of Mays. He co-founded Startup Aggieland and promotes Ideas Challenge and Aggie 100. At a Strategic Planning Initiative Lunch and Learn, Vanegas’ presentation on “Design Thinking” tied together the Mays Grand Challenges of Entrepreneurship, Energy, and Health Care.
MAYS IS A TRANSFORMATIONAL LEADER

Mays continues to be recognized as one of the best business schools in the world. The secret to that long-term success lies in the school’s continual quest for excellence, which is built on the transformational leadership of Mays’ excellent faculty members, students, and staff.

Mays’ mission to be a vibrant learning organization requires a culture of caring and connectedness that requires diversity of thought, innovation and making a meaningful impact on the communities we serve. “In our view, staying innovative requires importing and exporting knowledge,” Dean Jones said. “To accomplish this goal, we engage in activities and programs that reach across the spectrum of academia and around the world.”

A few of the programs that differentiate Mays include:

THE AGGIE REAL ESTATE NETWORK
This network has a long history of developing transformational leaders in the areas of agricultural appraisal, banking, development, mortgage finance, retail site selection, investment and valuation. The program, which has more than 1,000 alumni, will have its 40th reunion in College Station July 27-29.

AGGIES ON WALL STREET
This flagship program offers select high-achieving finance students a challenging environment where they learn what it takes to succeed in the high-stakes world of Wall Street. Students also have the opportunity to interact with top Wall Street leaders, thus building an influential network of allies and potential mentors.

BUSINESS FELLOWS
This premier undergraduate professional development program builds upon each Fellow’s capacity in core competencies such as leadership, ethics, teamwork, and decision-making, which are critical to becoming an effective transformational leader. Program members go on to be top executives in the corporate, entrepreneurial, nonprofit, education, and governmental sectors.

BUSINESS HONORS
This degree program offers a number of unique benefits for talented and motivated students, including: a solid foundation in the various business disciplines; personalized attention through smaller class sizes; challenging coursework with discussion-driven lectures and case studies; professional development; and a powerful network through Business Honors’ tight-knit learning community.

CENTER FOR NEW VENTURES AND ENTREPRENEURSHIP
This center offers more than 28 programs for individuals who are seeking transformational leadership opportunities. These programs include the 3 Day Start Up, Aggie Entrepreneurship Saturday, and Entrepreneurship Bootcamp for Veterans.

EXECUTIVE SPEAKER SERIES
This speaker series offers students the opportunity to regularly meet proven leaders from a wide range of industries, including General Motors, GE Appliances, The King Ranch, The Clorox Company, Nike, AT&T, and Oceaneering International.

FACULTY FELLOWS
Mays welcomed V. Kumar (VK), a Faculty Fellow from the Hagler Institute for Advanced Studies at Texas A&M, to share his work. In addition to marketing, his research connects to a variety of scholarly fields, including information systems, computer science, finance, accounting, and health care.

FRESHMAN BUSINESS INITIATIVE (FBI)
This learning community is designed to help freshmen successfully transition to college life and Mays Business School. FBI combines large group lectures with peer-led small groups to introduce Mays core competencies, teach frameworks for thinking and acting as ethical business leaders, encourage active learning strategies, challenge personal ownership of values and worldview, and connect students to a network of their peers.

MBA PROGRAMS
The Mays Full-Time, Professional, and Executive MBA Programs range from 18 to 22 months and provide students with opportunities to apply what they learn in the classroom to real-world situations. Students have access to extensive experiential learning opportunities, internationally recognized faculty and a global network of Aggies.

PETROLEUM VENTURES PROGRAM
This program, which received a 2017 Association to Advance Collegiate Schools of Business (AACSB) International “Innovations That Inspire” award, is a collaborative effort between Mays and the College of Engineering. The entrepreneurial initiative fosters teamwork between finance students and their counterparts in petroleum engineering.

REAL ESTATE CENTER
For 45 years, the center has studied financial, socioeconomic, public policy, trade, legal, land use, and local market analysis issues related to real estate.

SECRET OF SUCCESS
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Mays Transformational Leaders

Mays Transformational Leaders are distinguished by the transformational impact they have on people and organizations. In particular, Mays Transformational Leaders:

- Embody Texas A&M’s Core Values — Excellence, Integrity, Loyalty, Leadership Respect, and Selfless Service;
- Exhibit strong business competencies and leadership mindsets — Entrepreneurial, Analytical, Global, Social Impact, and Ethical;
- Inspire and influence others toward a common vision; and
- Courageously challenge the status quo in order to innovate and produce results beyond expectations.

Mays Transformational Leaders also care about followers and develop their capabilities and confidence. They share a commitment to sustainable value creation, responsible change, and positive social impact.

To fulfill our mission to develop transformational leaders, Mays Business School will create a Transformational Leadership Development Framework for our undergraduate and graduate students, our Center for Executive Development (CED) clients, and our faculty and staff. Informed by scholarly theory and research on both leadership and learning, the framework will include components designed to elicit and develop the attributes of a Mays Transformational Leader. The framework will emphasize self-awareness, reflection, and high-impact learning experiences; and that give students the opportunity to integrate, practice, experiment, fail, and develop resilience.

Our faculty and staff embody these characteristics. Here are a few of the Mays Transformational Leaders who impact our school:

- **Mary Lea McAnally**
  Director of Innovation and Strategic Planning
  This nationally respected leader brings her diverse experience in facilitating the school’s strategic planning initiative. A winner of numerous faculty and student-led awards, her efforts help Mays continue to expand its national reputation for engagement, innovation, and impact.

- **Duane Ireland**
  Executive Associate Dean
  The University Distinguished Professor was awarded Mays’ Lifetime Achievement Award for Research and Scholarship. This highly prestigious honor recognizes sustained and outstanding scholarly contributions by Mays faculty who are pioneers in their field.

- **Wendy Boswell**
  Department Head of Management
  This international research powerhouse uses her deep knowledge of human resource management to lead Mays’ management department. Her goals for the department include enhancing key high-impact programs, shaping innovative new programs, and customizing executive programs.

- **Arvind Mahajan**
  Associate Dean for Graduate Programs
  This scholar has served Mays for more than 15 years and earned titles such as Texas A&M University System Regents Professor, Presidential Professor for Teaching Excellence, and Lamar Savings Professor of Finance. He has also served as director of the Aggies on Wall Street Investment Banking Program and the MS Finance Program, as well as associate director of the Center for International Business Studies.

- **Gary Maler**
  Director, Real Estate Center at Mays Business School
  For almost 40 years, this award-winning Accounting Department Head has been an integral part of the Top 10 program ranking and the 25 years of success of the Professional Program in Accounting (PPA).

- **Venky Shankar**
  Coleman Chair Professor in Marketing
  As one of Thomson Reuters World’s Most Influential Scientific Minds, Shankar’s latest research explores the rapidly evolving area of mobile shopper marketing. His work describes the shopper’s journey and identifies the challenges in the shopping process.

- **Ben Welch**
  Assistant Dean for Executive Education
  The Center for Executive Development’s visionary leader is educating and empowering transformational leaders for a global society. This scholar focuses his efforts on fostering relationships with global corporations by providing executive education solutions that have a direct impact on organizational performance and profitability.

- **Leonard Berry**
  Distinguished Professor of Marketing
  This Regents’ Professor helped found the research domains of services marketing and service quality and pioneered the now-foundational concept of relationship marketing. He currently is focusing his research on service improvement in cancer care.

- **Marty Louder**
  Associate Dean of Undergraduate Programs
  The Louder Medal of Excellence namesake continues to encourage undergraduates to seek high-impact learning experiences and embrace reflective, integrative learning. She holds the Wiley Professorship in Business, the Presidential Teaching Professorship, and the Regents’ Professorship.

- **James Laird**
  Assistant Dean for Finance and Administration
  Using insights drawn from his extensive skills and background experiences, James Laird, Assistant Dean for Finance, serves as the steward of our financial resources, allowing us to make progress toward our newly-developed vision and mission. In his role that also includes leadership of our facilities and IT staff, Laird has received the Mays Outstanding Staff member award and has twice received a Star Performer award.

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MAYS STAFF COUNCIL

Our success at Mays Business School is a direct result of the numerous and diverse contributions of our staff — often behind the scenes. The Mays Staff Council provides a means for uniting the Mays staff community in order to express staff ideas and concerns and serve in a consultative role to the dean.

2017 members are (pictured left to right): Courtney Bouquer, Jeffrey Jones, vice chair; Angela Catlin, chair, Donna Shumaker, Eli Jones, Misty Page, Ashley Hilgeman, Kelly Pampell, Kaellyn Newman, and Christina Inkpen. (Not pictured: Tyra Musoma and Spring Robinson.)

MAYS FACULTY & STAFF TRANSFORMATIONAL LEADERS

Faculty and staff are Mays Transformational Leaders. The following outstanding members were recognized in fall 2016.

• Recipients of Outstanding Staff Achievement Awards were: Diane Johnstone, administrative assistant, Department of Finance; Donna Skamander, administrative assistant, Department of Accounting and Operations Management; and Shanna Spencer, program manager, Center for New Ventures and Entrepreneurship.

• Recipients of the Ricky W. Griffin Research Excellence Award were: John R. Robinson, accounting professor; and Murray Barrick, management professor.

• Recipients of Mays Faculty Service Excellence Awards were: Kevin Roach, executive professor of accounting; Xenophon Koufteros, information and operations management professor; and Janet Parish, clinical marketing professor and assistant marketing department head.

• Annie McGowan, associate accounting professor and assistant dean for diversity and inclusion, received the Gina and William H. Flores ’76 Endowed Professorship in Business.

• Richard W. Woodman was named a Professor Emeritus of Management.

• Anupam Agrawal, associate information and operations management professor, was recognized for Creating Impactful Knowledge. He has served on the editorial review board for Production and Operations Management Journal and as associate editor of Journal of Operations Management. He also received the Best Reviewer Award for Production and Operations Management Society.

• Celebrating 20 years of service were: Chris Potter, business administrator, Department of Accounting; Terri Zimmerman, assistant director, Professional Program of Accounting; Veronica Griffin, business coordinator, Office of the Dean; John Krugick, executive professor and assistant director of business communication studies, Mays MBA Programs; and Sandi Lampa, clinical associate professor, Department of Marketing.

• 25 years: Julian Gaspar, clinical professor of finance and executive director of the Center for International Business Studies.

• 30 years: Nancy Simpson, clinical professor and director, Undergraduate Special Programs; Arun Sen, professor of information and operations management; Joyce Thomas, lead office assistant; Department of Management; Paul Busch, professor of marketing and Texas A&M University System Regents’ Professor; Nancy McQuistion, associate editor at the Real Estate Center; and Robert Beals, associate editor/art director at the Real Estate Center.

• 35 years: Ricky Griffin, distinguished professor of management and Blocker Chair in Business; Aghar Zardkooshi, T.J. Barlow Professor of Management; Larry Gresham, associate professor of marketing; Rajiv Varadarajan, University Distinguished Professor of Marketing. Regents’ Professor; Karmyn Baumann, assistant editor and production artist at the Real Estate Center.

• 40 years: Steven Grossman, associate professor of accounting.

MAYS in the NEWS

The Wall Street Journal, Aug. 14, 2016, “Bigger loans for STEM students.” Research by KOROK RAY, associate accounting professor, found that STEM majors may be more likely to repay college debt.

Science Magazine, Sept. 7, 2016, “The perfect car, according to science.” Research by VAN LIU, assistant marketing professor, may help marketing professionals make better decisions about the aesthetics of luxury cars.

Fox 29, Sept. 13, 2016, “Student with sign performs with Springsteen in Philly.” Mays business sophomore MATTHEW AUCOIN had a once-in-a-lifetime opportunity to perform with the legendary singer-songwriter.

Harvard Business Review, Sept. 14, 2016, “Should you talk informally before an interview?” MURRAY BARRICK, professor of management, suggested that small talk with interviewers might be more important than we think.

Business News Daily, Sept. 18, 2016, "Build relationships with employees to defeat biased perceptions.” Research by CINDY ZAPATA, associate management professor of management, uncovered evidence for unconscious racial bias against supervisors who are minorities.

The Fagle, Sept. 29, 2016, “Startup Aggieland’s ‘First Look’ lets university entrepreneurs connect with community.” DICK LESTER, executive director of the Center for New Ventures and Entrepreneurship, and SHILLY BRENCXMAN, marketing coordinator of Startup Aggieland, showed how “it takes a village to raise a startup.”

WalletHub, Nov. 14, 2016, "2016 holiday budgets by city.” CHRISTINA KAN, associate professor of marketing, offered tips to help holiday shoppers avoid overspending.

CNET.com, December 2016, “Pokémon Go: El juego que sacudió al mundo en 2016.” VENKY SHANKAR, marketing professor, discussed how the augmented reality gaming phenomenon took the world by storm.

Amar Ujala, Anupam Agrawal (INFO), January 2017, “Power Line is leading to change in the behavior of girls in UP.” Research by ANUPAM AGRAWAL, information and operations management professor, revealed how a modern helpline is driving societal change for girls and women in India.

Forbes, Jan. 19, 2017, “Seven habits of extra interesting people.” CLAIR NIXON, accounting professor, was recognized as an interesting person who actively teaches others how to stand out, too.

Houston Business Journal, Feb. 1, 2017, “Houston expert: The $200,000 house is going to be gone.” LUIS TORRES, associate research scientist at the Real Estate Center, forecasted a strong housing market for Houston in 2017.


ENTREPRENEURSHIP
Improving economic development

ENERGY
Providing sustainable & efficient energy

HEALTH CARE
Enhancing human, animal, & plant health

MAYS GRAND CHALLENGES

Health care is on the top of most agendas today. At Mays Business School, it is one of the school’s three Grand Challenges – areas that are deserving of laser focus and hefty resources. The school’s arsenal of expertise on the topic is led by Leonard Berry, a University Distinguished Professor of Marketing. He helped found the research domains of services marketing and service quality, and he pioneered the now-foundational concept of relationship marketing. These days, he focuses his research on service quality in cancer care.

Fifteen years ago Berry became part of the movement to improve health care. As a visiting scientist at Mayo Clinic in 2001-2002, he conducted an in-depth research study of healthcare service, the basis for his book, "Management Lessons from Mayo Clinic" (2008). He also has conducted and published field research at Gundersen Health, ThedaCare and Bellin Health —three high-performance health systems in Wisconsin. Concurrent with his faculty position at Mays, Berry is a senior fellow of the Institute for Healthcare Improvement, studying service improvement in cancer care for patients and their families. "I have determined if you can learn to satisfy patients, you can learn to satisfy any customers," he said.

Berry has stepped up his research of cancer care to encompass those closest to the cancer patients—the caregivers. His research has spanned the gamut of healthcare service, the basis for his book, "Supporting the Supporters: What Family Caregivers Need to Care for a Loved One With Cancer," is in the January issue from the patient to the medical professionals to the caregivers. His graphic is particularly impactful in that it includes topics for each of our business-school disciplines to impact both the business aspects of health care in synergy with care provision and policy. The takeaway message is that there are many opportunities for Mays research faculty, both for researchers who already explore healthcare topics and for those interested in doing so. Abbey started the session with a systemic overview of the economics of health care. Some of the statistics were startling:

- The U.S. spends $3 trillion annually on health care
- In 2016, the healthcare sector was considerably larger than the retail and domestic oil and gas sectors combined
- Healthcare spending has increased exponentially during the past 10 years and is predicted to continue to grow as baby boomers age
- GDP growth has flattened such that healthcare costs are an ever-increasing proportion of U.S. GDP

The overall picture is dire, Abbey concluded, and the country cannot sustain these trends. He relayed a personal healthcare experience involving the birth of his twins in 2015. The point of his anecdote was that healthcare professionals spend inordinate amounts of time dealing with the business of health care at the expense of patient care. The business of health care is complex and waste abounds. Abbey ended his presentation with a graphic that showed potential healthcare research topics that could help realize Mays’ vision to advance the world’s prosperity. His graphic is particularly impactful in that it includes topics for each of our business-school disciplines to impact both the business aspects of health care in synergy with care provision and policy. The takeaway message is that there are many opportunities for Mays research faculty, both for researchers who already explore healthcare topics and for those interested in doing so.

Berry echoed Abbey’s message that healthcare providers increasingly must focus on the business of health care when that might not be their forte. This adds stress and exacerbates waste. Berry also pointed out that medical services are dissimilar to most other services in that the customer is sick and reluctant, and the service provider is stressed and overworked.

As Mays expands healthcare course offerings, Berry is in the forefront. He teaches the “Service Quality in Health Care” class to Business Honors undergraduate students, which is designed to prepare business school students for a career in healthcare leadership. The class is designed as a seminar, encouraging active, engaged learning among no more than 15 students. In class, the students take part in informal lectures, active discussions, and student presentations. Outside of class, the students do self-guided study, reading, and writing. In a separate pilot project, seven students are part of the Health Care Interest Group, led by Eric Newman (assistant director of Business Honors and Business Fellows) and Lauren Griffin (academic advisor) and taught by Theresa Phinney (senior lecturer in information and management systems). The students:

- Take a Core Business Knowledge course together and work on a group project related to health care
- Have common advising with Griffin, the school’s resident expert on pre-professional requirements and the healthcare sector
- Attend outside-the-classroom programming (speakers, field trips, service opportunities) related to health care

Berry anticipates opportunities to offer additional courses. “I’ll do whatever I can to expand healthcare courses at Mays,” Berry said. “Dean Jones is very supportive.” Berry is a Regents’ Professor and holds the M.B. Zale Chair in Retailing and Marketing Leadership. He also is a Presidential Professor for Teaching Excellence.

Leonard Berry (L) and Dr. Jonathan Leighton at Mayo Clinic; James Abbey (R)
Berry has written 10 books, including: “Discovering the Soul of Service,” which has been included in “The 180 Best Business Books of All Time” since 2009; “On Great Service;” “Marketing Services: Competing Through Quality;” and “Delivering Quality Service.” He has written numerous academic articles and been an invited lecturer throughout the world.

Berry said he became interested in studying service improvement in cancer care because “we are making more progress on clinical care than service care, and when cancer strikes, patients and their families need both,” he said. “I am able to leverage my career background as a services researcher and the past 15 years intensively studying health care to contribute to our thinking about trying to ease the path for cancer patients and their families.”

Berry co-authored “What Adult Cancer Care Can Learn From Pediatrics” in August 2016 in the Journal of Oncology Practice. The top takeaways are:

- Focus on families, not just patients
- Tailor the communication
- Embrace play

Berry is moving into the area of healthcare payment reform. He was one of 25 of the nation’s top thought leaders who gathered in January to determine emerging topics in healthcare payment reform and produced a definitive summary of their recommendations to offer to policymakers.

Berry also researched hospice care for an upcoming article in Journal of Palliative Care that he co-authored, “Practical Ideas for Improving the Quality of Hospice Care.” In spring 2017, Berry invited senior executives from Optum Physicians Services, a leading health services and innovation company, for a two-day visit to interact with his Business Honors and MBA students. The visitors were J.R. Thomas, executive vice president, Doug Hansen ‘89, chief operating officer, Allison Miller ‘99, corporate programs manager; and Kevin Kuhn, Optum executive in residence at the University of Minnesota.

An example of another healthcare related collaboration is a partnership between Mays and the School of Public Health on a healthcare track. Starting in the fall of 2017, Mays Full-Time MBA students can enroll in 12 credit hours of healthcare courses such as Strategic Management, Health Systems Management, and Introduction to Health Economics. This track is in addition to M.D. Plus Program at the Texas A&M Health Science Center, in which medical students can pursue an MBA.

MAYS LEADERS IN ACTION

A few examples of recent leadership include:

- Director of the Graduate Career Management Center KIM AUSTIN completed her term on the National Association of Women MBAs (NAW MBA) corporate advisory board.
- Marketing Professor LEONARD BERRY participated in a Health Care Payment Reform Summit sponsored by Mayo Clinic and Arizona University Alliance for Health Care.

Undergraduate Career Services Coordinator LISA BURTON was named among the American Business Women’s Association’s 2017 Top Ten Business Women of the Year.

Management Associate Professor CYNTHIA E. DEVERS is serving as Program Chair of the Strategic Leadership and Governance Interest Group for Strategic Management Society.

Management Professor LORRAINE EDEN was named Woman of the Year by the Women in the Academy of International Business (WAIB).

Executive Associate Dean, University Distinguished Professor, and Benton Cokeranough Chair in Business R. DUANE IRELAND has been named the 2017 recipient of the Mays Lifetime Achievement Award for Research and Scholarship.

Real Estate Center Senior Editor DAVID JONES was selected to the 2017 International Association of Business Communicators (IABC) Gold Quill Awards Blue Ribbon Judging Panel.

Dean ELI JONES was presented with the 2016 Lifetime Achievement Award from the American Marketing Association’s Selling and Sales Management Special Interest Group.

JONES was also inducted into the Hall of Fame for the PhD Project, a group that works to increase the diversity of business school faculty.

Marketing Professor VENRY SHANKAR was named an Outstanding Area Editor by Journal of Marketing.

Marketing Professor ALINA SORESCU was invited to join the editorial review board of the Journal of Marketing Research.

Marketing Professor MANIJT YADAV was recognized as an Outstanding Reviewer from Journal of Marketing.
Mays faculty and staff have been involved in intense outreach to both ends of the spectrum — prospective students and former students — while also keeping current students engaged. One area of laser focus is diversity and inclusion, which is led by the school’s inaugural Assistant Dean for Diversity and Inclusion Annie L. McGowan.

The position stemmed from Mays’ Strategic Plan, which has as its core mission that Mays “be a vibrant learning organization that develops transformational leaders.” The strategic initiatives of the plan are:

- Diversity, inclusion, and engagement
- High-impact research
- Impactful teaching and learning
- Mays Transformational Leadership Development Framework
- Infrastructure

A website for the Mays Office of Diversity and Inclusion outlines the return on inclusion, events, student organizations, and resources (mays.tamu.edu/office-of-diversity-and-inclusion). Various levels of sponsorships are outlined, with corresponding levels of campus involvement such as invitations to provide speakers, logos on T-shirts, and the opportunity to distribute materials to or have access to students.

A Mays Diversity and Inclusion Committee has been formed with the goal of addressing the following:

- Curriculum — Identify opportunities to insert cultural competency objectives into existing curriculum
- Retention — Design programs for academic support and professional development of current students, such as the Regents’ Ambassador Program
- Recruiting — Create a recruitment plan for undergraduate diversity recruitment and partner with summer outreach programs

- Community outreach — Design and oversee programs to connect Mays faculty/staff/students to external constituents, such as Habitat for Humanity
- Women’s Leadership Initiative — Connect current and future women leaders to expand and equip them with the tools for career and life success
- Climate — Work with the Multicultural Association of Business Students Advisory Board to develop projects that promote inclusiveness and diversity of thought

McGowan has initiated a series titled “Mays Speaks,” which brings together the Mays community to talk about sensitive issues such as race, gender identity, and cultural or religious biases. “Biases about race, culture, religion, age, and other differences can create thought patterns and habits that cause us to behave in ways that impede our ability to meet our goals,” McGowan said at one of the sessions. “Some biases are deeply held but considered politically incorrect to act upon. Others are not intentional. We may not even be aware that they exist.”

McGowan is also coordinating outreach programs to prospective students. The Business Careers Awareness Program (BCAP) brings 30–50 talented high school students from groups underrepresented at Mays to the Texas A&M campus the summer prior to their senior year for a week-long experience. The broad objectives of this program are to:

- Introduce talented minority students to career opportunities in business disciplines
- Give students firsthand experience of the microcosm of the collegiate and professional lives of business students
- Encourage interested students to explore educational requirements, seek access to educational funding, and make informed decisions to pursue an accounting or business career
- Provide scholarship funding for BCAP students subsequent enrolling at Mays

“A Day at Mays” brings prospective students to campus and into the Wehner Building for an overnight and one-day visit. The overriding goal is to increase the number of students from underrepresented groups who pursue degrees at Mays. “By doing so, we hope to make a major contribution to the larger objective of ensuring a workplace that is not only diversified, but also staffed by highly-skilled employees who are prepared to work in a global and multicultural environment,” McGowan explained. “Secondarily, the exposure provided by extending the targeted student and their parents an invitation to experience a day at Mays will allow us to highlight other high-impact programs and opportunities at Mays and Texas A&M.”

Current Mays students also help with recruitment. Twice a year, they return to their high schools for regional student outreach programs in which they invite students to “A Day At Mays.” In addition, Mays recruiters work with the Texas A&M Prospective Student Centers to host students at social events in their communities in Dallas, Houston, and San Antonio.

Mays Speaks: Transforming Leaders through Inclusion

MBA Former Students Tailgate

The MBA Former Students Tailgate is part of alumni relations, a key area of outreach led by Cindy Billington, associate director of Corporate and Alumni Relations. She has created a plan outlining levels of engagement, strengthened the partnership with The Association of Former Students, and held focus group meetings with undergraduate and graduate programs to foster collaboration across Mays.

Mays Corporate Partner of the Year

KPMG is the 2017 Mays Corporate Partner of the Year. KPMG is a top employer and a sponsor of the Frank Case Competition, Chair in Accounting, Professor in Accounting, Fellowship, and Wall in Accounting. KPMG Foundation President Bernie Milano is president of the PhD Project, which helps advance workplace diversity by increasing the diversity of business school faculty.

LINC Conference

The Leadership Initiative Conference (LINC) is a three-day conference that equips high school seniors with the skills to be effective leaders in college and beyond. Through speakers, small group discussions, and business cases, delegates learn how to build a lasting legacy of ethics, service, and critical thinking.
DONORS HELP PAVE THE WAY FOR MAYS STUDENTS’ SUCCESS

About 500 people attended the Mays 2016 Scholarship Banquet at the Zone Club at Kyle Field. Speakers were:

- Arden Robertson, who graduated in December 2016 with a bachelor’s degree in Business Honors and accounting as well as a master’s degree in management information systems as part of Mays’ Professional Program in Accounting. Upon graduation, she had a job lined up with NASA.
- Cynthia (Cindy) McClain ’90, who majored in marketing and is a member of Mays Dean’s Advisory Board.

Generous individual and corporate contributions allowed Mays to award more than 700 scholarships totaling nearly $5 million during fiscal year 2016.

NEW DEVELOPMENT ACTIVITY

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VALUES BY ENDOWMENT TYPE

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ENDOWMENT MARKET VALUES

![Graph showing endowment market values from 2004 to 2016](image)

FACULTY & STAFF GIVING BACK

Anwer Ahmed  
James J. Benjamin  
Paul S. Busch  
Cydney Donnell ’81  
Gerald Flint ’97  
Michael A. Hitt  
R. Duane Ireland  
Eli Jones ’82  
Michael R. Kinney  
Richard H. Lester ’03  
Donald R. Lewis ’86  
Mary Lea McNally  
Diane C. McDonald  
Annie McGowan  
Michael K. Shaub  
Robin Starnes ’76  
Connie Weaver  
Richard W. Woodman  
Christopher Yust ’06

Mays Business School

2016 OUTSTANDING ALUMNI

Louis Paletta ’78  
T. Mark Kelly ’79  
Jerry Strawser ’83  
Kimberly Allen Dang ’92

Mays Business School is honored to recognize our 2016 Outstanding Alumni. Through their lives of distinction and contributions to the greater good, they step up and exemplify Texas A&M’s core values: Excellence, Integrity, Leadership, Loyalty, Respect, and Selfless Service.

See story at tx.ag/l3cuvDC
The Mays Full-Time MBA Program moved up to 18th overall and 4th among public schools in the “Best full-time MBA programs” rankings by Bloomberg Businessweek (2016).

Mays moved up two spots to 17th public (27th overall) in U.S. News & World Report’s “Best Business Programs” (2017).

Mays MBA programs (Full-Time and Executive) were ranked as a Top Tier MBA program in CEO Magazine’s 2016 Global MBA Rankings.

Mays moved up to 8th U.S. public, (13th overall in the U.S.), by Financial Times (2015).

Mays moved up to 8th in Faculty Scholarship for U.S. public (15th overall in the U.S.), Financial Times (2015).

Mays MBA programs (Full-Time and Executive) were ranked as a Top Tier MBA program in CEO Magazine’s 2016 Global MBA Rankings.

Mays Business School is 3rd among Texas A&M colleges for most students studying abroad.

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Mays Business School is a leader in entrepreneurship on the Texas A&M campus and has approximately 900 students enrolled in entrepreneurship classes.

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