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▼ A NEW ERA OF BUSINESS EDUCATION AT TULANE UNIVERSITY BEGINS



THE
GOLDRING/WOLDENBERG
BUSINESS COMPLEX
OPENS ITS DOORS



content

▼ THE MAGAZINE OF THE A. B. FREEMAN SCHOOL OF BUSINESS TULANE UNIVERSITY

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GREEN WAVE

With its façade of undulating glass and towering central atrium, the Goldring/Woldenberg Business Complex is a spectacular architectural achievement, but the building's greatest accomplishment may be in how it fosters innovation in teaching and learning.



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Above: Film producer Scott Niemeyer (BSM '87) is betting big on Hollywood South. Right: A bigger, better Career Management Center.



On the cover: The Goldring/Woldenberg Business Complex, new home of the A. B. Freeman School of Business. Photo by Jackson Hill.



Freeman

Freeman is a biannual magazine
published by the A. B. Freeman School
of Business at Tulane University

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A NEW ERA OF BUSINESS EDUCATION AT TULANE UNIVERSITY HAS BEGUN.

In January, the new home of the A. B. Freeman School of Business — the Goldring/Woldenberg Business Complex — opened its doors to students. Designed by the internationally renowned architecture firm Pelli Clarke Pelli, this spectacular new building features more than 80,000 square feet of new and renovated space, including 10 brand new classrooms, 20 new faculty offices, more than 30 new breakout spaces, a new Financial Analysis Lab, a new venture incubator and entrepreneur-in-residence offices within the Albert LePage Center for Entrepreneurship and Innovation, and dramatically larger spaces for our Career Management Center and Office of Undergraduate Education. Connecting everything together is the Marshall Family Commons, a breathtaking three-story atrium that has become the new hub of student life.

While our growing enrollment was a significant driver of the decision to expand our physical plant, it wasn't the only consideration. As the cover story of this issue explains, the Goldring/Woldenberg Business Complex was designed not simply to accommodate more students but to build a stronger, more engaged community. From state-of-the-art classrooms that enable instructors to teach in new and innovative ways to common spaces that spark interaction and collaboration to special features like its very own PJ's Coffee Shop, the Goldring/Woldenberg Business Complex brings people together in new and exciting ways.

Perhaps the most gratifying aspect of this magnificent building is that it was made possible entirely through the generosity of the Freeman community, the alumni, parents and friends who stepped up to the plate and pledged their support to make it a reality. On behalf of everyone here at the Freeman School, I offer you our sincere thanks. I would like to especially thank Bill Goldring and Pierce Marshall Jr., who through their family foundations provided us with building anchor gifts. I've known Bill and Pierce for nearly a decade, and in that time I've benefitted tremendously from their counsel, leadership and dedication to Tulane University and the Freeman School. Without their extraordinary support, the Goldring/Woldenberg Business Complex would not have been possible.

While the opening of the building has occupied much of our attention over the last year, it's just one of many exciting things we've been working on. This summer alone, we've launched a new program — the Master of Business Analytics — hosted nearly 200 students from China, Guatemala, Panama and Peru enrolled in international master's programs through our Goldring Institute, and welcomed nine new scholars and educators to our faculty, the latest additions in our ongoing faculty expansion effort.

In closing, I'd like to thank you — our alumni, parents and friends — for your continued support, and I'd also like to encourage each of you to visit us here in our new home. The Goldring/Woldenberg Business Complex is your building. We'd love for you to experience it in person.

Domain Cos. co-founder Matt Schwartz (BSM '99), center, shared insights about real estate development as part of a new series of courses designed to connect students with alumni in the field.



New courses connect students with alumni experts

You've heard of experiential learning, but what about expeditionary learning? For the students who took part in this year's intersession courses, some of the most exciting learning took place out of the classroom and off campus.

"Going into the city and meeting developers was definitely the most rewarding part of the class for me," said Patrick Madden (BSM '18), who took the intersession course on commercial real estate. "There are so many things that you can learn only from actually talking to somebody that's been in the business."

Connecting students with alumni in the field was a guiding principle behind the intersession courses, a new series of intensive seminars offered between the fall and spring semesters. Co-taught by Freeman faculty and industry experts, many of whom were alumni, the weeklong courses provided students with a deep dive into five industries: real estate, health care, private equity, energy and law. Each of the courses featured interaction with industry professionals, visits to industry-related sites and a hands-on project that enabled students to apply their knowledge in a real-world setting.

"We've always connected our teaching with industry practice, but the intersession courses took that to a new level," said Ira Solomon, dean of the Freeman School.

Among the alumni who volunteered their time to co-teach courses were Casey Herman (BSM '86), U.S. Power & Utilities Industry Leader with PricewaterhouseCoopers, Stacey Berger (A&S '76, MBA '78), executive vice president of Midland Loan Services/PNC Real Estate, and Dave Sislen (A&S '76), president of Bristol Capital Corp. The classes also incorporated substantial interactions with notable alumni including James Maurin (MBA '72), former chairman of Stirling Properties, Jeremy

Crigler (BSM '88), chief investment officer of Tulane University, and Matt Schwartz (BSM '99), co-founder of the Domain Cos.

"I think what the students liked was the strong connection between academic and real-world application," said Mike Hogg, associate dean for undergraduate programs. "I think they also liked that these were project-based courses, so they were much more hands-on than the traditional full-semester academic classes."

The centerpiece of the real estate course, for example, was a case competition that used as its focus an actual project currently being developed in New Orleans: an extended-stay hotel across from the new downtown medical center. The students visited the site, met with the developer and reviewed the project's pro forma financials in order to evaluate its potential and make investment recommendations.

"I think visiting the property and meeting the developer really contributed to the real-world feel of the project," said real estate student Matt Newman (BSM '18). "Unlike some cases, this was really happening, and there wasn't a right or wrong answer."

While January's intersession courses served as a pilot program of sorts, Solomon says Freeman is planning to replicate the model with additional courses in the future.

"Alumni are one of our most valuable educational resources," Solomon said. "By engaging students with alumni professionals — ideally many alumni professionals — students develop a much deeper understanding of industry, and they're also able to learn about career paths and build their networks. It's a most exciting formula, and one we're looking forward to developing further."

Students who took the courses seem to agree.

"It was just a really good class," Madden said. "Probably one of the best I've taken at Freeman."

Live from New Orleans, it's accounting class!

Comedy isn't something you typically associate with accounting, but Tim West isn't your typical accounting professor.

In addition to holding a PhD in accounting, West, a professor of practice at the Freeman School, is a graduate of the Second City, the famed improvisational theater in Chicago that launched the careers of John Belushi, Bill Murray, Tina Fey and Amy Poehler. A few years ago, West began incorporating improv exercises into his courses.

A typical class might start with a game like String of Pearls, in which students call out random sentences that become the first and last lines of a story.

The rest of the class then fills in the story, one line at a time, in an attempt to connect the first line to the conclusion. The laughs come from the story's improbable twists and turns, but West says there's a message to the madness.

"People think improv is just comedy, but that's actually

secondary to how you communicate," he explains. "Improv teaches staying in the moment."

Staying in the moment is just one of lessons students can learn through improv. West says it also teaches students to

act as an ensemble, to focus on others, to reserve judgement, to fail without fear, and to simplify the conversation — communication skills increasingly valuable in today's business environment.

"Don't ever call these soft skills," West says. "I call them impact skills because they're the skills you need to make an immediate impact."

Executive MBA student Matt Burton, managing director of an automation engineering firm in Mobile, Alabama, so enjoyed the improv games he learned in West's class, he began incorporating them into the interactive planning sessions he leads for clients.

"I actually used several improves directly from his class to loosen people up and get them talking," says Burton. "Everybody is always flabbergasted with where I come up with this stuff, so I had to give Tim credit — 'Yeah, I got this out of my MBA program.'"

The credit is nice, but West says he gets more satisfaction from knowing his students have the tools they need to stand out in a crowded job market.

"Listening effectively, moving the conversation forward, being comfortable with not being the star — employers are going to hire those skills in a heartbeat," West says. "As a manager, I'd rather have that package of skills than your ability to reconcile cash. Eventually, artificial intelligence is going to be able to reconcile cash. It won't be able to do those other things."

**"People think improv is just comedy, but that's actually secondary to how you communicate. Improv teaches staying in the moment."
—Tim West, professor of practice in accounting**

Professor of Practice Tim West, a graduate of the Second City in Chicago, uses his improv training to teach students real-world communication skills.





Roger W. Ferguson Jr., former vice chair of the Federal Reserve and current president and CEO of TIAA, discussed the changing economy as the 2017 R.W. Freeman Distinguished Lecturer.

FORMER FED VICE CHAIR DELIVERS R.W. FREEMAN LECTURE

The 2016 presidential election exposed deep fissures within U.S. society, but in an appearance at the Freeman School, economist Roger W. Ferguson Jr. said today's economic and cultural divide has historical precedents.

"This is not at all dissimilar to the U.S. transition from an agricultural economy to an industrial economy," said Ferguson, former vice chair of the Federal Reserve and current president and CEO of TIAA, one of the nation's leading retirement services providers. "There's great uncertainty about jobs and great uncertainty about the skills that one needs."

Ferguson attributed the current unease to the shift from an industrial to a post-industrial or technology economy. It took the U.S. a generation to move from an agricultural to an industrial economy, Ferguson said, and he expects the current transition to take about as long.

"At the end of the day, I'm highly optimistic about our ability to move because we've done it in the past," Ferguson added. "But that's not to say it's going to be quick or easy or can be done without some rough patches."

The changing economy was just one of the topics Ferguson addressed as the 2017 R.W. Freeman Distinguished Lecturer. In a wide-ranging Q&A session with students in November, Ferguson discussed subjects including Fed policy, U.S. competitiveness, the benefits of globalization and the student-debt crisis.

"Those that get in the most trouble with [student debt] are not those with the largest amounts," Ferguson noted. "Ironically, the ones who default are the ones who have the smallest debt

burden but who went to trade schools or other schools that didn't give them entree into a really high-paying job."

While graduates of traditional universities and professional schools may amass significant debt, Ferguson said those graduates typically emerge with the skills they need to land good jobs and service their debt.

"Let's focus on where the challenge is," Ferguson said. "I think it's a question of educating people and creating a high degree of awareness that when you go to one of those trade schools or for-profit schools, that may not set you up as well as you were hoping."

"We were truly fortunate to have Roger serve as the 2017 R.W. Freeman Distinguished Lecturer," said Freeman School Dean Ira Solomon, who served as moderator. "The breadth and depth of his experiences and knowledge are truly amazing, and his ability to cogently communicate what he has learned along the way is even more amazing."

The R.W. Freeman Distinguished Lecture series is named in honor of Richard W. Freeman Sr. (BBA '34), former president and chairman of the Louisiana Coca-Cola Bottling Co. and chairman of the board of Delta Air Lines. Freeman served on the Board of Tulane for 13 years and led the effort to name Tulane's business school in honor of his father, A. B. Freeman. In attendance at this year's lecture were several members of the Freeman family, including Richard Jr. (BBA '60) and Sarah Freeman, Louis Sr. ('63) and Judith ('63) Freeman, Tina Freeman, Louis Jr. (BSM '86) and Courtney (NC '87) Freeman, and West (UC '03) and Aimee (MBA '95) Freeman.

MBAs CREATE APP TO MANAGE RENTAL DEPOSIT DISPUTES



Lydia Winkler (MBA/JD '19) and Marco Nelson (MBA '19) are the creators of RentCheck, a rental inspection app that allows both tenants and landlords to track a property's condition using time-stamped photos.

Two Freeman School MBA students have turned their gripes with renting into a company that could revolutionize how lease agreements are managed.

Lydia Winkler (MBA/JD '19) and Marco Nelson (MBA '19) are the creators of RentCheck, a rental inspection app that lets both tenants and landlords track a property's condition using time-stamped photos.

Winkler was motivated to create the app after having to sue her previous landlord who refused to return a \$1,600 deposit after her first year of law school. Nelson owns property out of state and felt routinely frustrated by the lack of transparency with the condition of his rentals between move-in and move-out of tenants.

"It took me a year to recover that \$1,600 deposit," Winkler said. "I could not have successfully represented myself in court if I had not gone to law school, plus, not everyone can wait a year to get their money back."

RentCheck works like this: A tenant downloads the app and makes an unalterable and time-stamped record of a property's condition before moving in. The app prompts the user to take photos and add notes and generally guides them through checking appliances, electrical outlets and the condition of each room. The photos and notes are then uploaded and cannot be altered.

"My law school education helped me understand the importance of integrating time-stamped photos into RentCheck and how we can help both landlords and tenants as a third party holding imperative property information," Winkler said.

If a landlord downloads RentCheck they can set up a property and request the renter to perform the move-in inspection. After the inspection is complete, the landlord can review all images and notes stored in the app.

"This way, there is a record of the inspection and no one can dispute what was there on move-in day," Winkler said.

More than 30 percent of all renters lose all or some of their deposit at the end of a lease, Nelson said. And while the concept of leasing a property isn't new, most rental agreements are done just as they were 40 years ago — with a written contract, a paper move-in checklist and a couple of signatures.

"RentCheck brings transparency and accountability to not only landlords like myself, but also renters. We're building a product that alleviates the friction between landlords and renters around security deposits," Nelson said.

The duo launched RentCheck in March and it's already creating buzz in the market, they said. Users are offering suggestions and Nelson is issuing updates to improve the app.

"We're basically standardizing the move-in and move-out process," Winkler said. "Based on the feedback we're getting from our users, there's room to disrupt the industry."

The RentCheck app is currently available in the Apple App Store, and an Android version is in the works.

**"We're building a product that alleviates the friction between landlords and renters around security deposits."
—Marco Nelson (MBA '19), co-founder of RentCheck**

Tulane honors Comer and Rosenthal as 2018 Entrepreneurs of the Year

The A. B. Freeman School of Business at Tulane University honored business executive Patrick Comer as Tulane Distinguished Entrepreneur of the Year and civic activist Sandy Rosenthal (MBA '81) as Tulane Outstanding Social Entrepreneur of the Year at the 2018 Albert Lepage Center for Entrepreneurship and Innovation Awards Gala. The ceremony took place on April 19 at the Audubon Tea Room in New Orleans.

The Freeman School's Lepage Center for Entrepreneurship and Innovation presents the awards each year to highlight outstanding entrepreneurs in the community. The Tulane Distinguished Entrepreneur of the Year Award honors individuals who combine a history of entrepreneurial success with philanthropic generosity and service to the community. The Tulane Outstanding Social Entrepreneur of the Year Award recognizes individuals who are solving social problems and meeting community needs through the use of entrepreneurial principles.

Comer is the founder and CEO of Lucid, a company whose platform connects buyers, sellers and users of survey sample data. The company is headquartered in New Orleans with offices in London, New York and New Delhi, India. Comer has worked in startups since 1998 and in market research since 2003. He began his career as chief of staff at govWorks, the Silicon Alley venture featured in the 2001 documentary *Start-up.com*. In 2005, he joined OTX Research, where he worked to improve the company's sample acquisition and matching technology. Comer also worked at IFILM and founded and served as vice president of operations at Sample Czar. In 2010, he founded Lucid to bring a programmatic approach to sampling. Comer also launched Federated Sample and Fulcrum, the industry's largest demand-side platform and exchange. In addition, he currently serves as chairman of the Idea Village and vice chair of St. Martin's Episcopal School. Comer holds a bachelor's degree from Sewanee and an MBA from Columbia University Business School.

Rosenthal is executive director of Levees.org, the nonprofit she founded in 2005 to educate the public about the catastrophic flooding of New Orleans in the wake of Hurricane Katrina. Through public service announcements, media outreach, and state and federal government lobbying, the organization has worked to show that the flood was not an act of God but a man-made civil engineering disaster while pushing for legislation to help prevent future disasters. For her work, Rosenthal has been honored by New Orleans CityBusiness, the Louisiana Center for Women in Government & Business, the Rotary Club of New Orleans, the Young Leadership Council, New Orleans Magazine, Committee for a Better New Orleans and Dillard University. Prior to founding Levees.org, Rosenthal worked as a marketing executive with various companies and as a part-time fitness instructor. Rosenthal holds a bachelor's degree from Mount Holyoke College and an MBA from Tulane University.

Lucid founder and CEO Patrick Comer, left, received the 2018 Tulane Distinguished Entrepreneur of the Year Award from Freeman School Dean Ira Solomon at the Lepage Center's award gala in April.



Sandy Rosenthal (MBA '81), founder and executive director of the nonprofit Levees.org, received the 2018 Tulane Outstanding Social Entrepreneur Award.

"With the remarkable success of Lucid, Patrick transformed the sampling industry and helped establish New Orleans as a center of entrepreneurial innovation, while Sandy, through Levees.org, changed the narrative regarding the flooding of New Orleans while championing legislation to protect future generations," said Freeman School Dean Ira Solomon. "Their achievements may differ, but Patrick and Sandy both embody the true spirit of entrepreneurship, and I couldn't be more pleased to honor them as our 2018 Entrepreneurs of the Year."

Medical device maker earns top prize in Tulane Business Model Competition

A health-care startup with an innovative device to help people breathe a little easier was the big winner at the 18th annual Tulane Business Model Competition. The contest, an annual presentation of the Freeman School's Albert Lepage Center for Entrepreneurship and Innovation, took place on April 19 at the business school.

AssistENT, a business started by biomedical engineering undergraduates at Johns Hopkins University, won the \$25,000 grand prize for developing the N-Stent, a breathing aid designed to help the more than 40 million Americans who suffer from restricted nasal breathing. The patent-pending device offers an affordable and effective alternative to surgery, and unlike over-the-counter nasal dilator strips, the N-Stent is undetectable and can be worn 24 hours a day.

"I think their technology is very innovative," said competition judge Albert Lepage (MBA '71), retired co-chairman of Lepage Bakeries. "It meets a tremendous need, it has a very large audience, and there's easy entry into the marketplace. I thought they were great."

Uchooze Lunchbox, a startup based at the University of Arkansas that uses an online platform to enable kids to choose their own healthy school lunches, earned second-place honors and a prize of \$10,000, and Boost Linguistics, a company started by Drexel University students that uses artificial intelligence to help marketers deliver more effective content, took home third place and a prize of \$2,500.

"It was very impressive that all three of our finalists are tackling big problems to which many of us can relate," said Ira Solomon, dean of the Freeman School. "I think that appealed to our judges and resulted in a lively, very competitive final round."



AssistENT, developers of an innovative device to help people suffering from restricted nasal breathing, was the grand prize winner at the 2018 Tulane Business Model Competition. Pictured, from left to right, are Lepage Center Director of Strategic Initiatives Stephanie Kleehammer, AssistENT's Pooja Nair and Talia Kirschbaum, and Lepage Center Executive Director Rob Lalka.

"Compared to when I last served as a judge, which was about six years ago, the quality of this year's three finalists was stunning," added Marianne Van Meter, managing director of Legacy Capital. "The amount of work they put in and the research they did was unbelievable, and the fact that undergrads at Johns Hopkins developed the winning product was very impressive."

As he nears the end of his first year as executive director of the Lepage Center, Rob Lalka said he's very optimistic about the future of entrepreneurship at Tulane. While no Tulane-based startups made it to the finals this year, more than a dozen Tulane teams entered the competition and two reached the semifinals.

"There's tremendous interest in entrepreneurship, not only at the Freeman School but all across Tulane," Lalka said. "The new university-wide website — entrepreneurship.tulane.edu — was a first step toward meeting that demand, and we're going to build on that this fall with new programming offered through the Lepage Center's student venture incubator. I think we're going to see more and more startups coming out of Tulane in the next several years."

Albert Lepage, center, watches a presentation with fellow judges at the Tulane Business Model Competition, which took place on April 19 at the Freeman School.





Assistant Professor of Finance Xuhui "Nick" Pan, left, received the 2017 Dean's Excellence in Graduate Teaching Award. Assistant Professor of Accounting Paddy Sivadasan, below, was honored with the Dean's Excellence in Undergraduate Teaching Award.



TEACHING AWARD WINNERS SHARE COMMITMENT TO STUDENTS

Paddy Sivadasan's students still like to talk about the time he walked out on their class.

Sivadasan, an assistant professor of accounting, was in his first semester at the Freeman School when he arrived in class one morning to teach Auditing, a demanding undergraduate course for which he required students to read the week's chapter in advance of class. On that particular morning, however, he quickly realized he had a problem.

"Not a single student had read the material," Sivadasan recalls. "If there were one or two students who had read the chapter, who could answer the questions, we could have kept going, but there weren't, and I realized there was no way I could proceed. Five minutes into class, I said, 'Hey, nothing's going to happen.' And I just walked away."

It may not have been his intention, but Sivadasan got his point across. Within minutes, his inbox began to fill up with apologetic emails from students. The next time they met, his students had read all of the assigned material for the day, and Sivadasan never again had a problem with the class.

"And you know, I probably got the best student evaluations I ever received from that class," he says with a laugh. "I think they understood that I care. As long as you can get that message through, you've won half the battle. It's the most important thing."

Sivadasan's commitment to students was recognized in October with the 2017 Dean's Excellence in Undergraduate Teaching Award, the Freeman School's highest accolade for classroom instruction. Also honored was Assistant Professor of Finance Xuhui "Nick" Pan, who received the 2017 Dean's Excellence in Graduate Teaching Award.

"Teaching is perhaps the most important thing we do, and Paddy and Nick represent the best of Freeman teaching," says Dean Ira Solomon. "I'm very pleased to recognize their accomplishments with this year's teaching awards."

Freeman School Senior Associate Dean Paul Spindt, who recommended Sivadasan for the award, says he deserves credit for earning glowing evaluations from students despite teaching one of the BSM/MACCT program's most difficult courses.

"The thing that set Professor Sivadasan apart from any other professor I've had was how much time he set aside for questions and secondary explanation during class," says Jacob Lustrin (BSM/MACCT '18). "He sees the quality of his students' knowledge as a reflection on himself, and he works hard to ensure they don't feel left behind."

Pan, recipient of the graduate teaching award, has also earned a reputation for outstanding student evaluations despite teaching demanding courses. Like Sivadasan, Pan says the secret to teaching difficult material is to make sure his students know he's committed to their success.

"I really enjoy teaching, and I sincerely care about every student," says Pan, who credits Freeman colleagues Spindt, Sheri Tice, Ted Fee and Venkat Subramaniam with helping him to improve his classroom performance. "I try to encourage everyone to participate in class discussions, and I encourage them to raise their hands and ask questions whenever they feel uncomfortable or confused."

"As a professor, he's patient and diligent and also cares about his students," says Chen Zhang (MFIN '16). "I remember before the mid-term exam, he told us we could provide any suggestions on the exam paper, so he could work on that and improve the class experience. That really impressed me."

Pan's dedication to helping everyone in class succeed has an added resonance with students in the Master of Finance program, many of whom are international students. To help them adapt to life at Freeman, Pan often shares stories about his own experiences as an international doctoral student.

"I didn't do well in my first semester when I was in graduate school in Canada, but I kept working hard and whenever I had a question, I would ask the professor," Pan says. "Very soon, I caught up and became the top student in the entire class. I share my personal story with them to encourage them to keep working hard because, eventually, their hard work will pay off."

MBAs TAKE TOP PRIZE IN NOEW PITCH CONTEST

The 2018 edition of New Orleans Entrepreneur Week featured nearly a dozen different pitch contests for ambitious entrepreneurs, but it was a team of MBA students from the Freeman School who took home the week's first prize. The Freeman MBAs edged out peers from five universities to win first place in the IDEAcorns MBA Consulting Challenge. The competition, which helped kick off this year's weeklong celebration of the best in New Orleans startups and business innovation, took place on March 18 at the Shop at the Contemporary Arts Center.

Hosted by Loyola University and the Idea Village, the IDEAcorns Challenge pairs New Orleans startups with MBA

teams from across the country for an intensive consulting experience designed to help the businesses solve problems. The teams — which this year included Tulane, Xavier University of Ohio, Loyola University of New Orleans, University of Alabama, Auburn University and Mississippi State University — spent three days working with

the startups to scope out issues, validate potential solutions and develop practical plans the entrepreneurs could put into action. A panel of judges then voted on which plan was likely to have the biggest impact on the business.

"It was an exhausting and grueling 72 hours, but it was an overwhelmingly positive experience," said Kristina Crouch (MBA '18). "We take classes in finance, consulting and management, but it's very rare that we get to integrate all of what we've learned in those areas in a real-life scenario."

Crouch and teammates Mairead Coogan (MBA '18), Analisa

Leavoy (MBA '19), Madeline Peters Mesa (MBA '18) and Kate Mullins (MBA '18) earned this year's top prize for their work on behalf of Vizzit, a mobile-based platform that enables people and organizations to create customized self-guided tours that engage customers and promote brands.

After meeting with company founder Arthur Bart-Williams, the MBAs conducted surveys to validate the venture's key assumptions, they streamlined its business model to focus on the most likely customers, they sought out content creators to generate assets that future customers could use, and they updated its financial model, enabling the company to cut its break-even time by two years and reduce projected startup costs by 75 percent. The students even created their own customized walking tour, Jazz and Drinks, to validate the concept and add content to the platform.

"I was thrilled with what they accomplished," said Bart-Williams. "If they had accomplished any one of the things they did, I would have been happy, but they probably got four or five things done that each exceeded my expectations."

The Freeman team also made history. In addition to being the first Tulane team to win the IDEAcorns Challenge, they were also the first all-women team to compete in — and win — the competition in its 12-year history.

"It's very gratifying to connect our students with entrepreneurs in need of support," said Freeman School Dean Ira Solomon. "It's even more gratifying to know that those entrepreneurs are using the recommendations of our students to grow and expand their businesses."

"Even more valuable than this team winning the competition was the tremendous learning opportunity they got out of it," added Rob Lalka, executive director of the Albert Lepage Center for Entrepreneurship and Innovation. "For me, it underscored the value of extracurricular activities in entrepreneurship. As important as the work we do in the classroom is, there's no match for the kind of intensive experience students get by working with entrepreneurs like Arthur. Indeed, that is a feature of the Freeman School learning experience that we are planning to enhance in the future."

"We take classes in finance, consulting and management, but it's very rare that we get to integrate all of what we've learned in those areas in a real-life scenario."
—Kristina Crouch (MBA '18)

A team of Freeman School MBAs won first place in the 2018 IDEAcorns MBA Consulting Challenge. Pictured, from left to right, are Mairead Coogan, Analisa Leavoy, Vizzit founder Arthur Bart-Williams, Kristina Crouch, Madeline Peters Mesa and Kate Mullins.





Gus De Franco was invested as Tulane University's inaugural KPMG Professor of Accounting at a ceremony in the Goldring/Woldenberg Business Complex on Jan. 29.

De Franco invested as inaugural KPMG Professor

In the last 10 years, Gus De Franco has published more than a dozen articles in top scholarly journals, a remarkable record of research success, but Tulane University's new KPMG Professor of Accounting sees his work in simpler terms.

"I think part of it is just being curious and thinking of the world in different and novel ways," said De Franco. "Innovation is not something that just falls in your lap. You need to work at it."

On Jan. 29, the Freeman community came together to celebrate De Franco's investiture as KPMG Professor with a ceremony in the Marshall Family Commons of the new Goldring/Woldenberg Business Complex. Joining Tulane University Senior Vice President for Academic Affairs and Provost Robin Forman and Freeman School Dean Ira Solomon in honoring De Franco were family, friends and colleagues as well as KPMG guests including KPMG Foundation President Bernie Milano, Partner Shaun Budnick, Principal Jay Freedman (BSM '89) and recently retired Global Chair and CEO John Veihmeyer.

"All of the big four accounting firms are really strong supporters of university education and scholarship," said Dean Solomon. "That said, from where I sit, none have been more supportive of higher education than KPMG."

Six years ago, Veihmeyer made the surprise announcement during a visit to the Freeman School that KPMG had committed to creating a named professorship at Tulane. In the wake of that announcement, KPMG and its employees pledged \$150,000 to the Freeman School to establish the professorship. In his remarks at the ceremony, Veihmeyer said he was delighted to return to campus to see the new building, meet with students and faculty, and pay tribute to the professorship's inaugural holder.

"There are few things that mean as much in academic life as a named professorship," said Veihmeyer. "We at KPMG are humbled that we've been able to play a small part in attracting Professor De Franco and retaining him at Tulane, and we look

forward to the great things he's going to be doing going forward."

De Franco joined the Freeman School in 2016 after serving as an associate professor of accounting at the University of Toronto. Prior to that, he served as a visiting professor in the Wharton School at the University of Pennsylvania and in the Sloan School at the Massachusetts Institute of Technology. He also worked at the International Institute for Management Development (IMD) in Lausanne, Switzerland.

An active accounting researcher, De Franco has published articles in the *Journal of Accounting Research*, *The Accounting Review*, *Journal of Financial Economics*, *Review of Accounting Studies* and *Contemporary Accounting Research* on topics including sell-side analysts, CFA charter holders, private firms' accounting quality, relative valuation, and firms' choice of compensation peers. Prior to beginning his academic career, De Franco worked as an equity securities research analyst at CIBC Capital Markets and a marketing product manager at Kraft Inc. He received his PhD from the Wharton School at the University of Pennsylvania, his MBA from Harvard University, and his HBA from Western University.

"To KPMG, I want to thank you for partnering with and supporting Tulane," De Franco said in accepting the honor. "Thank you for hiring our students — past, present and future — and thank you for providing this professorship. Personally, I feel very fortunate to be here now. In simple words, my life is wonderful."



VC PIONEER OFFERS INSIGHTS ON BUILDING ENTREPRENEURIAL ECOSYSTEM

How do you build a sustainable ecosystem for entrepreneurs? In a talk hosted by the Freeman School's Albert Lepage Center for Entrepreneurship and Innovation, venture capital giant Chuck Newhall invoked an analogy tailor-made for his Louisiana audience.

"How many of you are duck hunters?" asked Newhall, co-founder of venture firm New Enterprise Associates and chairman emeritus of the Mid-Atlantic Venture Association. "The secret of creating an entrepreneurial landscape is ducks on a pond."

Like birds of a feather, Newhall said entrepreneurs tend to gravitate toward regions with other entrepreneurial companies. The reason, he said, is easy enough to understand.

"If I start a company in Parkersburg, West Virginia, and it goes wrong, I have to move my family to another state, probably [go into] another industry, and it will be really unpleasant," he said. "But if I'm in San Francisco and my company goes bankrupt, I walk 200 yards down the street and I have another job by the end of the day. So the prevalence of these entrepreneurial companies is crucial."

Newhall is something of an expert when it comes to creating entrepreneurial landscapes. He founded the Mid-

Atlantic Venture Association in 1986 to help create startups in the five-state region around his home base of Baltimore. The mid-Atlantic had historically been barely a blip on the national scene, accounting for less than one percent of all U.S. venture-backed IPOs. By the time Newhall stepped down in 1999, the region had received nearly \$50 billion in new venture capital investments and accounted for 20 percent of U.S. venture-backed IPOs.

In a conversation with Lepage Center Executive Director Rob Lalka, Newhall said Louisiana can't achieve that level of success on its own. To bring entrepreneurs and serious investors to the region, Newhall said the state would most likely need to partner with Texas, Mississippi, Alabama, Florida and Georgia to acquire sufficient resources.

"If I'm in San Francisco and my company goes bankrupt, I walk 200 yards down the street and I have another job by the end of the day. So the prevalence of these entrepreneurial companies is crucial."
—Chuck Newhall, founder of the Mid-Atlantic Venture Association



Mid-Atlantic Venture Association founder Chuck Newhall, right, discussed how the association attracted more than \$50 billion in venture funding to the region in a conversation with Rob Lalka, executive director of the Lepage Center for Entrepreneurship and Innovation.

"Then you have to identify top expansion venture capital firms in the region and get them to buy into this," he said. "And then you've got to work with service providers to your entrepreneurs and get a lot of people to share a common vision."

"And be prepared," he added. "It's going to take 20 years or longer. Nothing happens quickly when you're building companies."

Newhall's talk was the first in a series of discussions the Lepage Center plans to present to serve the needs of the local entrepreneurial community.

"It was an honor to welcome one of the founding fathers of venture capital to New Orleans and introduce him to what we are building here," Lalka said. "We're excited that this is just the beginning, because there's clearly interest in these kinds of events from the Tulane community and the broader entrepreneurial ecosystem."

"Chuck is truly an exemplar in the industry," added Freeman School Dean Ira Solomon. "Hearing his thoughts on what we as a community can do to build a more sustainable entrepreneurial community was a special privilege indeed."

Newhall's presentation took place in the Shop at the CAC, a new co-working space developed by the Domain Cos., which is led by Freeman School alums Matt Schwartz (BSM '99) and Chris Papamichael (BSM '96).

Freeman to expand into New Orleans CBD with new offerings in hospitality entrepreneurship

Downtown New Orleans is a vibrant hub of hospitality, entrepreneurship and innovation. Beginning next year, the Freeman School will have a physical presence in the heart of it.

In January, construction began on a new business school facility subleased from and located within the New Orleans Culinary & Hospitality Institute building at 725 Howard Ave. This expansion will enable the Freeman School to deliver programming in hospitality entrepreneurship that leverages its close proximity to NOCHI as well as programs aimed at working professionals and national and international visitors to the city.

“The Freeman School has a strong presence nationally and globally, but we’re especially focused on helping the New Orleans business community grow,” said Freeman School Dean Ira Solomon. “With a premier location in downtown New Orleans, we hope to strengthen our efforts to drive economic development with programs that serve the needs of working professionals and increase tourism by attracting new visitors to the city and encouraging extant visitors to extend their stays.”

Approximately 35,000 people work within walking distance of NOCHI, and many more visit the area due to its proximity to the Ernest N. Morial Convention Center, the Mercedes-Benz Superdome and other destinations. The Freeman School plans to use the downtown facility to offer executive and part-time MBA programs for working professionals and non-credit offerings aimed at executives from across the country and around the world.

“This location puts us in the heart of the city’s business community,” said Lara White, who will be leading the development of Executive and Professional Education programming at the facility. “There are tremendous opportunities for both degree and non-degree programs, including custom programming for businesses and interdisciplinary offerings taught in conjunction with other Tulane schools, such as law or medicine.”

“NOCHI lies in an area of downtown that’s been dubbed New Orleans’ ‘Innovation Corridor’ for the concentration of projects supporting entrepreneurship, the arts, education and philanthropy,” added Matt Schwartz, principal of the Domain Cos. and a member of the Tulane Business School Council. “It’s exciting to see Tulane play a leading role in the resurgence of this part of our city. By creating programming in hospitality entrepreneurship, Freeman is building on New Orleans’ strengths while positioning students to lead the growth of our economy across a wide range of industries.”

The facility will occupy 21,000 square feet, or roughly a quarter of the NOCHI building. The space will feature four classrooms accommodating up to 240 students, 19 faculty and staff offices, two conference rooms, 18 breakout spaces, a student/faculty lounge, and administrative support and reception areas.

The facility is expected to open in January 2019.

“With a premier location in downtown New Orleans, we hope to strengthen our efforts to drive economic development with programs that serve the needs of working professionals and increase tourism by attracting new visitors to the city and encouraging extant visitors to extend their stays.”

—Ira Solomon, Freeman School dean



With a new facility in the New Orleans Culinary & Hospitality Institute building, the Freeman School plans to offer degree and non-degree educational programming aimed at students, working professionals in New Orleans, and executives from around the world.

HOW TO RUN A SUCCESSFUL CROWDFUNDING CAMPAIGN

More and more innovators are turning to platforms like Kickstarter to support their new products or services, but what does it take to run a successful crowdfunding campaign? Two new studies from professors at the Freeman School offer fresh insights for startups and entrepreneurs.

In the first, Assistant Professor of Management Junchao “Jason” Li finds that the passion displayed by an entrepreneur in his or her pitch plays a key role in the campaign’s success.

Li says that through a process called “passion contagion,” entrepreneurs can increase their viewers’ enthusiasm for a project, making those viewers more likely to contribute financially or share the campaign’s information via social media.

“We found that passion is a very strong predictor of entrepreneurial success as well as the funding amount that the project receives.”
—Junchao Li, assistant professor of management

real world research



In a series of experiments, Li and his co-authors instructed study participants to view introductory videos from actual campaigns featured on Indiegogo and Kickstarter to assess the passion of the entrepreneur. They also hired a professional actor to create different versions of introductory videos to gauge how participants responded to different levels of entrepreneurial passion.

“We were looking at how the passion that entrepreneurs displayed in the videos influenced their crowdfunders’ decisions to invest,” said Li.

Study participants rated the videos using multiple scales to describe their experienced enthusiasm (with choices like “I couldn’t help smiling” or “I felt tired”), their intended funding amount and their willingness to share the content online.

“We found that passion is a very strong predictor of entrepreneurial success as well as the funding amount that the project receives,” Li says.

In the second study, Assistant Professor of Management Yuchen Zhang finds that the worst enemy of a crowdfunding campaign may be the overuse of tech jargon in the project’s description.

Zhang’s research focuses on technological crowdfunding projects, whose backers tend to make funding decisions based on the description of the quality and viability of the product.

Through an agent-based simulation model, Zhang replicated a crowdfunding community of 10 projects and 1,000 contributors. Zhang counted the use of technical terms in each project’s description and compared the funding performance with the number of technical terms they featured.

The results showed an inverted U-shaped relationship between project descriptions and product funding, meaning that the two extremes would decrease a project’s financing performance.

If a proposal uses too many technical terms, potential funders may have difficulty understanding the product’s description. However, if a project lacks enough technical terms in its description, then backers cannot properly evaluate the project.

“People want to ‘buy’ a novel product, but they also want to make a rational evaluation of how good that product is before they buy it,” says Zhang.

Li’s paper, “Catching Fire and Spreading It: A Glimpse into Displayed Entrepreneurial Passion in Crowdfunding Campaigns,” co-authored with Xiao-Ping Chen, Suresh Kotha and Greg Fisher, appeared in the *Journal of Applied Psychology* in March 2017. Zhang’s paper, “Devil in the Detail (or not)? A Study of Crowdsourcing Performance of Entrepreneurial Projects,” appeared in the *Academy of Management Proceedings* in November 2017.



Yuchen Zhang



Junchao Li

The growing importance of tacit knowledge

Businesses have long recognized the importance of skills such as teamwork, communication, self-management and the ability to prioritize tasks, but previous research suggested that these and other hard-to-teach skills — referred to by scholars as tacit knowledge — were valued only in managers, not entry-level employees.

Now, new research from a Freeman School professor shows that firms value tacit knowledge in junior employees as well.

In the new study, Jasmijn Bol, PricewaterhouseCoopers Professor of Accounting, finds that inexperienced auditors with high tacit knowledge receive better performance evaluations and earn higher bonuses than peers with low tacit knowledge. While the study focuses on audit firms, Bol says the findings are generalizable across professional fields.

“Thirty years ago, the research said that tacit knowledge only becomes important when you move into managerial roles,” Bol says. “We find that that’s not accurate anymore. Tacit knowledge is important starting from the beginning of your career.”

The finding comes as no surprise to Bol, who has spent more than a decade studying compensation and performance appraisal in professional services firms. As technological advances have automated many of the tasks that entry-level professionals once performed, firms are now asking those employees to take on assignments with increasingly complex social dimensions.

“Let’s say you’re an auditor and you discover something is wrong,” Bol says. “Do you go directly to the client? Do you call your manager back to the office after he’s left for the day? Do you go straight to the partner? This is something that’s very hard to teach as it depends not only on the technical aspects of the problem but also on the relationships between those involved.”

Bol says her findings have a number of interesting takeaways. Businesses that value tacit knowledge in employees should consider making it an explicit part of their selection criteria and performance evaluations. Universities charged with preparing students to enter the workplace should consider incorporating it into curricula. And students should recognize that technical skills alone don’t guarantee career success.

“Not to say you shouldn’t go to the library and study,” Bol says, “but you should also use your time at the university to develop a broader set of skills. You should really develop those presentation and teamwork skills and learn how to prioritize, even if there’s no grade attached to it, because skills like those are going to be very important in your career.”

Bol’s paper, “The Role of Tacit Knowledge in Auditor Expertise and Human Capital Development,” co-authored with Cassandra Estep, Frank Moers and Mark Peecher, is forthcoming in the *Journal of Accounting Research*.



Professor of Accounting Jasmijn Bol finds that firms value tacit knowledge in entry-level employees as well as managers.

**“Thirty years ago, the research said that tacit knowledge only becomes important when you move into managerial roles. We find that that’s not accurate anymore. Tacit knowledge is important starting from the beginning of your career.”
—Jasmijn Bol, professor of accounting**

SELECTED FACULTY PRESENTATIONS, HONORS, ETC.

GUS DE FRANCO and **HILA FOGEL-YAARI** organized the Freeman School's second annual Mini-Financial Accounting Research Conference in February. The conference attracted nearly 50 participants from prominent business schools in the U.S. and Canada and featured presentations by renowned financial accounting scholars including Phil Berger, Catherine M. Schrand and Patricia M. Dechow.

LYNN HANNAN spoke at the American Accounting Association's 2017 Diversity Section Midyear Meeting, which took place Nov. 3–5 in New Orleans. The topic of her invited address was "Why Diversity in the Workplace Is Important." Hannan also presented her paper "Mutual Monitoring and Team Member Communication," co-authored with Markus Arnold and

Ivo Taffkov, at Brigham Young University in March 2018.

AMANDA HEITZ presented her paper "Creditor Rights and Bank Losses: A Cross-Country Comparison," co-authored with Assistant Professor of Accounting **GANS NARAYANAMOORTHY**, at the Freeman School's Mini-Financial Accounting Research Conference in February. Heitz is an assistant professor of finance.

BARRETT WHEELER presented his paper "Loan Loss Accounting and Procyclical Bank Lending: The Role of Direct Regulatory Intervention" at the Freeman School's Mini-Financial Accounting Research Conference in February. Wheeler is an assistant professor of accounting.



SELECTED FACULTY RESEARCH PUBLICATIONS

OLEG GREDIL's paper "Do Private Equity Funds Manipulate Reported Returns?," co-authored with Gregory W. Brown and Steven N. Kaplan, has been accepted for publication in the *Journal of Financial Economics*. Gredil is an assistant professor of finance.

LYNN HANNAN recently had three papers accepted for publication. Her paper "Team Member Subjective Communication in Homogeneous and Heterogeneous Teams," co-authored with Markus Arnold and Ivo Taffkov, was accepted for publication in *The Accounting Review*. Her paper "Designing a Performance Feedback System in a Multi-Task Environment: Relative Performance Information Detail Level and Temporal Aggregation in a Multi-Task Environment," co-authored with Greg McPhee, Drew Newman and Ivo Taffkov, was accepted for publication in *Contemporary Accounting Research*. And, most recently, her paper "The Effect of Environmental Risk on the Efficiency of Negotiated Transfer Prices," co-authored with Markus Arnold and Robert Gillenkirch, was accepted for publication, also in *Contemporary Accounting Research*. Hannan is the Jayne Ritchey Cohen Chair in Business Administration and the Ernst & Young Professor of Accounting.



ADRIENNA HUFFMAN's paper "Asset Use and the Relevance of Fair Value Measurement: Evidence from IAS 41" has been accepted for publication in the *Review of Accounting Studies*. Huffman is an assistant professor of accounting.

MAZHAR ISLAM's paper "Signaling by Early Stage Startups: US Government Research Grants and Venture Capital Funding," co-authored with Adam Fremeth and Alfred Marcus, has been accepted for publication in the *Journal of Business Venturing*. Islam is a visiting assistant professor of management.

NISHAD KAPADIA and **MORAD ZEKHNINI** recently had two papers accepted for publication. Their paper “Getting Paid to Hedge: Why Don’t Investors Pay a Premium to Hedge Downturns?” co-authored with James Weston and Barbara Ostdiek, was accepted for publication in the *Journal of Financial and Quantitative Analysis*, and their paper “Do Idiosyncratic Jumps Matter?” was accepted for publication in the *Journal of Financial Economics*. Kapadia and Zekhnini are assistant professors of finance.

DEEN KEMSLEY, **PADDY SIVADASAN** and **VENKAT SUBRAMANIAM**’s paper “The Composite Dividend Tax Rate” has been accepted for publication in *Accounting and Business Research*. Kemsley is the Albert H. Cohen Alumni Professor of Accounting and an associate professor of accounting, Sivadasan is an assistant professor of accounting, and Subramaniam is the Exxon Professor of Finance and an associate professor of finance.



JENNIFER KUAN’s paper “Barriers to Employment: Toward an Understanding (and Dismantling) of Individual and Organizational Obstacles to Work,” co-authored with Angela Hall, Stacy Hickox and Connie Sung, was published in *Research in Personnel and Human Resources Management*, Vol. 35 (2017). Kuan also has two forthcoming papers. Her paper “Are the Stock Markets Rigged? An Empirical Analysis of Regulatory Change,” co-authored with Stephen Diamond, was accepted for publication in *International Review of Law and Economics*, and her chapter “What Goes on Under the Hood? How Engineers Innovate in the Automotive Supply Chain,” co-authored with Susan Helper, will appear in the book *U.S. Engineering in a Global Economy*, edited by Richard B. Freeman and Hal Salzman.

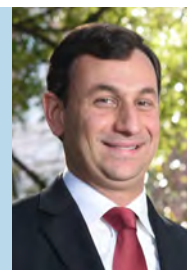
ing papers. Her paper “Are the Stock Markets Rigged? An Empirical Analysis of Regulatory Change,” co-authored with Stephen Diamond, was accepted for publication in *International Review of Law and Economics*, and her chapter “What Goes on Under the Hood? How Engineers Innovate in the Automotive Supply Chain,” co-authored with Susan Helper, will appear in the book *U.S. Engineering in a Global Economy*, edited by Richard B. Freeman and Hal Salzman.

JUNCHAO “JASON” LI’s paper “Exploring the Affective Impact, Boundary Conditions, and Antecedents of Leader Humility,” co-authored with Bradley Owens, Lin Wang and Lihua Shi, was accepted for publication in the *Journal of Applied Psychology*. Li is an assistant professor of management.

SERENA LOFTUS’ paper “Because of ‘Because’: Examining the Use of Causal Language in Relative Performance Feedback,” co-authored with Lloyd Tanlu, has been accepted for publication in *The Accounting Review*. Loftus is an assistant professor of accounting.



DANIEL MOCHON’s paper “If You Are Going to Pay Within the Next 24 Hours, Press 1: Automatic Planning Prompt Reduces Credit Card Delinquency,” co-authored with Nina Mazar and Dan Ariely, has been accepted for publication in the *Journal of Consumer Psychology*. Mochon is an associate professor of marketing.



XUHUI “NICK” PAN’s paper “Oil Volatility Risk and Expected Stock Returns,” co-authored with Peter Christoffersen, has been accepted for publication in the *Journal of Banking and Finance*. Pan is an assistant professor of finance.



ROBERT PRILMEIER’s paper “Why Does Fast Loan Growth



Predict Poor Performance for Banks?” co-authored with Rüdiger Fahlenbrach and René Stulz, has been accepted for publication in the *Review of Financial Studies*. Prilmeier is an assistant professor of finance.

SHUHUA SUN’s paper “Is Political Behavior a Viable Coping Strategy to Perceived Organizational Politics? Unveiling the Underlying Resource Dynamics,” co-authored with Huaizhong Chen, has been accepted for publication in the *Journal of Applied Psychology*. Sun is an assistant professor of management.




YINLIANG “RICKY” TAN recently had three papers accepted for publication. His paper “Captivate: Building Blocks for Implementing Active Learning,” co-authored with Brent Kitchens and Tawnya Means, was accepted for publication in the *Journal of Education for Business*. His paper “How Add-On Pricing Interacts with Distribution Contracts,” co-authored with Xianjun Geng and Lai Wei, was accepted for publication in *Production and Operations Management*. And his paper “Mitigating Inventory Overstocking: Optimal Order-up-to-Level to Achieve a Target Fill Rate,” co-authored with Anand Paul, Qi Deng and Lai Wei, was accepted for publication in *Production and Operations Management (POM)*. Tan is an assistant professor of management science.



GREEN WAVE





WITH ITS FAÇADE OF UNDULATING
GLASS, THREE-STORY CENTRAL COMMONS
AND FUTURISTIC CLASSROOM TOWERS, THE
GOLDRING/WOLDENBERG BUSINESS COMPLEX
—THE LONG-AWAITED EXPANSION OF THE A.B. FREEMAN
SCHOOL OF BUSINESS— IS A SPECTACULAR ARCHITECTURAL
ACHIEVEMENT, BUT THE BUILDING'S GREATEST ACCOMPLISHMENT
MAY BE IN HOW IT FOSTERS INNOVATION IN TEACHING AND LEARNING.

BY MARK MIESTER

PHOTOGRAPHS BY JACKSON HILL



IT BEGAN WITH THE TREES.

Bill Butler, principal with the architecture firm Pelli Clarke Pelli, was keenly aware of the challenge before him as he began to design the proposed expansion of Tulane University's A. B. Freeman School of Business. Ira Solomon, dean of the Freeman School, had asked the internationally renowned firm not only to design a transformative new space for the fast-growing school but to convert its two iconic buildings — built 17 years apart and with different floor-to-floor heights — into a single unified complex.

As Butler began to sketch the building envelope — the exterior wall that would unite the two structures — he was immediately drawn to the shape of the live oaks along McAlister Place.

"We saw the heritage live oaks as the site's greatest physical attribute, and we wanted to acknowledge what it would take to preserve them as part of the greater public infrastructure of the campus," Butler recalls. "We began to develop a western elevation that had these sweeping arcs that defined the driplines of the trees. It created a kind of wave, so to speak, that with glass and appropriate

shading became a visual connection to the heart of the campus."

By curving around the driplines, the waving glass wall provided additional space without harming the trees while at the same time showcasing their remarkable natural beauty. As an added precaution, the ground around the trees was elevated to relieve pressure on their root systems.

The four-story curved glass wall — or, as some call it, the "Green Wave" — has become perhaps the signature feature of the Goldring/Woldenberg Business Complex, the spectacular new home of the A. B. Freeman School of Business. The long-awaited expansion officially opened its doors to students in January, culminating an 18-month construction period in which Goldring/Woldenberg Hall I and Goldring/Woldenberg Hall II were transformed into a unified complex which provided the business school with 45,000 square feet of new space and 40,000 square feet of renovated space.

The complex features 10 new glass-walled classrooms, 390 new classroom seats, 20 new faculty offices, more than 30 new breakout rooms and study areas, a new financial analysis lab, a new venture



Opposite Page: The Marshall Family Commons by night. With abundant space for study, collaboration and socializing, the commons has become the new hub of student life. Above: The Goldring/Woldenberg Business Complex puts Freeman learning on display with bright, glass-walled classrooms. Right: The third-floor study commons is one of more than 30 new spaces for independent or group study. Below: *Exchange*, a hanging installation created by Tulane Professor of Art Teresa Cole, is one of dozens of artworks on display. In addition to a permanent collection, the building features rotating collections curated by Newcomb Art Museum and the Ogden Museum of Southern Art.





incubator within the Albert Lepage Center for Entrepreneurship and Innovation, and dramatically larger suites for strategically important areas such as undergraduate education and the Career Management Center.

Connecting everything together is the breathtaking Marshall Family Commons, a towering three-story atrium housing two elliptical classroom towers. With tables and seating to accommodate hundreds spread across its sparkling white terrazzo floor, the commons serves as both a vibrant hub of student life and a grand venue for events large and small.

“Buildings are composed of bricks and mortar but are really about people — how we bring them together to share ideas, how we inspire them to learn and develop, and how we teach them to dream about our futures,” Tulane President Mike Fitts said at the building’s dedication ceremony in March. “That is what this building does so magnificently: It brings people together from all across this campus, now and for generations to come.”

For the Goldring/Woldenberg Business Complex, bringing people together is more than a bromide. From its inception, the building was designed not simply to house people but to promote meaningful connections among those people. In a very real sense, the complex represents an ambitious attempt to build and strengthen community through its design.

“As we were doing our strategic planning, we kept coming back to the idea of community,” explains Solomon. “We offer a high-touch, highly personal experience relative to many other business schools, but our physical plant did not necessarily facilitate delivering that

experience. We needed to have a physical plant that created and nurtured community, and that’s what we’ve got now.”

How does a physical plant create and nurture community? For the Goldring/Woldenberg Business Complex, it’s in part through an abundance of common spaces carefully designed to encourage disparate building users — students, faculty, staff, alumni, employers and guests — to meet, interact, socialize and collaborate.

First and foremost among those spaces is the Marshall Family Commons, which for the first time gives the Freeman School a large enough venue to host events like this year’s Undergraduate Diploma Ceremony reception, which drew more than 1,000 graduates, family members and friends.

In the rear of the building, a new entrance from the Monroe Quad leads to the Raymond Family Student Gateway, a lounge area featuring tables and chairs, two glass-enclosed breakout rooms, a 98-inch 4K television monitor for financial news and a PJ’s Coffee Shop, enabling students and faculty to grab a quick snack or meet for coffee without leaving the building.

The centerpiece of the Student Gateway, however, is the video wall, a 27-foot array of touch-screen monitors that displays stunning panoramic video and exclusive interactive content, much of it highlighting the people who make up the Freeman community — students, faculty, staff, alumni, employers and school friends.

“The video wall was designed to support our communications but also allow students and faculty to experiment with different modes of collaboration and engagement,” says Associate Dean John Clarke, who led the design and development of the wall for the Freeman School.

“It’s been exciting to see how quickly it’s become a destination for campus tours and alumni visitors.”

While the buildings previously tended to separate student areas from centers, institutes and faculty offices, the Goldring/Woldenberg Business Complex integrates collaborative work space throughout. Both the second and third floors galleries overlooking the Marshall Family Commons feature study areas alongside the Office of Undergraduate Education, the Career Management Center, and the Albert Lepage Center for Entrepreneurship and Innovation, connecting students with faculty, employers and entrepreneurs. On the fourth floor, the skylight-lit Rees Family Commons study area is surrounded by classrooms and a new suite of faculty offices, encouraging additional interaction between students and faculty.

“The building is very student-centric with a focus on creating community,” Solomon says. “The design facilitates interactions between and among students, faculty, staff and visitors, be they alumni or representatives of business organizations that may be in town to hire our students.”

“I see this building as creating a major shift in the culture of the Freeman School, and that shift will come about through how people engage and interact,” adds Clarke. “The building was created in such a way that you have a much higher number of interactions between people and their networks. My guess would be the sheer number of casual interactions between staff, faculty and students is going to go up exponentially, and that in itself will be a driver of change.”

While the building has only been open for a few months, initial reports confirm Clarke’s suspicion.

“What I hear from the students is they’re thrilled with the ability to collaborate and interact,” says Mike Hogg, associate dean for undergraduate programs. “The space is much more user friendly because it allows them to study, work on group projects and have access to resources that simply weren’t available before, such as being able to reserve a conference room to prepare for a speech or an interview.”

“Before, we used to go to class and leave,” says Kristina Crouch (MBA ’18), vice president of administration with the Graduate Business Council. “Now, people don’t leave between classes. The building is a place where you want to be, so you see more people.”

“The building is really welcoming,” adds Sarah Lawhorne (BSM ’18), president of Freeman Student Government. “When we were in the library [during construction], it was kind of hard to go all the way across campus to the business school to go to office hours, but now that everything is centralized, it’s much easier.”



Opposite Page: The 27-foot-long video wall in the Raymond Family Student Gateway displays stunning panoramic video and interactive content highlighting students, faculty and alumni. Above: Coated with a white lime wash, the brick façade of the former Goldring/Woldenberg Hall was incorporated into the design. Below Left: The expanded Office of Undergraduate Education features nearly 60 percent more space for student advising and a new communications center. Below: Housed in one of the two elliptical classroom towers, the new Financial Analysis Lab features 14 terminals offering access to resources including Bloomberg Academic, Capital IQ, Morningstar Direct, DataStream and SDC Platinum.





Above: A new incubator space within the Albert Lepage Center for Entrepreneurship and Innovation will support technologies and businesses developed at Tulane. Right: Career Management Center Executive Director Dale Klamfoth chats with a student in the CMC's new Recruiter Lounge. Opposite Page: The Rees Family Commons features student workspace nestled between classrooms, breakout rooms and faculty offices.



While the building provides additional space and resources for virtually every department, two areas in particular received substantial upgrades.

Occupying a high-profile space on the third floor overlooking the Marshall Family Commons, the Simon Family Career Management Center Suite features more than 2,200 square feet of new space, including an enlarged student lobby, nine interview suites equipped with technology to enable video interviews, additional offices for career consultants, and a new Recruiter Lounge that enables employers to work, relax or chat with students when they visit Freeman for interviews or information sessions. The CMC also has

primary use of the third-floor classroom in the south tower to conduct career management courses.

"The new building gives us much greater capacity than we had previously," says Dale Klamfoth, executive director of the Career Management Center. "That capacity means we can have multiple employers here at any given time and we can do more information sessions in a very high-tech environment."

Undergraduate education also received a significant expansion. Its second-floor suite features nearly 60 percent more space for student advising as well as a spacious new communications center.

"Improving our students' communication skills, especially their

"THE BUILDING IS VERY STUDENT-CENTRIC, WITH A FOCUS ON CREATING COMMUNITY. THE DESIGN FACILITATES INTERACTION BETWEEN AND AMONG STUDENTS, FACULTY, STAFF AND VISITORS."

—IRA SOLOMON, DEAN OF THE FREEMAN SCHOOL







written communication skills, is an area of a focus for the business school, so it's incredibly helpful to finally have the space to work with students on an individual basis," says Hogg. "The additional space has made a huge difference in something that I think can differentiate the Freeman School in terms of our students' communication skills."

FOR ALMOST ANYONE WHO had visited the school in recent years, the need for a new building was easy enough to understand. Since 2007, Freeman School enrollments have grown by a remarkable 87 percent to just under 3,000 students. Nearly a third of all Tulane undergraduates are enrolled in the business school, and graduate enrollments are now approaching 900, a 93 percent increase over a decade ago. According to the Association to Advance Collegiate Schools of Business, Freeman was for a time the fastest growing business school in America.

But while the pressing need for additional classroom space was a driver behind the decision to expand, it wasn't the only factor.

"What actually preceded that was my sense that our space was not organized in a way that facilitated the way education has evolved in leading business schools," explains Solomon.

Goldring/Woldenberg Hall I, built in 1986, and Goldring/Woldenberg Hall II, built in 2003, were modern, state-of-the-art buildings when they opened, but each embodied a style of teaching that's become increasingly anachronistic. With amphitheater seating, large lecture theaters and case-method classrooms, the predominant model of GW1 and GW2 was the "sage on the stage" — a professor at the front of a classroom broadcasting information to a large audience of students.

Increasingly, however, universities have shifted toward what's sometimes referred to as the "guide on the side," a style of pedagogy in which instructors facilitate independent and peer-based learning. In this model, smaller, user-configurable classrooms provide a more effective learning environment.

All 10 of the new classrooms in the Goldring/Woldenberg Business Complex feature mobile furniture designed to enable instructors to change the classroom layout to match the day's agenda, whether it's a traditional lecture, small-group work, a Skype conference with an international partner or a roundtable discussion.

"It's all about the ability to configure the space around the learning activity," Clarke says. "Instructors can actually rearrange the room several times within a class to facilitate different activities, and the ability to do that creates lots of innovation that you can't do in a standard classroom. The design of the building itself facilitates innovation."

That innovation is now more visible than ever before. Thanks to their glass walls, the new classrooms put learning on display, showcasing Freeman faculty and teaching for all who enter the building.

"All kinds of interesting things go on within universities, but much of it isn't typically visible," says Solomon. "By putting learning on display, we're showing everyone what the Freeman educational experience looks like. I think that's a very interesting and potentially very powerful idea."

While the curved glass wall of the Marshall Family Commons highlights the building's relationship with nature, the Freeman School's commitment to the environment goes well beyond that. The Goldring/Woldenberg Business Complex was designed to meet LEED green building standards, signifying a rigid adherence to the principles of sustainability and environmentally responsible construction.

The building also features an extensive collection of art, much of it from female artists with past or current associations with Tulane. In addition to a permanent collection of paintings, photos and sculptures, the building features a rotating collection of artworks curated by Newcomb Art Museum — including examples of Newcomb pottery — and the Ogden Museum of Southern Art. The complex is also furnished with benches made in part from Chinese cypress trees removed from the building site prior to construction. While removing the trees was unavoidable, their beauty and spirit live on in the Marshall Family Commons.



Opposite Page: Rising out of the Marshall Family Commons, the South Tower features light-filled classrooms, state-of-the-art technologies and mobile furniture that enables instructors to change the room's configuration to match the day's learning activities.
Above: The building's waving glass façade was designed to curve around the dripline of the heritage live oaks along McAlister Place.

W E SHAPE OUR BUILDINGS," Winston Churchill once said, "and afterwards, our buildings shape us." Churchill's astute observation may not have been the inspiration, but its sentiment is at the heart of the Goldring/Woldenberg Business Complex. With innovative classrooms and state-of-the-art technologies, with additional space and resources for strategically important areas, and with an abundance of areas designed to promote interaction and collaboration, the building represents nothing less than an audacious attempt to shape the people who use it.

And, Solomon says, the best is yet to come.

"We've been in the building for six months, but we're still learning how to truly leverage what it has to offer," he says. "I think we're going to continue to grow into it in the coming months and even years because there is such tremendous capacity here. And that's going to be fun."

"A world-class business school deserves a world-class building," Solomon concludes, "The Goldring/Woldenberg Business Complex is that building, now and for many years to come."

GOLDRING/WOLDENBERG BUSINESS COMPLEX

HONOR ROLL OF DONORS



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BILL GOLDRING

FROM HIS DECADES OF SERVICE

on the Board of Tulane to his committed philanthropy, which includes an anchor gift for the stunning new expansion that unifies Goldring/Woldenberg Halls I and II, William A. "Bill" Goldring (BBA '64) is the definition of a committed Tulanian.

His close relationship with the university, as well as his many professional successes as the longtime chairman of the Sazerac Company, give him a unique perspective on the surging growth of the business school. He regards the expansion as reflective of the maxim he lives by, "In business and in life, you can't stand still — you are either moving forward or backward." Speaking at the ceremony marking the completion of the project, he enthused, "I am thrilled that the business school is not standing still and that its movement is certainly forward."

For Goldring the expansion was imperative. "If Tulane wanted to continue to attract students from across the country and the world, it was an absolute necessity." A lifelong New Orleanian, he regards the expansion as part of a larger narrative, adding, "Tulane is the center of gravity for the city of New Orleans. Bringing people into New Orleans through the university is something that must be done on a continual basis — Tulane University is so important to doing that."

Although the expansion, with its glass façade and towering central atrium, has already transformed the uptown campus, Goldring envisions the physical presence of the building as the beginning of a continuum of transformation. "It is wonderful that we can provide this tremendous building where students can get the educational foundation they need, but it is more gratifying to see the success that the students have once they graduate."

Left to right,
Board of Tulane Chair
Doug Hertz (A&S '74,
MBA '76), Bill Goldring
(BBA '64) and Tulane
President Mike Fitts.





CHARLES SWANSON

TULANE UNIVERSITY didn't seem like a perfect fit for Charles Swanson (A&S '75, MBA '77) when his father dropped him off for the first time as an undergraduate. He couldn't even get into his freshman dorm room.

"The key didn't work," says Swanson, chuckling. Luckily, that first impression didn't foreshadow his ultimate Tulane experience. "It worked out because six years later I left with two degrees, a ton of friends and a future wife."

Swanson, who retired from Ernst & Young in June after a 41-year career with the firm, raves about his business school

education. "I attribute all of my business success, and, really, much of the good fortune in my life in general, to Tulane."

Swanson is impressed with the direction of the A. B. Freeman School of Business and its ability to prepare tomorrow's business leaders, which he sees as further strengthened by the "breathtaking" new business school complex.

"The new facility is so impressive," Swanson says. "It really is the epicenter of the campus."

Swanson marvels at the Freeman School's exploding popularity and the impressive caliber of faculty. He praises Dean Ira Solomon's leadership, crediting him with building a strong, engaging program.

"Ira's strategy and what he's been able to execute has been very impressive," Swanson says. It is fitting that Swanson made a generous gift to support the new Goldring/Woldenberg Business Complex by naming the Swanson Family Dean's Office. "My wife Karen and I think the world of both Ira and his wife, Susan. For us, our friendship with the Solomons made the naming gift of Ira's office even more special."

Swanson is committed to supporting the Freeman School during the historic "Only the Audacious" campaign and as the school's momentum continues to rise.

"It is nice to be part of a winning team," Swanson says. "Whether one is a Freeman student, faculty member, administrator, Business School Council member or alum, you are part of a winning team, and Freeman is certainly 'winning' right now."



Charles Swanson (A&S '75, MBA '77)

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**Debbie (A&S '76, MBA '77) and
Rick (A&S '74, MBA '75) Rees**

RICK REES

RICK REES (A&S '74, MBA '75) was the first person in his family to attend college. Armed with ambition and a strong work ethic, he received both his undergraduate degree and MBA within four years. Rees was grateful that the then-dean of Tulane's graduate business school embraced his determination and ingenuity, never throwing up roadblocks. Rees, now the co-founder and managing partner of New Orleans private equity firm LongueVue Capital and member of the Board of Tulane, has become a leader in the city's business community and continues to demonstrate the principles that helped him flourish while he was at Tulane.

"Throughout my career, I have tried to foster a work environment that supports and rewards ambition, hard work, innovation and creativity," Rees says.

Rees and his wife, Debbie (A&S '76, MBA '77), credit much of their professional success to the world-class education they received at Tulane. Though an

unprecedented enrollment surge posed growing pains for the Freeman School, the Reeses saw an opportunity and happily welcomed the fact that many Tulane students were choosing to take business courses.

"As Tulane embarked on its "Only the Audacious" capital campaign," Rees says, "Debbie and I were aware of the challenges facing the Freeman School and wanted to play a role in helping to solve them and to position the school for continued success into the future."

And they did just that, by naming the Rees Family Commons at the new Goldring/Woldenberg Business Complex.

"As the largest school in the undergraduate education program at Tulane, the Freeman School should be a world-class facility with a world-class faculty that provides an opportunity for all students to grow and excel," Rees said. "I am convinced that with the new Goldring/Woldenberg Business Complex, combined with the resources being made available to hire additional faculty, the Freeman School is poised to become the crown jewel of Tulane."

Rees added, "New Orleans is our home, and by investing in Tulane, we are also investing to make New Orleans a more vibrant community."



39th Annual Tulane Business Forum Friday, September 21, 2018

TABA
TULANE ASSOCIATION
OF BUSINESS ALUMNI

TABA's signature event has grown to become the largest half-day general business conference of its kind in the Greater New Orleans area, attracting more than 750 business professionals representing over 200 companies. The forum features both national and local speakers, and it presents an excellent opportunity to network with a diverse group of industry leaders.

The profits from the Tulane Business Forum, which have grossed more than \$1.7 million since 2006, return to Freeman to support opportunities for students, alumni and student engagement, and capital gifts.

Wednesdays at the Square

This spring, TABA joined with Freeman's Career Management Center to host Freeman alumni and students in a hospitality tent as half season sponsors of Wednesdays at the Square. Nearly 70 alumni and graduate students attended each week to enjoy food, drink, and live music!

Alumni-Student Networking Receptions

TABA provides underwriting support for receptions where students and alumni can network in a casual setting. This spring, TABA teamed with the Career Management Center and the Lepage Center for Entrepreneurship and Innovation to help fund gatherings such as the Freeman Days Reception and the Business Model Competition.

Study Rooms in the Goldring/Woldenberg Business Complex

Last year, TABA made a capital gift of \$200,000 towards two premier study rooms in the Goldring/Woldenberg Business Complex. These beautiful glass rooms flanking the Monroe Quad entrance are popular spots that provide much-needed study space for Freeman students.

Tulane Business Model Competition

TABA is a proud sponsor of the annual Tulane Business Model Competition. Hosted by the Albert Lepage Center for Entrepreneurship and Innovation, the competition awards \$40,000 in prizes to student teams from across the country pitching innovative concepts each year.

YOU CAN'T STAY INVOLVED WITH FREEMAN IF WE CAN'T CONTACT YOU! Make sure Tulane has your permanent email address, and let the university know when you move or change jobs. Send updates and class notes to freemanalumni@tulane.edu.



Class Notes

1960s

Ian Bremner (MBA '67) retired from his professional career as manager of business development with Foster Wheeler E&C in 1999. He is currently enjoying his retirement career as an international service manager with United Airlines. He and his wife, Elizabeth, reside in Houston.

Bill Jennings (MBA '67) retired from LOOP (Louisiana Offshore Oil Port) in 2000 after a 22-year career with the company. At the time of his retirement, Jennings served as vice president of operations and construction, where he managed crude oil tank ship offloading and distribution to refineries. Prior to joining LOOP, Jennings served as an engineer and manager with the Boeing Co., where he worked on projects including Commercial Aircraft, Saturn Apollo Moon Rocket and the Moon Car. He and his wife, Shelby, have four children and five grandchildren.

Claude Schlesinger (A&S '65, MBA '67) is a partner with Guste, Barnett, Schlesinger, Henderson & Alpaugh in New Orleans, one of the country's oldest law firms. From 1967 to 1986, Schlesinger worked for the New Orleans Police Department, holding various assignments. As an attorney, he continues to work with the police, representing officers in employment issues and other police matters.

Eric Smith (MBA '67) is a professor of practice at the A. B. Freeman School of Business and associate director of the Tulane Energy Institute.

1970s

Guy Cannata (MBA '77) is co-owner of Cannata Corp. Inc.

John Runningen (MBA '77) is president and CEO of Commenda Capital, a merchant and investment banking firm based in Atlanta. He has two daughters and a 2-year-old grandson.

Charles Swanson (A&S '75, MBA '77)

recently retired from Ernst & Young after 41 years with the firm. Prior to his retirement, he served as a senior partner in the Denver office. Swanson previously led EY's Energy Industry Practice in North and South America, and served as Houston Managing Partner for several years. He and wife Karen, who have three children and three grandchildren, plan to live in Colorado, as "the world always looks better from a mountain top."

1980s

Barbara Davey (G '76, MBA '82) is a senior credit officer at BOK Financial. She is happily married to Bert Davey and her daughter, Emma, is a senior at Oberlin College.

Eleanor Foster (MBA '82) is the owner of Organized Matters, a home, home office and small business organizing company in Savannah, Georgia.

Gerald Lema (MBA '86) has been appointed to the board of directors of FibroGen Inc., a research-based biopharmaceutical company headquartered in San Francisco. Lema serves as partner and representative director at Cylon Capital, a private investment group based in Tokyo.

Prior to that, he was president of Asia Pacific at Baxter International, a supplier of medical products for hospitals and home care.

Sargent Caldwell (MBA '87) is president and co-owner of Caldwell Machine & Gear in Mount Pleasant, Texas. He and **Maria Blanco (MBA '87)** have been married for 30 years, and the couple have four kids.

Richard Levin (BSM '87) is an independent financial advisor at Mutual Securities Inc. in Los Angeles.

Bill Martin (MBA '87) was recently re-elected to the Greene County Board of Supervisors in Stanardsville, Virginia. He has served on the board since 2013. Martin has worked as a realtor and associate broker with Charlottesville Country Properties Ltd. and Nest Realty.

Michelle Smith (BSM '87) is director of student & academic affairs at the Fletcher School in Charlotte, North Carolina, and a proud mom to three children, two grown daughters and a seventh-grader.

Patrick Sweeney (BSM '87) has been appointed CEO of Talari Networks, an international tech company with a focus on cloud technology and security. Prior



William A. Donius (BSM '81) has become an owner and joined the board of directors of iSEE Store Innovations, a global design and manufacturing team that solves retail merchandising space challenges, much of it based on selling packaged beverages. Donius is the author of *The New York Times* best-seller *Thought Revolution: How to Unlock Your Inner Genius* and an innovation and ideation facilitator. Prior to his current work, he served as chairman and CEO of Pulaski Bank.



to joining Talari, Sweeney worked as vice president of security marketing for Dell Inc. and as vice president of SonicWALL Inc.



Ralph Wall (BSM '87) has become a partner at Couhig Partners in New Orleans. Focusing primarily on litigation, Wall also practices administrative law and advises trade associations on antitrust issues. Prior to joining the firm, Wall helped create new insurance products by participating in the creation of various policy forms used in the oil and gas insurance market.

Robert Weinmann (MBA '87) is the owner of Veterans Ford and other automotive dealerships in the New Orleans area. In addition to his auto businesses, Weinmann is manager and majority owner of Rowe Oil Corp. and Veterans Land Co. and serves as vice president of Waverly Oil Corp.



David Weiss (BSM '88) has been named president of Partsmaster, a large producer in the maintenance and repair industry. Weiss' responsibilities include developing corporate accounts, supporting Partsmaster's sales team and growing its consumer brand. Prior to joining the company, Weiss served as president of NCH Corp., an international marketer of maintenance products.

Pamela Whitten (BSM '85) has been named president of Kennesaw State University, the third-largest university in Georgia and one of the 50 largest public institutions in the country.

Whitten previously served as senior vice president for academic affairs and provost at the University of Georgia, a position she held since 2014.

As the University of Georgia's chief academic officer, Whitten oversaw instruction, research, public service and outreach, student affairs and information technology — a portfolio that included 17 schools and colleges with 37,000 undergraduate, graduate and professional students. During her tenure, the University of Georgia hired 56 new faculty to reduce class sizes for undergraduates, increased external research support 37 percent, added 30 endowed chairs and professorships, and increased summer enrollment by 25 percent. The campus also launched a new learning requirement to give undergraduates out-of-classroom experience through internships, research and other forms of experiential learning. In the past three years, the University of Georgia jumped from No. 21 to No. 16 in the *U.S. News & World Report* ranking of top public universities in the country.

Prior to joining the University of Georgia, Whitten served on the faculty of Michigan State University, ultimately becoming dean of the College of Communication Arts and Sciences. Prior to that, she served as director for telemedicine at the University of Kansas Medical Center.

"Over the last 20 years, Dr. Whitten has distinguished herself as an outstanding scholar, educator and administrator," said Ira Solomon, dean of the Freeman School. "I look forward to seeing the great things she will undoubtedly accomplish in her new role as president of Kennesaw State University."



James Cross (MBA '89) has been appointed president of Discovery Harbour, a Toronto Venture Exchange-listed company focused on sourcing, exploring and developing mineral properties in mining-friendly jurisdictions. Prior to joining Discovery Harbour, Cross served as president and CEO of Canadian Gold Resources Ltd., a Canadian gold mining company.

1990s

E.J. Nedder (BSM '92) has been appointed chair of the RSM US LLP board of directors. Nedder is RSM's national tax consulting leader and has been a partner with the firm for 14 years. Prior to working in public accounting, Nedder completed clerkships with the Surrogates Court in New York and the Appellate Tax Board in Massachusetts.



Jodi Wechsler (BSM '95) has become a principal at JW Michaels & Co., a specialized executive search firm serving the recruiting needs of financial

services, legal, technology and business institutions. In that role, she will help grow the firm's accounting and finance practice. Prior to joining JW Michaels, she was managing partner of iFind Group, a boutique executive search firm. Wechsler also worked in public accounting at Goldstein, Golub, Kessler & Co. and later at Tudor Investment Group.

Paul Aubert (MBA/JD '96) has been appointed to the board of directors of Bio-Path Holdings Inc., a Houston-based biotech company developing targeted

DNA therapeutics for blood cancers and solid tumors. Aubert is the sole shareholder of Paul Aubert PLLC and formerly served as general counsel at Pernix Therapeutics Holdings Inc. Prior to that, he was a shareholder at Winstead PC, a national law firm headquartered in Dallas. Aubert has also worked as an attorney in the Corporate and Securities practice groups at several other national and international firms.

Tara Byrd (MBA '97) has been a medical professional liability claim consultant with CNA Insurance Co. in New Orleans since 2008.

Derrick Edwards (BSM '97, MACCT '98) ran for Louisiana state treasurer in October 2017. A Democrat, Edwards finished first in the primary before being defeated in the runoff by Republican John Schroder. Edwards is a graduate of Loyola University School of Law and a practicing attorney in New Orleans.

Jerry Lenaz (MBA '97) has been named professor of practice and director of the Business and Legal Studies program at Tulane University's School of Professional Advancement. Lenaz was previously director of business services at the Goldman Sachs 10,000 Small Businesses program at Delgado Community College. He also worked in the telecommunications industry as a business development and product manager, launching new industrial and consumer products and initiatives throughout the Gulf South.



David C. Rieveschl (MBA/JD '97) has joined Stone Pigman Walther Wittmann L.L.C. as special counsel in the firm's New Orleans office and will be a member of its Corporate and Emerging Companies practice groups.

Marielba Torres-Delgado (BSM '97) is a practicing attorney in Memphis,

50-Year Reunion Class Presents Gift

Members of the MBA class of 1967 presented the combined gifts from 2017's reunion classes to Freeman School Dean Ira Solomon at the Graduate Alumni Reunion Party, which took place in November at the Chicory. Pictured, from left to right, are Frank Tapparo, Ken Boudreaux, Hardee Kilgore, Bill Gibbons, Ian Bremner, Eric Smith, Dean Solomon, Bill Jennings and Jeffrey Barach, emeritus professor of management, who taught members of the class.



Tennessee. She is married to **Guy Delahoussaye (BSM '97)** and the couple have two daughters, Iris and Sofia.

Sarah Joyce (BSM '98) has been named vice president of client operations at HealthCareSource, a leading provider of talent management solutions in the healthcare industry. Prior to joining the company, Joyce served as vice president of customer experience at NantHealth, and she previously served as managing director of retail management at Blue Cross and Blue Shield of Rhode Island.

Nick Loeb (BSM '98) is the founder of Imagine Partners, an international merchant bank. Prior to founding the company, he founded Loeb's Crunch, an international CPG firm, and served

as managing partner of Carbon Solutions America, an international sustainability consulting firm.

Maria Lorena Gutierrez Botero (MMG '99, PhD '03) was appointed by Colombian President Juan Manuel Santos to serve as Minister of Commerce, Industry and Tourism. Gutierrez had previously served as Minister of Mines and Energy and, before that, as Minister of the Presidency to former President Nestor Humberto Martinez. Prior to working in government, Gutierrez served as dean of the Faculty of Administration at the University of the Andes.

continued on page 38

Freeman School celebrates largest graduating class in history

On June 5, 1918, in a ceremony at the French Opera House on Bourbon Street, Tulane University's College of Commerce and Business Administration celebrated its inaugural graduating class.

There was one graduate.

On May 18, 2018 — nearly 100 years to the day after that historic ceremony — the A. B. Freeman School of Business awarded

diplomas to more than 1,000 graduates. It was the largest graduating class in Freeman School history, and the first since the opening of the school's new building in January 2018.

"The Goldring/Woldenberg Business Complex, our current home, symbolizes the mixing of the old and new — tradition and innovation — and is the start of the Freeman School's next chapter," Freeman School Dean Ira Solomon told graduates.

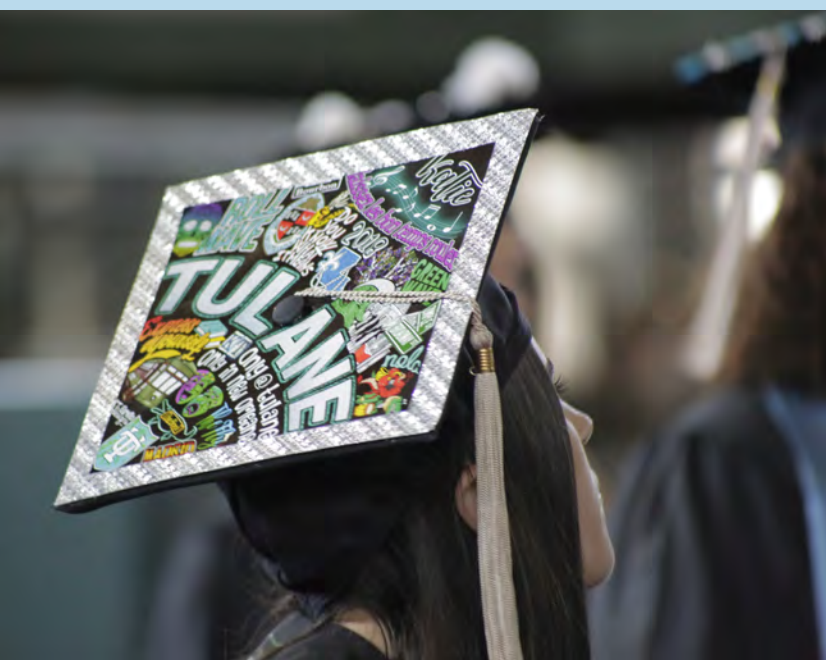
"This day, we celebrate the many individuals who will help write that chapter after they walk across this stage and contribute their energy, wisdom and talents to the world."

The Undergraduate Diploma Ceremony kicked off the day's festivities at 10 a.m. in the Avron B. Fogelman Arena in Devlin Fieldhouse. More than 500 prospective graduates of the Bachelor of Science in Management program marched across the stage to receive their diplomas. Their degrees were officially conferred the following day at Tulane's Unified Commencement Ceremony in the Mercedes-Benz Superdome.

Sarah Dianne Lawhorne received the BSM Scholastic Achievement Award, which recognizes the graduating BSM student with the highest cumulative grade point average. Lawhorne and Manolo Jose Baca Pallais received the Evelyn and William Burkenroad Award, which is chosen by the senior class based on scholarship, personal integrity, and contributions to the professional, social and academic quality of the business school.

Luca Piero Alessandrini, Rachel Diane Budd, Lawhorne and Patrick Alexander Madden received the Tulane 34 Award, which is presented to 34 graduates from across Tulane in recognition of their academic achievements, student leadership and community service.

In addition, Christopher Joseph Loomis and Meghan Kayli Marks received the Dean's Service Award, Avijita Panwar received the Tulane Association of Business Alumni Award, and



In May, the A. B. Freeman School of Business celebrated the largest graduation in school history, awarding diplomas to more than 1,000 graduates.



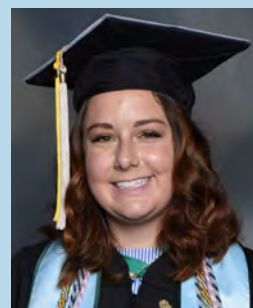
Sarah Lawhorne



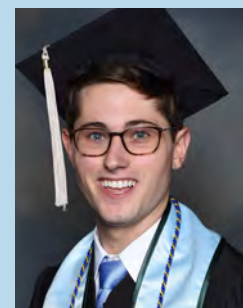
Manolo Baca



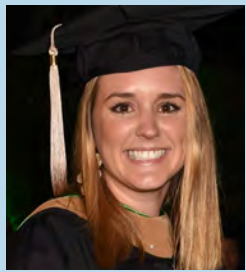
Luca Alessandrini



Rachel Budd



Patrick Madden



Abby Suquet



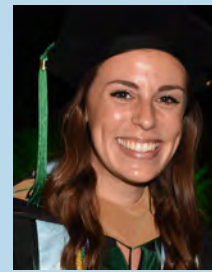
Kelly Harlan



Kristina Crouch



Todd Wackerman



Sarah Wolochatiuk



Azuka Onianwa



**Robert
Edgecombe**

Lawhorne and Benjamin Cornelius McManus received the TABA Community Service Award.

The ceremony was followed by a reception for graduates and their families in the Goldring/Woldenberg Business Complex's Marshall Family Commons.

Later that afternoon, the Freeman School honored more than 700 prospective master's and doctoral degree recipients at the Graduate Diploma Ceremony, which recognizes graduates of programs including the Master of Accounting, the Master of Business Administration, the Master of Finance, the Master of Global Management, the Master of Management, the Master of Management in Energy and the Doctor of Philosophy. In addition to May graduates, that number includes candidates who completed their degree requirements in late 2017 and candidates who expect to complete their degree requirements later this year. The ceremony took place in the Avron B. Fogelman Arena in Devlin Fieldhouse.

Mary Abigail Zanone Suquet received the Marta and Peter Bordeaux Scholastic Achievement Award, which recognizes the graduating MBA student with the highest cumulative grade point average. Kelly Marie Harlan received the Roger L. Cornelius Award, which recognizes the graduating MBA who embodies the highest standards of business scholarship and leadership.

Kristina Ann Crouch, Todd Wackerman and Sarah Anne Marie Wolochatiuk received the Tulane 34 Award, and Azuka Andre Onianwa and Robert Edward Edgecombe III received the Allen R. Vorholt Memorial Award, which honors graduates of the executive MBA program who demonstrate leadership, scholarship, the ability to balance priorities and a strong sense of civic obligation.

In addition, Panwar, Crouch, Isabella Datoon Finnell, Harlan, Gregory Lee Tuttle, Brian Neil Guidry and Sean Dunderdale received the Dean's Service Award. Zelong Zhang, Eleanor Brennan Davis, Danti Kalladathil Kumaran, Michael Weldon Massengale, Kristin Woanlin Lo, Trina Jane Beck, Jiayu Gu, Travis Dean Corgey, Micheal Craig McWilliams, Sara Eugenia Adoue and Reed Charles Wilson received the Tulane Association

of Business Alumni Award. Kristen Mele, Xinyue Luo, Brooke Alicia Barrios, Beck, Brandon Porter Cohen, Mairead Eileen Coogan, Isabelle Marie Duran, Edgecombe, Zuri Aisha Gracin, Kyle Zachary Gross, Erin Teresa Marrero-Savoie, Kathryn Mullins, Rachel Cheri Schatz, Tomi Malia Suzuki, Wackerman and Jintao Huang received the TABA Community Service Award.

Following the ceremony, the Uptown Strutters Brass Band led a second line into the Lavin-Bernick Center for University Life for the annual Champagne reception for graduates and their families.

"We have spent the past few years together, and this is a bond that will forever join us," Dean Solomon said in conclusion. "We look forward to following your careers and watching as you contribute to building a better world."



Students were in high spirits at the Undergraduate Diploma Ceremony, which recognized more than 500 graduates of the BSM program.



Barkley Rafferty (LA '11, MBA '16) is the founder of Royal Merchant Trading Co., a new online and direct-mail supplier of high-quality herbs and spices from around the world. The company specializes in providing home cooks with exotic, hard-to-find spices used by leading chefs, such as Mediterranean Aleppo pepper, Moroccan rosemary and smoked hot Spanish paprika. An avid home cook, Rafferty says the idea grew out of her frustration with the quality and availability of spices at local grocery stores. "If you're looking for a better quality product, you have to go online or source it internationally, but then you're often forced to buy in sizes that are too large for the average home cook to use immediately," Rafferty says. "We're focused on bringing products to market that are trending and seasonal but not easy to access and sizing them in quantities that are appropriate for the home cook." Royal Trading currently offers 34 herbs and spices from India, Morocco, Turkey, Spain and other locales and sells them in .5- to 1-ounce double-sealed bags to ensure freshness. The company also offers a monthly subscription service that features a curated selection of spices along with original recipes from restaurant partners such as Gabrielle, Ralph's on the Park and Saffron, which was recently nominated as Best New Restaurant by the James Beard Foundation. While the company's products are currently available only online, Rafferty says she hopes to offer her spices in select retail stores by the end of the year. For more information, visit www.royalmerchant.co.

2000s

David Rochon (BSM '00) is a private client advisor with JPMorgan Securities. He has three children, one of whom is currently a student at Tulane.

Monica Malone Murphy (BSM '02) is relationship manager in the Financial Institutions Group of Santander Investment Securities in New York. She

lives with her husband and two young daughters in Westchester County.

Andrew Bernd (BSM '06, MFIN '07) and Danielle Conte were married in 2017 at 1 Hotel Miami Beach with many Tulane alumni in attendance. The couple has a baby girl, Eva Rose. Bernd is vice president of business development with the Bernd Group in Dunedin, Florida.

Kapil Dhingra (BSM '07) has been named physician-in-chief of the Kaiser Permanente Medical Centers in San Leandro and Fremont, California. He is responsible for guiding the medical operations and staff of the centers. Prior to his appointment, Dhingra held many other leadership positions in the Permanente Medical Group, including medical director of geographic managed care and chief of Medicare and Medicaid services.

Liet Le (M '06, MBA '07) is a physician with Radiant Dermatology and Aesthetics in Kingwood, Texas.

Scott Nunley (MFIN '07) is vice president of capital markets at HRI Properties in New Orleans.

Trent E. Dickey (BSM '09) has been named vice president of New York City landlord representation at Schuckman Realty Inc. In that role, he is responsible for managing and growing all landlord leasing operations throughout New York City as well as overseeing brokerage teams. Prior to joining Schuckman, Dickey worked at Acadia Realty Trust as a leasing representative for the New York, Boston and Chicago metro areas.

2010s

Matt Fishman (BSM '10) is CEO and co-owner of Barking Hound Village, Georgia's largest dog daycare, grooming and boarding provider. Prior to purchasing the company, Fishman worked as assistant vice president on Voya's below investment grade private credit group as a lead analyst on new investments and underperforming rates.

Blake Downing (MFIN '12) is controller at McClelland Consulting Engineers in Little Rock, Arkansas. He is engaged to marry Elizabeth Reagan in July 2018.

Dan Gordon (MBA '12) is president of Sebago, a manufacturer of lubricants for automobiles, machinery and heavy duty equipment.

Kacy Howard (BSM '12, MACCT '13) and **Harris Howard (SE '13)** were married in November 2016. The couple resides in Atlanta, where she is a vice president at SunTrust Bank in Private Wealth Management.

Danielle Lee (LAS '07, MBA '12) and **Ben Lee (LAS '06, MBA '12)** announce the birth of Samuel Aaron Lee in August 2017. Danielle is a co-owner of My House Social, a creative culinary production company based in New Orleans.

Jordan Pearson (BSM '12) graduated from the MBA program at UC Berkeley's Haas School of Business in May 2017 and recently joined the Business Cloud Finance team at Google. He resides in San Francisco.

Margaret Saik (MBA '12) and her husband, Walker, announce the birth of Ogden Sandoz Saik in August 2017.

Megan Walther (MBA '12) is associate director of customer solutions at Lucid, a New Orleans-based technology company. She lives uptown with her husband, Kyle, and daughter, Blake.

Terrence Ryan (BSM '15) has been promoted to banking officer at Hibernia Bank in New Orleans. Ryan joined the bank in October 2016 as a credit analyst. As a banking officer, Ryan is responsible for working with customers to identify consumer loan products, underwrite, and prepare all loan presentations for commercial and consumer loans.



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IN MEMORIAM

Phyllis Derbes Eagan (BBA '41)
William E. Kellner Sr. ('43)
C.J. Grayson Jr. (BBA '44)
Arnold L. Levy ('44)
John F. Savage ('44)
Carroll L. Webb Jr. ('44)
Evelyn Duckworth Blum (BBA '45)
August H. Eberle Sr. (BBA '45)
William G. Jones (BBA '45)
Thomas K. Harrah (BBA '46)
Raymond L. Laakso (BBA '46)
Harry J. Geiss Jr. (BBA '47)
E. S. Maunsell II (BBA '47)
Frances Tumminello Nelson (BBA '47)
Morrie L. Eakin (BBA '48)
John W. Pitkin Jr. (BBA '48)
John B. Arlt Jr. (BBA '49)
Merlin J. Auzine (E '47, MBA '49)
Saul H. Barber (BBA '49)
Peter H. Beer (BBA '49, L '52)
H.W. Bowman (BBA '49)
Albert N. Lechter (BBA '49)
Jesse R. Young (BBA '49)
John W. Keller (BBA '50)
Elmer R. Tapper Sr. ('50)
William F. Yoder Jr. (BBA '50)
Donald R. Ford ('51)
Thomas M. Collins (BBA '53)
John R. Mayer (BBA '53)
E. C. Montgomery Sr. ('53)
Jared B. Palmer Sr. (BBA '53)

Frederick R. Skrainka (BBA '53)
Robert L. Connolly (BBA '54)
Donald L. Goldwasser (BBA '54)
Charles W. Lane III (BBA '54, L '59)
Clay L. Bartlett (BBA '55)
William K. Catching Jr. (BBA '55)
Isaac F. Hawkins Jr. (BBA '55, L '60)
Joe W. Pitts Jr. (BBA '55)
Charles L. Hamaker (BBA '56, L '58)
Harold L. Lutenbacher Sr. (BBA '56, MBA '58)
Charles E. Guidroz (BBA '57)
William Krapac (BBA '57)
Morris Lewis III ('57)
Charles A. Mitchell ('57)
Larry B. White (BBA '57)
Lewis Barnum III (BBA '58)
Maugus F. Claverie Jr. (BBA '58, L '61)
Robert E. Cole (BBA '59)
S.E. Kossman Jr. ('59)
George P. Mandella Jr. ('59)
Donald E. Miller (BBA '59)
James W. Parker (BBA '59)
Gary A. Stoll (BBA '59)
Nathan T. Butcher Sr. (BBA '60)
Gerson Lachoff ('60)
Walter E. Lundin III (BBA '60, L '63)
John M. Weintraub (BBA '60)
John W. Kelly III (E '58, MBA '61)
Sadaye Okubo Parham (BBA '61)
Nelson J. Becker (BBA '62, L '64)
George I. Connolly Jr. (MBA '62)
William C. Hartwell Jr. (BBA '63)
Barney F. Kogen (BBA '64)

Stanley B. Cohen ('65)
Frederick L. Riedl (BBA '65)
Roy A. Perrin Jr. (E '61, E '62, '66)
John M. Davis Jr. (MBA '67)
Richard D. Garlick (MBA '67)
Charles M. Marshall (MBA '67)
Joseph Tusa Jr. (UC '66, MBA '72)
Roy T. Cochrane (MBA '73)
John H. McCalla (MBA '74)
William N. Ott (MBA '74)
Robert J. Almeida (MBA '75)
Michel F. Bertucci (A&S '75, L '80, MBA '81)
David P. Taggart ('77)
Cleveland J. Guillot Jr. (MBA '79)
Gordon K. Fiddymont (MBA '80)
Wyatt B. Aiken (A&S '82, MBA '83)
Denise Dussom (MBA '83)
Andrew H. Feinman (MBA '84)
John J. Francis (MBA '85)
Kenneth R. Wapman (MBA '85)
Gregory R. Chlup (E '88, MBA '93)
Lewis E. Cantrell Jr. ('89)
Maxine Pijaux (MBA '89)
Alfred C. Delaune ('92)
Charles E. Neff Jr. (MBA '94)
John P. Hammond Jr. (MBA '99)
Larry G. Douglas (MBA '00)
Bradley A. Sandner (BSM '00)
Alvin L. Garibaldi (MBA '01)
Gregory P. Friedman (BSM '12)
Ryan M. Riseman ('12)
Marlin E. Sills (MFIN '12)

Betting Big on Hollywood South

FILM PRODUCER Scott Niemeyer (BSM '87) helped create some of the biggest hits in Hollywood, including *My Big Fat Greek Wedding* and the *Pitch Perfect* franchise. Now the Louisiana native is hoping to bring more of that business back home with a new project that could cement the state's reputation as Hollywood South.

Niemeyer is founder and CEO of Deep South Studios, a \$63.5 million film, television and digital media production

Entertainment Group, an independent production and distribution company. After a few years learning the business, he joined another production firm, Motion Picture Corp. of America. While working as vice president of finance at MPCA, Niemeyer watched in amazement as the company's principal, Brad Krevoy, took out a mortgage on his house to pay an up-and-coming actor's guarantee to star in a film the company was producing.

The actor was Jim Carrey and the film was *Dumb and Dumber*,

my brilliant career



Left: Scott Niemeyer (BSM '87). Right: A photo rendering of Deep South Studios, which when complete will be the largest film production complex in the Southeast.



complex currently being built on a 20-acre site in Algiers. With over 260,000 square feet of production space, including five state-of-the-art soundstages, the complex will be the largest film production facility in the Southeast and, Niemeyer says, a crucial component in helping to keep Louisiana's film production business growing.

"Without purpose-built facilities of the caliber that the highest-end producers and production companies demand, Louisiana won't be able to compete for the best projects," Niemeyer says. "Access to production infrastructure is absolutely key to being able to legitimize New Orleans and Louisiana as a committed long-term production center."

Creating a sustainable film industry in Louisiana is more than just business to Niemeyer, who grew up in Algiers not far from the Deep South site and attended Ben Franklin High School. After graduating from the Freeman School — he credits professors Peter Ricchiuti and the late Beau Parent for his strong foundation in finance and accounting — Niemeyer entered a Louisiana job market devastated by the oil bust. In search of better opportunities, he relocated to Los Angeles and quickly began his career in the entertainment business.

"It was a little bit by accident, but it immediately grew on me," Niemeyer says. "It's a custom manufacturing business. Each film is different, and that really appealed to me. It's hard to get bored when your production lifecycle is 12 months."

Niemeyer landed a job as a staff accountant with Atlantic

which went on to earn \$247 million at the box office and establish Carrey as a bona fide star.

"That movie was probably the most seminal moment for me," Niemeyer says. "To see how Brad was able to create significant wealth and success by being able to identify an opportunity and then capitalize on it, albeit by taking significant personal risk, that showed me what the potential was for my own career."

In 2000, Niemeyer joined the recently formed Gold Circle Films, an independent production and sales company. In addition to blockbusters like *My Big Fat Greek Wedding* and the *Pitch Perfect* trilogy — two of which were filmed in Louisiana — the company has produced more than 45 feature films that have grossed over \$1.4 billion at the box office.

Today, with upstarts like Netflix, Amazon, Hulu and Apple upending traditional distribution models, the entertainment business is changing faster than ever, but with production demands continuing to exceed the supply of studio and stage space, Niemeyer is confident that Deep South will have a place.

"Our business model is agnostic," Niemeyer says. "Deep South can host a \$100 million feature film or it can host a Netflix series. The stages and production environments are the same."

"It's a brave new world," he adds, "but one that's just ripe with opportunities to be part of the reinvention and evolution of filmed entertainment. Who knows? There may be a couple of Tulane students in their apartment on Broadway figuring out the next distribution model. To me, that's super exciting."

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- "Back to the Classroom" Faculty Lectures
- Tours of the Goldring/Woldenberg Business Complex
- Graduate Reunion Welcome Party for all reunion classes

SATURDAY, NOVEMBER 10, 2018

- Freeman Tailgate, LBC Quad
- Tulane Homecoming Game, Yulman Stadium
- All-Alumni After Party

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Information Session,
Goldring/Woldenberg Business Complex**

September 2018

SEPT. 7

**Tulane Family Business Forum,
Lavin-Bernick Center, Tulane University**

SEPT. 14

**Freeman Energy Expo,
Houston (Location TBA)**

SEPT. 21

**Tulane Business Forum,
Ernest N. Morial Convention Center,
New Orleans**

SEPT. 28

**New Orleans EMBA Breakfast
Information Session,
Goldring/Woldenberg Business Complex**

October 2018

OCT. 3

**Tulane Fall Recruiting & Career Fair,
Lavin-Bernick Center, Tulane University**

OCT. 12

**Tulane Takeover New York,
Time Warner Center, New York**

OCT. 17

New Orleans EMBA Webinar

November 2018

NOV. 9-10

**Homecoming/Reunion Weekend,
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NOV. 16

**Tulane Family Business Forum,
Lavin-Bernick Center, Tulane University**

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