

FREEMAN BUSINESS



**INTRODUCING
PAULO GOES**



FREEMAN BUSINESS

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ON THE COVER

AN OPEN DOOR

New Dean Paulo Goes says the Freeman School has all the right ingredients to thrive in a fast-changing business education environment, and he's already working to put those pieces into place. By Mark Miester

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On the cover: Paulo Goes, who became the 14th dean of the A. B. Freeman School of Business on Aug. 23, 2021. Photo by Eugenia Uhl.

DEAN

Paulo Goes

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**Freeman
Recommends**

*Freeman faculty & staff
recommend the following*

BOOK**RISING TIDE**

By John M. Barry

“Many people have recently turned to John Barry’s *The Great Influenza* to better understand the course of pandemics, but his earlier book offers equally compelling insights about our fraught relationship with the Mississippi River. In telling the story of the Great Flood of 1927, Barry details the science, politics, economics and social dynamics that shaped our region and leaves us with a sobering perspective on the future as we attempt to mitigate the effects of climate change.”

PIERRE CONNER, professor of practice and executive director, Tulane Energy Institute

MOVIE**IT'S A MAD, MAD, MAD,
MAD WORLD**

Directed by Stanley Kramer

“This movie boasts a stellar cast including Spencer Tracy, Milton Berle, Sid Caesar, Buddy Hackett, Jonathan Winters and Ethel Merman. The ‘share out’ scene — in which a group of self-centered strangers attempts to split \$350,000 in stolen money — contains a valuable lesson in the importance (and difficulty) of establishing how entity partners share profits, the tax implications thereon and the art of negotiation. A phenomenally entertaining and enlightening flick!”

CHRISTINE SMITH, senior professor of practice in accounting

**Freeman
Voices**

*Quotes and quips from this
issue of Freeman Business*

“You can’t just dictate things — ‘This is how it’s going to be done.’ There’s a bigger impact that comes from working together, and by focusing on that, you’re better equipped to achieve your goals.”

PAULO GOES, Freeman School dean (page 23)

“Never has there been a generation of folks of your age who are at the cross point of where we go. Forty years from now, they will ask you about this moment — ‘How did you do it?’”

U.S. Sen. **BILL CASSIDY** (page 12)

“It’s hard to simply classify Uber as a good thing or a bad thing. Rather, I think regulators and planners need to take Uber’s overall effects into account.”

YANG PAN,

assistant professor of management science (page 18)

“Business schools aren’t the first place you think of when it comes to teaching EDI, and that should change.”

ALBERT LEPAGE (MBA ’71), retired co-chairman, Lepage Bakeries (page 11)

FROM THE DEAN

THE THREE Ps



I've been on the job for a little over five months now, but to the vast majority of you, I'm still "the New Guy." So with that in mind, I thought I should begin my first column in *Freeman Business* by telling you a little about myself, why I'm so excited to be dean of the Freeman School, and what I've been doing for the past several months.

I came to Tulane and the Freeman School in August from the University of Arizona, where I spent five years as dean of the Eller College of Management and eight years prior to that as a professor and head of Eller's Management Information Systems department. During my time at Arizona, I worked with our stakeholders to develop an interdisciplinary vision for the future of business education in a fast-changing world. Our online MBA became a *U.S. News & World Report* Top 10 program; we launched highly successful online master's programs in healthcare management, accounting, cybersecurity and entrepreneurship; and we introduced successful STEM master's programs in business analytics and economics. At the same time, we built strong partnerships with the business community and developed collaborations with schools and colleges across the university.

Back in the spring, when I was first contacted about the possibility of joining Tulane and began to learn more about the university and the Freeman School, my wife asked me why I was interested in the opportunity. I smiled and told her it was "the three Ps," but I wasn't referring to marketing. It was the people, the principles and the potential.

All the people I met during the interview process, from President Fitts to deans, faculty and staff members, were highly impressive — smart, energized and dedicated. The principles of Tulane University also appealed to me. This is an institution that prioritizes academic excellence, student centricity and diversity, equity and inclusion, and these commitments drive every decision.

The final P — and the most significant in my mind — was the potential.

The world is changing at breathtaking speed. Big data, automation, artificial intelligence, robotics — advances like these are changing business and transforming the workplace. To prepare students to compete in this new and unpredictable landscape, higher education needs to be responsive, and the more I learned about Freeman, the more I recognized that it has all the ingredients necessary to thrive in this new environment: A focus on experiential learning, low barriers to collaboration with other units across the university, and a strong emphasis on the most critical human capabilities — communication skills, teamwork, problem solving and design thinking. This is the future, and the future is already happening at Freeman.



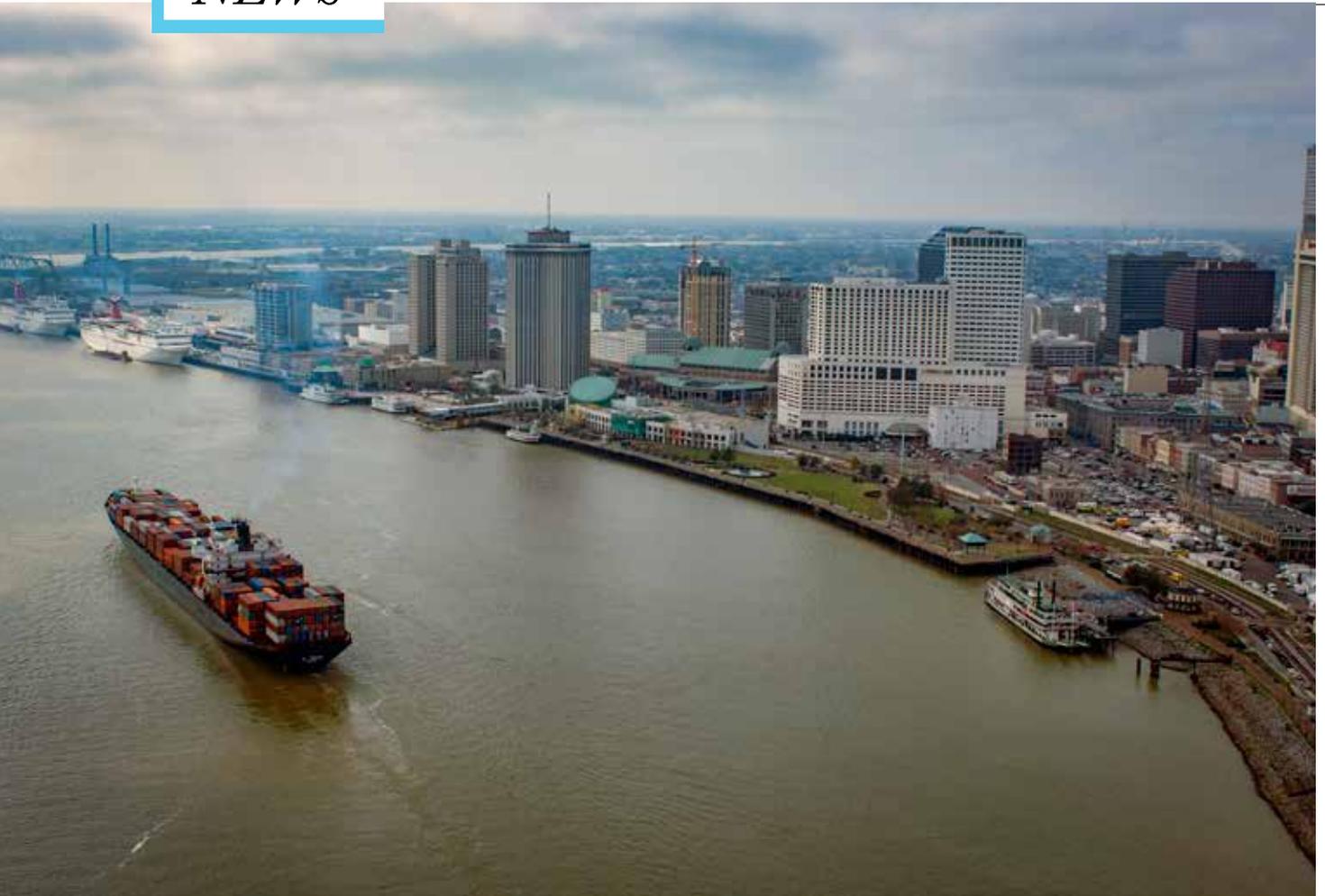
Paulo Goes

When you combine these advantages with other factors — like our outstanding teaching and research faculty, our state-of-the-art facilities, our strong undergraduate enrollments, and our highly accomplished and uncommonly dedicated alumni base — Freeman is a uniquely special place and I couldn't be happier or more excited to be chosen to lead us into the next phase of growth.

My first day on the job was Aug. 23; six days later, Hurricane Ida struck New Orleans. While this wasn't the welcome I was hoping for, I've been told that experiencing a hurricane is a rite of passage for every Tulane dean, so I'm happy to have gotten it out of the way early. Since then, I've been meeting with faculty, staff, students, alumni and other stakeholders and listening closely to their ideas on what we can do to enhance and expand our offerings and better fulfill our mission as an institution.

In October, I hosted a leadership retreat with senior administrators, directors and department heads to discuss and organize these ideas, and in November, we announced the formation of a series of task forces charged with exploring how we can grow and improve our activities in seven strategically important areas: Experiential Learning, Online Programs, Business Minors, the Full-Time MBA Program, Graduate Programs, the PhD Program and Organizational Excellence. These task forces comprise tenure-system faculty, professors of practice, administrators, staff and students, and they've been meeting regularly since December. The goal for each is to gather information and provide me with a list of specific recommendations no later than April 1. In the coming months, I hope to share more information with you about their progress as we continue to develop a strategic plan to guide us through this volatile period in higher education.

In the meantime, I want to thank you for welcoming me so warmly to New Orleans and the Freeman School. As we continue to emerge from the pandemic, I look forward to meeting you in person and sharing all the wonderful things taking place here at Freeman. **FB**



INVESTMENT GAINS SHOWN FOR NEW ORLEANS STARTUPS

New Orleans startups are making substantial gains in attracting investment funding while also adopting more flexible work options and scaling back their office expansion plans, according to the latest findings from the 2021 Greater New Orleans Startup Report.

The report, compiled by the Freeman School's Albert Lepage Center for Entrepreneurship and Innovation, is based on a survey of approximately 200 startups in the 10-parish region from the first quarter of 2021, a full year into the COVID-19 pandemic. Now in its third year, the annual report has become the benchmark for tracking entrepreneurial activity throughout the New Orleans region.

"We can divide takeaways from this report into two broad categories," said Lepage Center Executive Director Rob Lalka. "First, the data helps us understand what our businesses have experienced since the onset of the pandemic. Second, we saw important developments in early-stage venture financing, which prompt new questions about what the changing landscape of angel investing and venture capital will mean for our region."

Area startups reported a marked increase in equity financing

activity, such as venture capital, angel investing and convertible debt, across the region. There was a 21% increase in companies reporting access to venture capital. The amount they have raised also grew, with 57% of survey respondents raising more than \$1 million, compared to 42% last year.

Roughly half of survey respondents said they are raising at least 70% of their capital from investors outside the Greater New Orleans area — a 17% increase from last year.

The report's release comes in a year that has seen record exits for successful New Orleans ventures, with local research technology company Lucid selling for \$1.1 billion and construction software firm Levelset for \$500 million.

"Given our ecosystem's recent blockbuster exits — the two largest for venture-backed companies in Louisiana's history — we have reasons to be optimistic about the future of our startup ecosystem," Lalka said. "Hopefully, these hometown success stories will be a prelude to many more as investors look for the next Lucid or Levelset, while the experienced and accomplished teams who launched these companies mentor and support the next generation of great ventures."

The report found a large increase in companies shifting to remote work, reflecting national COVID-era trends. Almost half offered remote work options in early 2021, as opposed to only 33% in early 2020.

Space usage saw some significant changes from 2020 to 2021. Firms planning to move to a larger space decreased by 7.3 percentage points in 2021, and there was a slight increase in companies planning to reduce their current office size. Use of home offices increased by 14% while use of leased commercial space decreased by the same amount.

More companies also reported offering employee benefits, including paid time off, medical insurance, dental insurance, vision insurance and 401k matching.

For this year, researchers added questions to see how many companies were able to access COVID-19 relief funding, such as the Paycheck Protection Program (PPP) and the Economic Injury Disaster Loan (EIDL). They found that 95% of white applicants received PPP funding compared to only 77% of Black, Indigenous and People of Color (BIPOC) applicants.

"The Lepage Center's 2020 Greater New Orleans Startup Report showed that BIPOC-founded firms were less likely than white-founded firms to receive traditional bank loans (8% vs. 16%). Since a similar gap exists in this year's data, the lack of established banking relationships could have exacerbated challenges in PPP access in our region," Lalka said.

This year's report did see some improvements for BIPOC-founded firms in access to equity investment since last year, with 13% increases in access to angel investment and venture capital and an 8% jump in access to convertible debt.

The Lepage team also looked at investment in female-founded companies, finding that while women receive traditional bank loans at similar rates as men, they lag greatly behind men in angel investment, convertible debt and venture capital. Women founders utilized equity financing at approximately half the rate of their male counterparts.

"From a business standpoint, the Greater New Orleans business community needs to face what these inequities cost us. In a community that is full of incredible female entrepreneurs and BIPOC companies, we are surely missing out by not funding them, especially since studies have shown that diverse teams perform better than homogenous ones," Lalka said.

The full 2021 Greater New Orleans Startup Report is available at gnostartupreport.com. **FB**

← New Orleans startups are making substantial gains in attracting investment funding while also adopting more flexible work options and scaling back their office expansion plans, according to the latest findings from the 2021 Greater New Orleans Startup Report.

"Given our ecosystem's recent blockbuster exits — the two largest for venture backed companies in Louisiana's history — we have reason to be optimistic about the future of our startup ecosystem."

ROB LALKA, executive director, Lepage Center for Entrepreneurship and Innovation

↓ With more employers using Zoom to interview job candidates, Freeman's Career Management Center reorganized Mock Interview Week to help students prepare for virtual interviews.

Career Development

MOCK INTERVIEWS GO VIRTUAL

Howard Bendell (BSM '85) enjoyed taking phone calls from students as part of Tulane Connect, but as a vacation ownership resort advisor and consultant based in the Miami area, his schedule typically prevented him from participating in Freeman's Mock Interview Day, the annual day on which alumni would visit Freeman to conduct practice job interviews with students.



When the pandemic unceremoniously shut down in-person mock interviews in 2020, Bendell was eager to sign up for a new version of the program, one that brings alumni and students together virtually.

"Virtual meetings are fast becoming the standard in business today, so it's increasingly important for students to develop virtual interview skills," says Bendell. "I was thrilled to participate in a program like this."

With more and more employers using video conferencing apps like Zoom to conduct screening interviews, virtual mock interviews have gone from a pandemic-necessitated substitute to a valuable simulation of the real-world.

"Employers were already looking at more virtual ways to recruit students, but the pandemic really accelerated things," says Carla Coury, director of operations with the Freeman School's Career Management Center. "They like recruiting virtually because it gives them better access. They can recruit students from smaller schools they might not have been able to get to in the past, and they can interview more students per day than they could on a typical campus visit."

In November, the Freeman School hosted its third Virtual

continued on next page



“Employers were already looking at more virtual ways to recruit students, but the pandemic really accelerated things.”

CARLA COURY, director of operations, Career Management Center

Mock Interview Week, which expanded the pre-pandemic program by using Zoom to connect students with alumni interviewers from across the country. The November event featured a record 419 students being interviewed by 141 alumni interviewers.

The Career Management Center has organized mock interviews for many years, but the program has been an official part of the required undergraduate Career Development and Management (CDMA) course since 2019. As part of CDMA and its graduate-level equivalent, Perspectives, all Freeman sophomores and first-year MBAs are required to sign up for a mock interview, a requirement that has become increasingly challenging due to the school's surging enrollments.

“It was hard to find enough alumni to interview all the students,” says Coury. “They’d have to be able to take a day off work and spend it on campus, interviewing a different student every 30 minutes. It was difficult.”

When the pandemic hit in the spring of 2020, the Career Management Center staff shifted to online programs and helped arrange as many Zoom interviews as they could, but the virtual mock interview program really took shape the following semester.

“The fall of 2020 is when we really transformed the event,” says Tori Lane, associate director of career education at the Freeman School. “We took the lessons we had learned in the spring and started to focus on what would make this a more valuable experience for students.”

One of the biggest benefits for students is a dramatically expanded pool of interviewers. Last year, the Career Management Center teamed up with Freeman's Alumni Affairs Office to recruit interviewers. With alumni able to participate remotely, the number of interviewers has grown from about 40 per semester when the program was held on campus to an average of 136 over the last three

semesters. The participating alumni are also more geographically diverse, hailing from every region of the U.S. Last semester, students interviewed with alumni located as far away as Paraguay, Singapore and Afghanistan.

“I wouldn't say it's any easier, but it's more satisfying because both the students and the alumni have such a better experience,” says Lane. “It's exhausting interviewing 10 people in a row every 30 minutes. That's not as positive of an experience as getting to make a real connection with, for example, four students on your own time from the comfort of your own home and potentially have a bigger impact on their careers because of it.”

“We're finding that alumni are very excited for the opportunity to engage face-to-face with students,” adds Coury. “Perhaps a Freeman alum helped them along the way or gave them some particularly good advice. They see this as a way to give back.”

Lucinda Clark (PHTM '85) had previously hired students through the Tulane Remote Internship Program. When she found out about the virtual mock interview program, she was happy to volunteer to interview students.

“When you look at the future of the workforce, what Freeman has done to prepare students remotely has been outstanding,” says Clark, who produces

films and runs an independent publishing company in Augusta, Georgia. “Even if the pandemic were to go away completely tomorrow, the virtual interviews should continue.”

While Coury doesn't expect virtual interviews to completely replace in-person interviews, she says the Career Management Center plans on providing students with opportunities to practice their skills in both settings.

“We're going to continue to offer a mix,” she says. “Depending on what happens with the pandemic, we're going to be testing and trying things to find out what works and what doesn't.”

For alumni, whether they're interviewing students on campus or online, the incentive remains the same.

“You can never ignore the fact that tomorrow's leaders are sitting right across from you,” says Bendell. “For me, that's one of the greatest motivators. Sharing experiences and helping these leaders anticipate what to expect is one way to help make a difference in their future careers, and that's enormously rewarding for everyone involved.”

Alumni interested in participating in the Virtual Mock Interview Program should email careers@tulane.edu for more information.



Research

LEPAGE CENTER ANNOUNCES RECIPIENTS OF COUNT THE COSTS RESEARCH GRANTS

The Albert Lepage Center for Entrepreneurship and Innovation has announced the six projects that will receive grants as part of its Count the Costs research initiative. From a funding pool of \$120,000, grants in the amount of \$20,000 will support projects that investigate barriers BIPOC (Black, Indigenous and People of Color) experience in society, the economic costs of those barriers and viable approaches to addressing them.

The Count the Costs initiative was motivated by findings of the 2020 Greater New Orleans Startup Report, which pointed to significant racial inequities

in access to startup funding. This led to a Freeman-wide effort to understand inequities across the business community. After conversations and support from partners across the university, the Lepage Center expanded the project to highlight the BIPOC experience in a wide range of areas, such as public health, housing and criminal justice, to gain a more complete understanding of how racial inequity impacts the region's economy.

In March, the Lepage Center hosted a three-day workshop for researchers from Tulane and other institutions to develop research proposals on the economic costs of racial inequity. Following that event,

the Lepage Center received 20 final grant applications, which were reviewed by representatives from a panel of evaluators. The panel included Jasmijn Bol, professor at the Freeman School; Adrienne Colella, professor at the Freeman School; Mark Diana, professor at the School of Public Health and Tropical Medicine; Ted Fee, professor at the Freeman School; Samantha Francois, assistant professor at the School of Social Work; Kelisha Garrett, vice president for operations and governmental relations at the Louisiana Chamber of Commerce Foundation; Kathy Jack, associate dean and professor at the School of Liberal Arts; Casius Pealer, professor of practice and director of Tulane's Master of Sustainable Real Estate Development; Jonathan Pritchett, professor of economics at the School of Liberal Arts; and Anneliese Singh, chief diversity officer of Tulane University.

The projects selected to receive grants span a variety of academic disciplines and research topics. Teams were also encouraged to collaborate with community organizations to ensure they incorporate diverse perspectives into their research.

The Lepage Center originally announced it would award five grants from a pool of \$100,000, but due to the outstanding quality of the proposals, it secured \$20,000 in additional funds.

"We are thrilled to be a part of the Count the Costs research project," said grant recipient Genesis Calderón, a doctoral student in the School of Liberal Arts. "We are working with a local organization, Ubuntu Village NOLA, to understand the economic impact on families in New Orleans of the intersection of two major public health crises: the COVID-19 pandemic and mass incarceration. The funds from Count the Costs will enable us to measure the associated costs of juvenile incarceration and court involvement during the pandemic, centering families' perspectives by training parent-researchers in the research process, from data collection to analysis and dissemination of findings."

"Approaching the problems of racial inequity from an economic perspective will hopefully help to shed more light on these important topics in ways that will benefit all New Orleanians," said Rob Lalka, executive director of the Lepage Center. "Throughout the coming months, we plan to support our grant recipients by introducing them to world renowned experts, hosting in-depth trainings and providing other opportunities to support them as they quantify the true costs of inequity."



↑ A blighted property in the Carrollton neighborhood.

→ Isaac Hoeschen, Christopher Oliver and AJ Golio, left to right, are investigating the impacts of the city's blight remediation program on BIPOC neighborhoods.



The six projects selected to receive grants are:

Breaking Through the Stress Barrier: A Technological Intervention to Mitigate the BIPOC Entrepreneurial Stress Differential

This project seeks to better understand how entrepreneurs, particularly BIPOC entrepreneurs, experience and deal with entrepreneurial stress and, by extension, the ways in which stress influences their entrepreneurial decisions.

Scott Kuban, assistant professor of strategic management and entrepreneurship, A. B.

Freeman School of Business; Carmelo Turillo, lecturer, A. B. Freeman School of Business; Douglas Franklin, professor, ethical leadership, University of St. Thomas; Nicole Fuller, assistant professor of management, University of New Orleans; Shannon Younger, assistant professor of entrepreneurship, Texas Christian University

Behavioral Interventions to Improve Primary Care Access Equity

This research asks three basic questions: 1. How do healthcare providers discriminate against Black, Hispanic, Asian, and Indigenous patients seeking a primary care appointment; 2. What can patients do to

The Indicator



A. B. Freeman School of Business Faculty Quoted in the Media



Nov. 1, 2021

“Where we might think those who are likely to benefit the most from mentoring are going to raise their hands and choose to participate, we find that it is actually the opposite. Those who are likely to benefit the most from mentorship are those who opted out.”

JASON SANDVIK,

assistant professor of finance, on his research finding that optional workplace mentorship programs are unlikely to attract the employees most in need of mentoring.

<https://on.wsj.com/345TUSF>



Sept. 28, 2021

“Construction liens weren’t as flashy as being the next food delivery or dating app or a social network, but they accomplished something great by building a product that created value for an overlooked customer, and that should be a wake-up call for other New Orleans entrepreneurs.”

ROB LALKA,

executive director of the Lepage Center for Entrepreneurship and Innovation, on the sale of New Orleans tech startup Levelset to Procore Technologies for \$500 million.

<https://bit.ly/35550HI>

Mashable

May 17, 2021

“It does signal relatively quick approval of the many projects in planning. It also reduces the uncertainty of approval to accelerate more offshore projects.”

PIERRE CONNER,

executive director of the Tulane Energy Institute, on the Biden administration’s approval of the nation’s first major offshore wind farm.

<https://bit.ly/3rSMeSS>

mitigate this discrimination; 3. Can providers be nudged towards more equitable treatment.

Brigham Walker, research assistant professor, School of Public Health and Tropical Medicine; Janna Wisniewski, assistant professor, School of Public Health and Tropical Medicine; Rajiv Sharma, professor of economics, Portland State University; Sarah Tinkler, professor of economics, Portland State University

The Unintended Costs of Blight Remediation: Impacts on BIPOC Homeownership and Community Gentrification

Through a combination of historical background research and quantitative data analysis, this research examines the consequences of the city of New Orleans’ current blight remediation program on processes of dispossession and displacement (i.e. gentrification) of households within BIPOC neighborhoods.

Christopher Oliver, professor of practice in sociology, School of Liberal Arts; AJ Golio, doctoral student, Sociology - City+Culture+Community Program; Y. Frank Southall, lead organizer, Jane’s Place Neighborhood Sustainability Initiative; Isaac Hoeschen, junior, economics and urban studies, School of Liberal Arts

Identifying and Describing Racial Disparities in New Orleans Cultural Funding: Consistent Disparities and COVID-Related Changes

This research investigates racial inequities within cultural funding opportunities in New Orleans. Cultural production theory suggests that there are cultural codes from the dominant culture embedded in arts institutions, and the researchers hypothesize that this may help explain any potential disparities they discover.

Patrick Rafail, associate professor of sociology, School of Liberal Arts; Miriam Taylor, interim director, Newcomb Art Museum, and doctoral student, Urban Studies - City+Culture+Community Program; Alex Turvy, doctoral student, Sociology - City+Culture+Community Program; Chelsey Sprengeler, doctoral student, City+Culture+Community

Program; Vicki Mayer, associate dean and professor of communication, School of Liberal Arts

Measuring the Cost of Juvenile Incarceration on Families in New Orleans

This project attempts to understand the economic consequences of juvenile incarceration to families, and how these costs have been exacerbated by the COVID-19 pandemic. Racially disproportionate treatment in the system leaves people of color with significantly more criminal justice debt.

Xiaojin Chen, associate professor of sociology, School of Liberal Arts; Genesis Calderón, doctoral student, linguistics, School of Liberal Arts; Jess Chanin, doctoral student, sociology, School of Liberal Arts; Florence Fleischer-Djoleto, program manager, Ubuntu Village NOLA; Ernest Johnson, director, Ubuntu Village NOLA

Counting the Cost of Severe Maternal Morbidity Among Louisiana Medicaid Recipients

By examining Medicaid recipients with hospitalized birth in Louisiana from 2016 to 2020, this research seeks to determine the rate of severe maternal morbidity, disaggregate the rate of severe maternal morbidity by demographic characteristics including race and ethnicity, determine the cost to Medicaid of deliveries with severe maternal morbidity, and estimate potential costs saved to Medicaid by reducing racial inequality.

Kevin Callison, professor, School of Public Health and Tropical Medicine; Madeline Woo, doctoral student, School of Public Health and Tropical Medicine

Due to the high caliber of grant proposals, the Lepage Center has also committed to looking for ways to assist even those projects that did not receive funding.

Grant recipients will present their findings to the community in the spring of 2022.





“For the independent study, we talked about different options activity, we talked about why this happened and just what this rise of retail investors means for hedge funds. We actually ended up presenting to Professor Force’s Finance 3010 class about it.”

HUNTER MATHAS (BSM ’21)

↑ Mara Force, professor of practice in finance, was teaching an independent study course on hedge funds when the GameStop short squeeze began. Her students ended up incorporating the historic rally into their study.

Finance

GAMESTOP RALLY TAKES HEDGE FUND CLASS ON WILD RIDE

When Sam Childs, Maria Francque, Gabe Harris and Hunter Mathas signed up for Mara Force’s course on hedge funds in the fall of 2020, GameStop wasn’t high on their radar. In fact, it wasn’t anywhere on their radar. The students, who had enjoyed classes with Force, a professor of practice in finance, in previous semesters, were attracted by the opportunity to design a hedge fund they might be able to launch one day. The competitive nature of the class, which pits student teams against one another, was an added bonus.

Officially known as the Aaron Selber Jr. Course on Hedge Funds, the class introduces students to the broader field of alternative investing through an in-depth analysis of hedge funds. In addition to developing investment strategies and competing for the best investment pitch, students analyze applied case studies and research papers.

“I definitely wanted to take Mara again as a professor, so that was a driving force, and then also the idea that it was selective. I thought it would be cool if I got in,” says Francque. “And then also it was the chance to work with people who are all motivated.”

The group, who named their fund DeepNet, found that the Selber course only whet their desire to develop a hedge fund that combined their individual strengths. “It really started with the Selber course,” Harris says. “Our group did pretty well in the competition, and I thought especially with my and Sam’s background in computer science that we’d have a really good chance of fully implementing an algorithm and beating the market.”

Childs agrees, adding, “We realized that Hunter and Maria had a fair bit of experience in the traditional investments field, particularly with respect to analyzing

the fundamentals of companies. We built this strategy where we are doing quantitative trading with a company and our models are telling us what to trade, but at the same time, the way that we select the pool of stocks that we want to monitor is determined by fundamental analysis. I felt like it was a good marriage of those two approaches.”

DeepNet also had an extraordinary ally on its side. Freeman alumnus Jacques Soenens (BSM ’93), founder and chief investment officer of Great Gable Investments, served as a coach and mentor for the team.

“[Jacques] was so willing to sit there and listen to our ideas,” says Francque, who identifies as nonbinary and uses the pronouns they and them. “Our brains work 1000 miles an hour about this, and he was never like, ‘Oh, you are thinking too big.’ He was like, ‘Keep thinking big!’”

They add that Soenens consistently went above and beyond for the students he mentors, noting that he met with the group three times in the week before their final presentation, including once at 5:30 a.m. to accommodate the time difference between New Orleans and the West Coast.

For his part, Soenens was thrilled to have the opportunity to mentor up-and-coming Freeman students. “Tulane gave so much to me, so it’s nice to be able to give back,” he says. “I think it’s important to connect to the next generation, to hear their thoughts and to learn from them as they learn from me. Hopefully, [they’ll] take whatever our generation accomplished and take it to the next level.”

Each team in the Selber course engages with an industry professional like Soenens who coaches and mentors it throughout the semester. “Our alums and

parents are so dedicated and generous with their time and knowledge,” Force says. “It’s so much better to get the students to learn how to tap into knowledge themselves and to have them build up life relationships. I’m thrilled if this mentorship continues and builds and creates connections and networks.”

As the fall semester came to a close, it was clear the team was only gaining momentum and insight. With that in mind, they asked Force if they could continue their work as an independent study in the spring semester, and she was happy to oblige. Then, just as that semester began, the wild ride of the GameStop short squeeze began.

Approximately 140 percent of GameStop’s public float had been sold short, and, in the rush to buy shares to cover those positions, the price rose steeply. The squeeze was initially triggered by users of the Reddit message board r/wallstreetbets. At its height, the short squeeze raised the video game retailer’s stock price from \$17.25 to over \$500 per share.

GameStop offered a perfect case study for the students, one that allowed them to put Freeman’s emphasis on timely, real-world learning to use in an exciting way. The flexibility of the independent study allowed the students to continue refining their algorithm while studying the emerging situation in real time.

“One of the topics we cover in [the Selber course] is public perception and ethical implications,” says Mathas. “For the independent study, we talked about different options activity, we talked about why this happened and just what this rise of retail investors means for hedge funds. We actually ended up presenting to Professor Force’s Finance 3010 class about it.”

The class was as rewarding to Force as it was to the students.

“I’m really living in the financial market moment with the students, so that’s exciting, watching these things play out and watching the students attack them intellectually,” she says. “It’s been so rewarding for me to see them develop into really powerful, thoughtful, intelligent, dynamic young adults. I’m super excited for what they bring to the world and how it reflects back on Tulane.”



Faculty

FREEMAN WELCOMES 4 TO FACULTY FOR 2021-22

The A. B. Freeman School of Business is pleased to announce the appointment of four faculty members for the 2021-22 academic year. The appointments, which were effective July 1, include three tenure-track assistant professors and one professor of practice.

Brian Bergman Assistant Professor of Management

Brian Bergman joins the Freeman School from the Kelley School of Business at Indiana University, where he recently earned his PhD in entrepreneurship. Inspired by his background in international development, Bergman’s research broadly focuses on the ways



entrepreneurs and communities innovate and organize to create social value and address systemic challenges, such as poverty and climate change. He also examines how various actors organize to foster and support entrepreneurial activity in their community. To date, his work in social entrepreneurship, entrepreneurial support and entrepreneurial ecosystems has been featured in several top management and entrepreneurship journals, including *Academy of Management Journal*, *Journal of Business Venturing* and *Entrepreneurship Theory and Practice*. Before pursuing his doctorate, Bergman served as the assistant director of Miami University’s Center for Social Entrepreneurship, where he designed and implemented several teaching, research and partnership initiatives in social entrepreneurship. He holds a Master of International Development degree from the University of Pittsburgh and a bachelor’s degree in Diplomacy and Foreign Affairs from Miami University.

Hongseok Jang Assistant Professor of Management Science

Hongseok Jang comes to the Freeman School from the Warrington College of Business at the University of Florida, where he earned his PhD in Business Administration - Information Systems & Operations Management. He holds a Master of Science in Industrial and Management Engineering from Pohang University of Science and Technology (POSTECH) and a Bachelor of Science in Electrical & Computer Engineering and a Bachelor of Business Administration from the University of Seoul. His primary research interests are retail operations, e-commerce and the OM-IS/marketing interface with an emphasis on retailing in supply chains, supply chain management and business analytics. In his dissertation, he studies the impacts of the major changes in retail, such as store brand introduction, digital piracy and fake review detection, on supply chain members and stakeholders.



Trevor Young Assistant Professor of Finance

Trevor Young joins Freeman after earning his doctorate in finance from London Business School. His research interests include empirical asset pricing and behavioral finance. Prior to pursuing his doctoral studies, he completed a master’s degree from the University of Michigan and a bachelor’s degree from the Ohio State University.



Musa Caglar Professor of Practice in Management Science

Musa Caglar joins the Freeman School’s faculty as a professor of practice in management science after serving as a visiting assistant professor of management science for the past several years. He teaches courses in business analytics, business intelligence and web analytics. Caglar’s research interests include the application of optimization, simulation and machine learning algorithms to the practical analytics problems in public sector organizations, healthcare and finance. His research has appeared in *OR Spectrum*, *Socio-Economic Planning Sciences* and other academic journals. In addition to his academic



experience, Caglar has 10 years of professional experience in business analytics and evidence-based decision making, including serving as coordinator for the assessment of research centers at the Scientific and Technological Research Council of Turkey, the country's National Science Foundation equivalent. Caglar earned his MS and PhD in Industrial Engineering (Operations Research and Management Science) from METU in Ankara, Turkey, and his bachelor's degree in Industrial Engineering (Operations & Supply Chain Management/Information Systems)

from the ITU School of Management in Istanbul.

In addition to the above-listed faculty, the Freeman School also named seven instructors to one-year visiting appointments. Goeun Choi and Nickolaos Artavanis were appointed visiting assistant professors of finance, Fariba F. Mamaghani and Abhishek Ghosh were appointed visiting assistant professors of management science, Vivi Zhu was appointed visiting assistant professor of accounting, Xiaodong Nie was appointed visiting

assistant professor of marketing, and Jeff Salyers was appointed visiting lecturer in marketing.

"Innovative research and excellent teaching are the foundation of every great business school, so it gives me great pleasure to welcome these outstanding young professors to Freeman," said Freeman School Dean Paulo Goes. "I look forward to working with them to build an even stronger business school."



Awards

LEPAGE CENTER NAMESAKE ESTABLISHES BUSINESS TEACHING AWARD FOR EQUITY, DIVERSITY AND INCLUSION

A gift from alumnus Albert R. Lepage (MBA '71) has established an annual award to recognize A. B. Freeman School of Business faculty whose teaching significantly advances the ideals of equity, diversity and inclusion (EDI).

The new Albert Lepage Teaching Award for Equity, Diversity and Inclusion will reward faculty members who lead the way in instilling EDI values in students. Faculty commitment to EDI can be demonstrated through courses, case studies, literature reviews, presentations, research or other methods.

Winners will be chosen based on nominations from members of the Tulane community, including students, staff, faculty, alumni and others. The Freeman School's Albert Lepage Center for Entrepreneurship and Innovation will collect nominations and review them through a committee. The dean of the Freeman School will make the final selection each year.

Lepage, retired co-chairman of Lepage Bakeries Inc., is creating the award because he thinks business executives must understand the importance and relevance of EDI in order to be great leaders. Lepage's 41 years at his family's company, as well as numerous studies, prove that, he said.

"Business schools aren't the first place you think of when it comes to teaching EDI, and that should change," Lepage

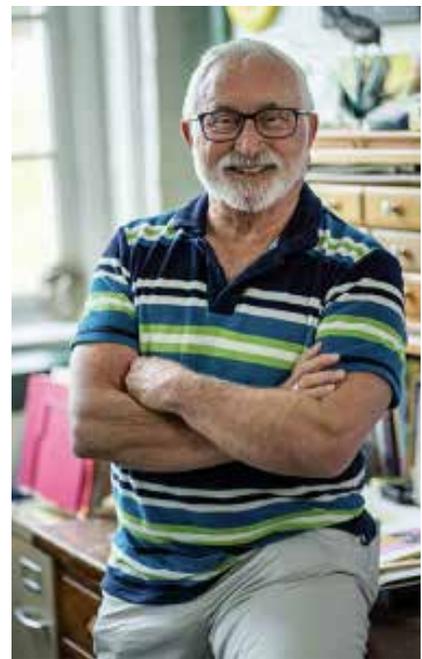
said. "At my company, I saw firsthand that diversity in the workplace fosters creativity and innovation. Those are key ingredients to any successful business, and they aren't automatically baked into the cake. Exposure to diverse backgrounds and ideas inspires managers and nonmanagers alike.

"I've created this award to honor Freeman faculty who are effectively teaching and promoting these very important principles, which are crucial not only for business growth but for our progress as a society," he added. "We must incorporate EDI into all parts of life and business, or we will never see the change we need."

If anyone knows the recipe for business success, it's Lepage. When Lepage Bakeries was sold to Flowers Foods in 2012, the company had \$166 million in annual sales, 550 employees and three plants. As a top executive at the bakery, Lepage was a strong advocate for issues such as equal pay, paid parental leave and diversified management teams — policies that were pioneering at one time but standardized at Lepage Bakeries.

Rob Lalka, executive director of the Lepage Center for Entrepreneurship and Innovation, thanked Albert Lepage for choosing this initiative for his latest gift to Tulane.

"This commitment is yet another powerful way that Albert's generosity will advance equity initiatives within the



↑ A gift from Albert Lepage (MBA '71) has established an annual award for A. B. Freeman School of Business faculty members who excel in teaching the principles of equity, diversity and inclusion.

Freeman School," said Lalka, who also serves as the Albert R. Lepage Professor in Business. "This gift allows us to celebrate faculty who are making equity a true focus of their research and courses, and it will encourage all of our faculty to consider new ways to make equity integral to their work. I am grateful for the good that this gift will do — first inside our classrooms, then with impacts far beyond them."

Although Lepage's teaching award is a new incentive for faculty, the business school is already laser-focused on EDI issues. Last March, the Lepage Center led a three-day workshop with multiple Tulane and community partners called Count the Costs Research Weekend, which worked to

find solutions to the costly barriers that BIPOC (Black, Indigenous and People of Color) entrepreneurs face, as detailed by the 2020 Greater New Orleans Startup Report. After reviewing proposals from the weekend's participants, the Lepage Center awarded research grants totaling \$120,000 to six projects, all of which aim to reduce racial disparities in areas ranging from entrepreneurship and homeownership to health care and criminal justice.

After graduating from Tulane with a master's degree in business administration in 1971, Albert Lepage joined the family business in Maine, becoming its president in 1978, its chairman in 1983 and its co-chair in 2012. He retired in 2014.

Lepage's extensive generosity toward the business school includes \$12.5 million to establish the Lepage Center in 2015. He serves on the Aldrich Society Board and the Business School Council and was a member of the search committee that helped select the school's new dean, Paulo Goes. He also regularly participates as a judge of the annual Tulane Business Model Competition.

Lepage has received numerous honors from the business school, including its Outstanding Alumnus Award in 2006 and its Distinguished Entrepreneur of the Year Award in 2011. This year he was inducted into the Paul Tulane Society, which honors individuals and organizations that have donated \$1 million or more to the university.



Energy

SEN. BILL CASSIDY VISITS FREEMAN TO TALK ENERGY AND INFRASTRUCTURE

On the day the U.S. House of Representatives passed the sweeping \$1 trillion infrastructure bill he worked tirelessly to craft, Sen. Bill Cassidy, R-La., visited the Freeman School to talk to energy students in the undergraduate and Master of Management in Energy programs about what the historic bipartisan legislation means for the future of the industry.

With a three-pronged goal of lowering climate intensity, preserving energy security and helping Americans achieve

“In all this, we can continue to use the core competency of what our state provides and at the same time go to a lower carbon future.”

U.S. SEN. BILL CASSIDY

prosperity, Cassidy said the legislation will help states like Louisiana adapt systems developed for fossil fuel to accommodate renewable energy sources. The bill includes, for example, \$8 billion to develop regional clean hydrogen hubs that can generate environmentally friendly blue hydrogen from natural gas, \$6 billion to help build pipelines to sequester the resulting carbon dioxide, and \$17 billion for ports to help support the transition to hydrogen-based fuels.

“In all this, we can continue to use the core competency of what our state provides and at the same time go to a lower carbon future,” Cassidy said. “Simultaneously, not just preserving the job of the person who wants a better life for his daughter or her daughter, but actually enhancing it, because now the pipe fitter is making pipelines ... to sequester this material.

“This is very intentional in the provisions that we have included,” Cassidy continued. “What permeates this entirely is finance. If any aspect of this doesn't work, none of it works. That future I

laid out — the family in the bayou does better, the company achieves net carbon neutrality, we remain energy secure — is all related to the bill that was put together. Never has there been a generation of folks of your age who are at the cross point of where we go, so I applaud you all for your interest. When one of you is giving this lecture when you're my age to a group of folks who are your age, 40 years from now, they will ask you about this moment — ‘How did you do it?’”

Sen. Cassidy's visit to Freeman was organized by Eric Smith, professor of practice and associate director of the Tulane Energy Institute.

“I met Sen. Cassidy at a lecture he delivered in Baton Rouge about what the infrastructure bill would mean for both classical infrastructure, like bridges, roads and ports, as well as for the transition to cleaner energy, spanning everything from hardening the grid to underwriting the reduction of CO₂ emissions and enabling green and blue hydrogen supplies,” said Smith. “As future energy professionals, our graduate and undergraduate students will play a central role in ensuring that those infrastructure funds are spent wisely. That explains their interest in hearing from Sen. Cassidy about what the bill's contents are and what they mean for the future of Louisiana's most significant industry.”



↓ Sen. Bill Cassidy, R-La., visited Freeman to speak to energy students about what the bipartisan infrastructure bill will mean for the energy industry.





Sexy Cakes founders Jonah Bornstein, left, and Alex Leiman deliver their pitch at the Nov. 12 Pitch Friday competition.

Entrepreneurship

Pitch Fridays give student entrepreneurs the chance to level up

Tulane students are bursting with innovative new ideas, so for enterprise-minded students who are interested in creating and operating a successful business, Pitch Fridays are an amazing opportunity. A program of the Albert Lepage Center for Entrepreneurship and Innovation that is sponsored by the Tulane Association of Business Alumni (TABA), the Pitch Fridays competition allows undergraduate and graduate students to present their business ideas to a panel of judges composed of alumni, entrepreneurs and businesspeople from various industries.

“The Pitch Fridays are intended to be a safe space for students to showcase their ideas and get valuable feedback,” said Timekia Mallery, senior program coordinator at the Lepage Center. “These competitions motivate students of all stages to take their ventures to the next level. Our slogan is ‘Fueled by New Orleans. Ready for the World,’ and the Pitch Friday Series truly helps to cultivate tomorrow’s entrepreneurs.”

During the fall and spring semesters, five Pitch Fridays take place, with five to six teams competing in each round. The winner from each competition receives a \$500 prize and advances to the grand prize round. During the pitch, each student team has only five minutes to present their idea, which is then followed by five minutes of Q&A with the judges. Judges evaluate the team’s business venture based on how they used the business model canvas — a business design tool — to assess novelty of concept, value proposition, customers and product market fit.

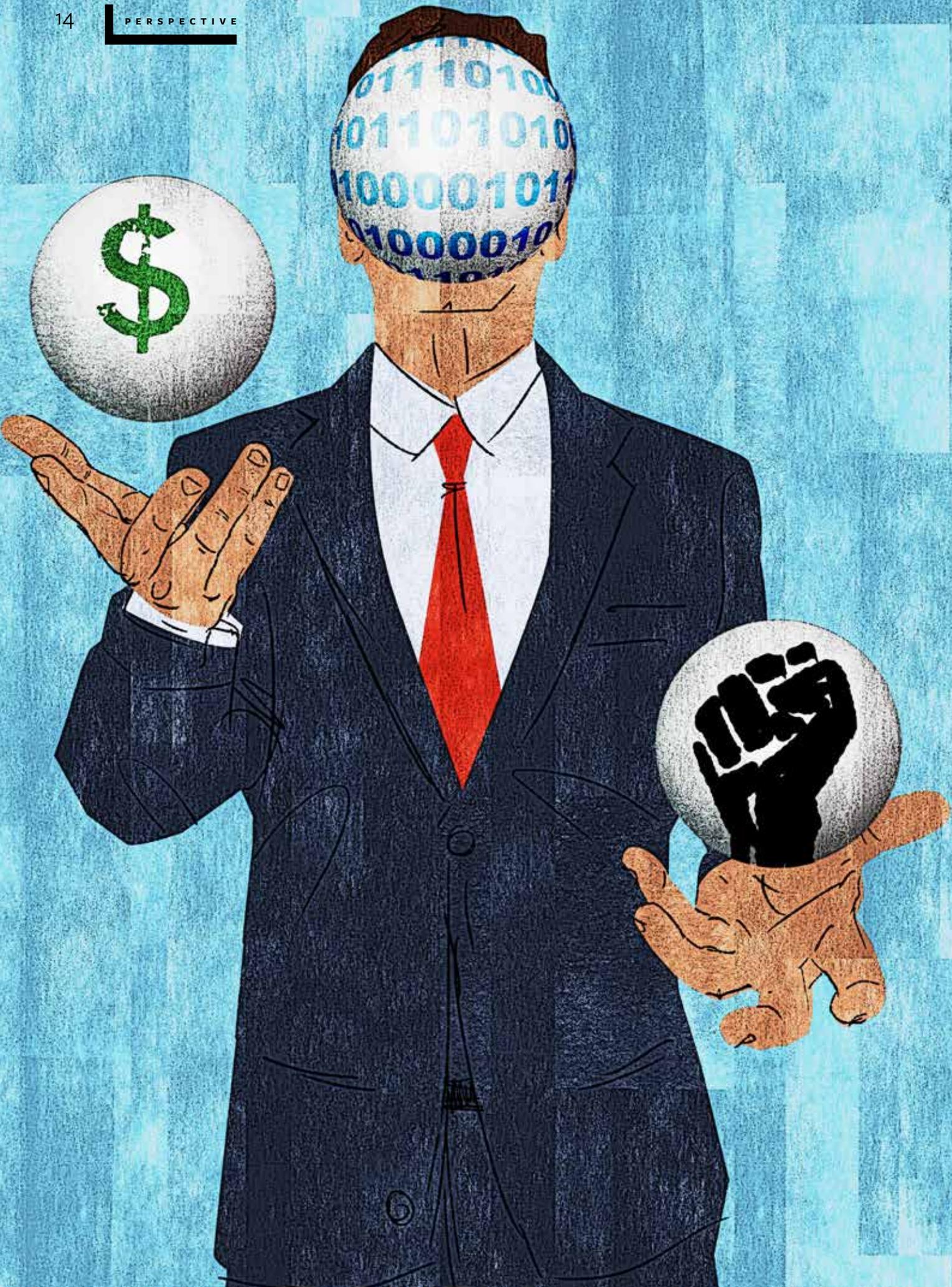
The winner of the first competition, held on Oct. 15, was All Season Apparel, founded by third-year law student Kwasi Agyeman. All Season Apparel focuses on producing sustainable campus clothing for both students and alumni. The second Pitch Friday took place on Nov. 12, with Sexy Cakes, the brainchild of Jonah Bornstein, a third-year student majoring in finance and marketing, and Alex Leiman, a fourth-year student majoring in economics, taking home the prize.

Sexy Cakes is a food delivery service tailored to college students, offering late night, free and fast delivery (within 30 minutes) to both residence halls and off-campus locations.

“Sexy Cakes started two years ago in our freshman dorm hall,” said Bornstein. “We created the name, the logo, the website, the menu, got all the supplies we needed, and even carried Alex’s micro fridge up four flights of stairs for our dorm kitchen. Our first night we sold out within three hours and had a great time. There was one problem though — the RAs were not fans. Today, we operate a fully licensed commercial kitchen and deliver tens of thousands of meals.”

The other competing ventures in the Nov. 12 pitch included: AK Vending, LLC, created by Ridley Angrist, a second-year student majoring in philosophy; My Family Book, founded by Hans Schmit, a fourth-year finance major; Simple Cars, started by Cameron Tuths, a second-year real estate and marketing major; and Fanfix, founded by Harry Gestetner, a fourth-year student majoring in business management.

In addition to the Jan. 21 competition, two more Pitch Fridays will take place this academic year: Feb. 18 and the last chance round March 18. The last chance round is open only to teams who previously applied but were not selected to compete or pitched but did not win. The grand prize round is scheduled for April 22, with a prize of \$5,000 for the lucky student startup. **FB**



The Pandemic Didn't Change How People Work, It Just Accelerated the Change

BY JASMIJN BOL AND JENNA BLANCHE

Like a sudden splash of cold water, the COVID-19 pandemic was a rude awakening for many organizations. The global surge in uncertainty intensified the need for operational responsiveness and digitalization, fundamentally changing the way employees view and approach work. According to the U.S. Bureau of Labor Statistics, 1.6 million organizations (19%) experienced a government-mandated closure in 2020, while 4.7 million organizations (56%) experienced a decrease in demand for their products or services. During the lockdown, 31% of organizations (employing 68.6 million workers) developed work-from-home arrangements for employees.

While some firms are now pursuing full back-to-the-office plans, many organizations are employing hybrid models that allow employees to blend working from home and working in the office. The decision to adopt a hybrid model is generally predicated on increased worker productivity, but realizing the benefits of such flexible scheduling requires the endorsement of both employer and employee. So, to move forward, organizations must understand what is important to their workforce. A recent survey of U.S. employees reveals that 75% of participants want to work from home at least one day each week, with one in three preferring to work from home full time.

The pandemic is not the only factor influencing employee preferences. Pre-pandemic, the workforce was already changing. For example, politics used to be something that was "left at home." Younger generations, however, feel they should be able to express their values at work, and many are now actively seeking out organizations that share and promote their concerns for social and/or environmental welfare. The Deloitte Global 2021 Millennial and Gen Z Survey finds that 44% of millennials and 49% of Gen Zers have made choices over

the type of work they are prepared to do or organizations they would work for based on personal values or ethics. Another significant change in employee preferences is the prioritization of mental health and emotional wellbeing. People have always preferred work that is fulfilling and

cultivates joy, but younger workers differ from those of the previous generations in their willingness to sacrifice financial compensation for nonmonetary means of fulfillment. Although job security and financial stability have risen in relevance due to the COVID-19 pandemic, respondents to a recent international survey rank good workplace relationships and a healthy work-life balance as the most desirable job attributes.

Due to these concurrent changes, juggling short-term financial stability with advancing technology and growing demands for social and environmental activism has become even more complicated. Organizations are facing new operational risks, and while risk management has never been an easy task, it is increasingly challenging under the current constraints. It is essential for organizations to go about this critical task in a structured and meticulous manner. Our new book, *Operational Risk Management: Organizational Controls and Incentive System Design*, provides guidance for organizations on this quest. In it, we explore the concept of operational risk as well as the mechanisms used to diminish the impact and occurrence of risks: the organizational control system. Since the scope and scale of operational risks are unique to each organization, our objective is to explain the theory behind why and how managers respond to the unique combination of threats that challenge their organization.

We emphasize employee management and the design of management controls because all organizations need employee management. Each organization's employees are, however, a unique group of people, and management must discover the unique preferences of employees in order to implement a set of controls that will best motivate their particular workforce. Financial and other explicit rewards are a critical part of the management control system, but there are many other ways organizations can motivate employees, and we discuss several approaches that are in line with the preferences of the younger generations. Finally, we highlight the importance of directing employee effort, a function often overlooked but critical in an increasingly digital and diverse operating environment. **FB**

Jasmijn Bol is Francis Martin Chair in Business and the PricewaterhouseCoopers Professor of Accounting. Jenna Blanche (MACCT '19) is a PhD candidate at the University of Amsterdam. They are the co-authors of Operational Risk Management: Organizational Controls and Incentive System Design (Business Expert Press), which is available on Amazon and other book retailers.

Although job security and financial stability have risen in relevance due to the COVID-19 pandemic, respondents to a recent international survey rank good workplace relationships and a healthy work-life balance as the most desirable job attributes.



Jasmijn Bol and Jenna Blanche



DATA ANALYTICS

Is Uber killing public transportation?

↑ In a forthcoming paper, Yang Pan, assistant professor of management science, uses counterfactual analysis to get a clearer picture of Uber's effect on public transportation.

Ride-hailing services such as Uber and Lyft have revolutionized the transportation industry, but their impact on public transit remains unclear. On the one hand, there's the fear that ride hailing siphons customers away from legacy transportation systems like buses and subways, threatening their continued viability. On the other hand, Uber claims it actually increases access to mass transportation by partnering with transportation authorities to provide discounted travel to transit hubs.

Thus far, the debate has been inconclusive. Uber doesn't share its ridership statistics, and studies that focus solely on changes in mass transit usage don't always establish causality.

In a forthcoming paper, a researcher from the A. B. Freeman School of Business takes a new approach, using data and computational modeling to establish a clearer picture of Uber's impact on mass transit.

"As a management science professor, I'm interested in new technologies, especially disruptive technologies, and how they can change society," says Yang Pan,

assistant professor of management science and co-author of the paper. "In the past I've looked at technology giants and startups across different high tech industries, but this is my first study to look into a specific example of disruptive technology."

Previously, most researchers have attempted to quantify the impact of ride-hailing services using the so-called difference-in-differences (DID) method, which compares public transportation ridership before and after the entry of a ride-hailing service. While that approach yields some insights, it can fail to establish causality due to the presence of external confounding factors, unobserved variables that can influence the observed effect. For this study, Pan opted to complement the DID technique with counterfactual analysis, which uses a computational model to generate a prediction of the number of public transportation rides in markets that Uber is currently active in but assuming it had not entered them. These counterfactual predictions are then combined with the actual observed results to generate a more accurate estimate.

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SELECTED FACULTY PRESENTATIONS AND HONORS

MIKE BURKE, professor of management, virtually presented his paper “Applied Psychological Contributions to Occupational Safety: Industrial Revolution to Post-Cold War” at the 32nd International Congress of Psychology, which took place in Prague in July 2021. Burke holds the Earl P. and Ethel B. Koerner Chair in Business, the Lawrence Martin Chair in Business and the Charles Atwood Professorship.



AMANDA HEITZ, assistant professor of finance, recently presented her solo-authored paper “The Long-Run Benefits of Losing Failed Bank Auctions” at Tulane University (April 2021), the Federal Deposit Insurance Corp. (April 2021) and the Financial Management Association (November 2021). She also presented the paper “Bank Stress Tests, Private Information Production, and Price Informativeness,” co-authored with **BARRETT WHEELER**, assistant professor of accounting, at the Joint Virtual Workshop by the Research Group of the Basel Committee on Banking Supervision, Deutsche Bundesbank and the Centre for Economic Policy Research (April 2021); Northern Finance Association (October 2021); 2021 Federal Reserve Stress Testing Research Conference (October 2021); and the Financial Management Association (October 2021). Wheeler also presented the paper at the 2021 FARS Midyear Meeting (January 2021), the St. Louis Federal Reserve and Indiana University Workshop on Financial Institutions Research (August 2021), and the 31st Annual Conference on Financial Economics and Accounting (November 2021). Both “The

Long-Run Benefits of Losing Failed Bank Auctions” and “Bank Stress Tests, Private Information Production, and Price Informativeness” were semi-finalists for the Financial Management Association’s Best Paper Award in Financial Institutions and Markets.

MATHIAS KRONLUND, assistant professor of finance, presented his paper “The Role of Assets in Place: Loss of Market Exclusivity and Investment,” co-authored with Matt Higgins, Ji Min Park and Joshua Pollet, at the Western Finance Association annual conference in June 2021.

JASON SANDVIK, assistant professor of finance, presented five papers at recent conferences. With **JASMIJN BOL**, professor of accounting, and **LISA LAVIERS**, assistant professor of accounting, he presented “The Creativity Contest: A Field Experiment on Eliciting Employee Creativity” at the 2020 Utah Experimental Economics Conference. With LaViers, he presented “The Effect of Workplace Gender Diversity Disclosures on Job Search Decisions” at the 2021 Journal of Accounting Research Registered Reports Conferences. With Anya Mkrtychyan and Vivi Zhu, he presented “CEO Activism and Firm Value” at the 2021 Drexel Corporate Governance Conference, the 2021 Western Finance Association Annual Meeting, and the University of North Texas Seminar Series. With Richard Saouma, Nathan Seegert and Chris Stanton, he presented “Treatment and Selection Effects of Formal Workplace Mentorship Programs” at the 2021 Financial Management Association Recent Research Session and the Indian Institute of Management Ahmedabad. And with Raghu Rau and Theo Vermaelen, he presented “Are Women Undervalued? Board Gender Diversity and IPO Underpricing” at the 2021 Financial Management Association Annual Meeting. That paper was a semi-finalist for best corporate governance paper.



LARA WHITE, professor of practice in business and legal studies, co-chaired the ABA Women in Litigation Joint CLE Conference in Boston from Nov. 17-19. She also moderated the plenary panel “A Tribute to Ruth Bader Ginsburg,” in which several of Justice Ginsburg’s former law clerks spoke on her career and impact. She also recorded a recent podcast episode with Beth Kaufman, current chair of the Litigation Section of the ABA, in which they discussed the section’s support of women in the profession and promoted the conference as well as the Diverse Trial Lawyers Academy that follows it.



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“[Counterfactual estimators] provide more reliable causal estimates than the conventional DID model with two-way fixed effects when unobserved time-varying confounders might exist,” Pan says.

For the study, Pan and her co-author, Liangfei Qiu, analyzed transportation data for 305 urban areas between January 2006 and December 2017, including 77 areas that Uber entered during the period. Their final sample comprised more than 35,000 urban area month observations. Using the counterfactual estimator approach, the authors found that bus passenger trips dropped between 7.3% and 8% when Uber entered an area. While these estimates are more conservative than the 8.8% decline found using the DID method, they still point to a significant drop in public transportation usage following the entry of Uber.

“In general, Uber has a negative effect on the number of bus rides,” Pan says. “After Uber enters, the number of bus rides declines.”

The drop-off in public transportation usage is concerning, but Pan notes it’s important to assess the impact of ride-hailing services in a holistic way. While decreasing mass transit usage could threaten the continued viability of those systems, she says Uber also enables unemployed or underemployed individuals to use their assets to generate additional income.

“On a society level, Uber provides job opportunities and a stable, more flexible way for people to earn income, so that’s a good thing for overall social welfare,” she says. “It’s hard to simply classify Uber as a good thing or a bad thing. Rather, I think regulators and planners need to take Uber’s overall effects into account.”

For example, Pan says that while she and her co-author found a strong correlation between poverty rate and Uber adoption, suggesting that residents are taking advantage of Uber to generate additional income, they did not find that correlation in areas with a large number of single-female-led households.

“My guess is a single mother might be less able to take this opportunity to partner with Uber, even if it’s a way to increase the family income, simply due to her overloaded burden,” Pan says.

Pan says she hopes the study encourages regulators and social workers to provide more channels to improve the social welfare of minority groups, such as single-female-headed households. She also hopes the study provides data and information that policy makers can use to better manage and plan public transportation in their communities.

“In the future, Uber and public transportation are going to need to coexist,” she says. “That’s what policy makers and regulators need to be aware of and take into consideration.” **FB**

Pan’s paper, “How Ride-Sharing Is Shaping Public Transit Systems: A Counterfactual Estimator Analysis,” co-authored with Liangfei Qiu, is forthcoming in Production and Operations Management.

SELECTED FACULTY PUBLICATIONS

 **BRIAN BERGMAN** recently had two papers accepted for publication. “Helping Entrepreneurs Help Themselves: A Review and Relational Research Agenda on Entrepreneurial Support Organizations,” co-authored with Jeff McMullen, was accepted by *Entrepreneurship Theory and Practice*, and “When the Beacon Goes Dark: Legitimacy Repair Work by Subsequent Actors in an Emerging Market Category,” co-authored with Brett Smith and Glen Kreiner, was accepted by *Journal of Business Venturing*. Bergman is an assistant professor of management.



JASMIJN BOL’s book *Operational Risk Management: Organizational Controls and Incentive System Design* was published in May 2021 by Business Expert Press. The book was co-authored with **JENNA BLANCHE** (MACCT ’19), a PhD candidate at the University of Amsterdam. In addition, Bol recently published three papers: “Employee Trust, Determinants and Consequences of Employee Perceptions of Organizational Trustworthiness,” co-authored with K. Haesebrouck and Serena Loftus, was published in *CIMA Research Executive Summary*; “Status Motives and Agent-to-Agent Information Sharing,” co-authored with J. Leiby, was published in *Review of Accounting Studies*; and “Reversing the Ratchet Effect: How Trust Can Improve Employee Performance,” co-authored with J. Lill and M. Shackell, was published in *Strategic Finance*. “Reversing the Ratchet Effect” received a Certificate of Merit in the 2020–21 Lybrand Awards for *Strategic Finance and Management Accounting Quarterly*. Bol is the Francis Martin Chair in Business and PricewaterhouseCoopers Professor of Accounting.

 Read more about research online at freemanmag.tulane.edu

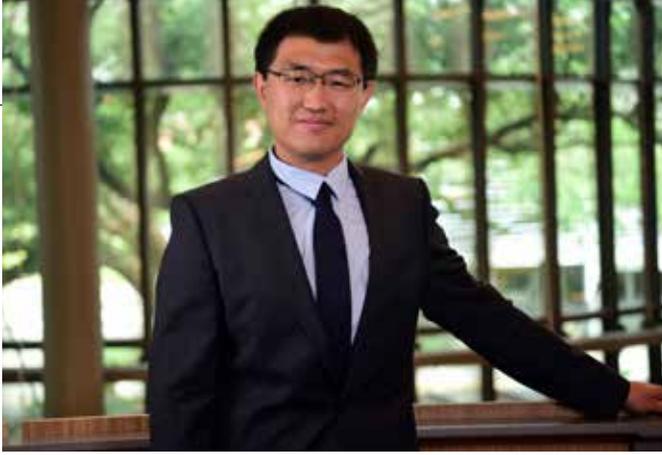


 **MIKE BURKE**’s paper “Toward a Greater Understanding of Colombian Professional Truck Drivers’ Safety Performance,” co-authored with L.S. Valenzuela, was published in *Transportation Research Part F: Traffic Psychology and Behavior*, in August 2020. In addition, *European Journal of Investigation in Health, Psychology and Education* invited Burke to submit his paper “An Evaluation of Safety Training for a Diverse Disaster Response Workforce: The Case of the Deepwater Horizon Oil Spill,” co-authored with S. Sarpy, to its forthcoming special issue “Safety Training Effectiveness: A Research Agenda.” Burke holds the Earl P. and Ethel B. Koerner Chair in Business, the Lawrence Martin Chair in Business and the Charles Atwood Professorship. He is a professor of management.

TUHIN CHATURVEDI’s paper “Resource Reconfiguration During Technological Change,” co-authored with John E. Prescott, was accepted for publication in *Strategy Science*. Chaturvedi is an assistant professor of management.



 **JOHN HEALEY**’s paper “What If Your Owners Also Own Other Firms in Your Industry? The Relationship Between Institutional Common Ownership, Marketing and Firm Performance,” co-authored with Ofer Mintz, has been accepted for publication in *International Journal of Research in Marketing*. Healey is an assistant professor of marketing.



↑ **HAN JIANG**'s paper "Cleaning House before Hosting New Guests: A Political Path Dependence Model of Political Connection Adaptation in the Aftermath of Anticorruption Shocks," co-authored with Nan Jia, Tao Bai and Garry Bruton, was accepted for publication in *Strategic Management Journal*. Jiang is an assistant professor of management.



← **OSMAN KAZAN**'s paper "Twitter Use Among Orthopaedic Surgery Journals Correlates With Increased Citation Rates," co-authored with Mohammed Asad Khalid, Arjun Verma and Jie Chen, has been accepted for publication in *Orthopedics*. Kazan is a professor of practice in management science.

MATHIAS KRONLUND's paper "Out of Sight No More? The Effect of Fee Disclosures on 401(k) Investment Allocations," co-authored with Veronika Pool, Clemens Sialm and Irina Stefanescu, was published in the August 2021 issue of *Journal of Financial Economics*, and his paper "Sitting Bucks: Stale Pricing in Fixed Income Funds," co-authored with Jaewon Choi and Ji Yeol Jimmy Oh, was accepted for publication in *The Journal of Financial Economics*. Kronlund is an assistant professor of finance.

→ **VICTORIA LI**'s paper "COVID-19, Volatility Dynamics and Sentiment Trading," co-authored with Kose John, was accepted for publication in *Journal of Banking and Finance*. Li is a visiting assistant professor of finance.



↓ **ANYI MA** recently had two papers accepted for publication. "Reconciling Female Leadership



↑ **ROBERT PRILMEIER**'s paper "Why Do Firms Borrow Directly from Nonbanks?," co-authored with Isil Erel and Sergey Chernenko, has been accepted for publication in *Review of Financial Studies*. Prilmeier is an assistant professor of finance.

Advantage and Disadvantage with the CADDIS Measure of Agency," co-authored with Ashleigh S. Rosette and Christy Z. Koval, was accepted for publication in *Journal of Applied Psychology*, and "Exploring Perceptions of Disadvantage and Success as Interwoven Antecedents to White Privilege Acknowledgement," co-authored with Sean B. Fath and Ashleigh S. Rosette, was accepted for publication in *Organizational Behavior and Human Decision Processes*. Ma is an assistant professor of management.

YANG PAN recently had two papers accepted for publication. "Risk Disclosure in Crowdfunding," co-authored with Keotaeng Kim, Jooyoung Park, Kungpeng Zhang and Xiaoquan (Michael) Zhang, was accepted for publication in *Information Systems Research*, and "How Ride-Sharing Is Shaping Public Transit Systems: A Counterfactual Estimator Approach," co-authored with Liangfei Qiu, was accepted for publication in *Production and Operations Management*. Pan is an assistant professor of management science.

CLAIRE SENOT's article "Manufacturing Process Innovation in the Pharmaceutical Industry," co-authored with Dimitris Andritsos and Ivan Lugovoi, was accepted for publication in *Manufacturing and Service Operations Management (M&SOM)*. Senot is an associate professor of management science and holder of the Albert Lechter Early Career Professorship.

IRA SOLOMON's paper "Do Stronger Wise-Thinking Dispositions Enable Auditors to Evaluate Audit Evidence Objectively When Assessing and Addressing Fraud Risk?" co-authored with Mark Peecher and Alex Johanns, was accepted for publication in *Contemporary Accounting Research*. Solomon is the Debra and Rick Rees Professor of Business and professor of accounting.

Shuhua Sun's paper "Is Political Skill Always Beneficial? Why and When Politically Skilled Employees Become Targets of Coworker Social Undermining" was accepted for publication in *Organization Science*. Sun is an assistant professor of management.



An

Open Door

New Dean Paulo Goes says the Freeman School has all the right ingredients to thrive in a fast-changing business education environment, and he's busy working to put those pieces into place. By Mark Miester. Photographs by Eugenia Uhl.

Opposite page: Dean Paulo Goes chats with staff in his office. Right: Goes with David Moore (BSM '87) and his wife, Susan Brophy Moore (BSM '88), at November's Graduate Alumni Reunion Party in the Goldring/Woldenberg Business Complex.





In a 2002 photo, Goes interacts with MBA students in the GE/UConn edgelab, a collaborative partnership he led for UConn from 2000 to 2008. During its run, the program executed over 100 GE projects with a company implementation rate of 97%.



THE PAULO GOES FILE

NAME: PAULO GOES

AGE: 65

PREVIOUS EXPERIENCE:

DEAN AND HALLE CHAIR IN LEADERSHIP, ELLER COLLEGE OF MANAGEMENT, UNIVERSITY OF ARIZONA

NANCY AND PETER W. SALTER DISTINGUISHED PROFESSOR OF MANAGEMENT AND HEAD, MANAGEMENT INFORMATION SYSTEMS DEPARTMENT, ELLER COLLEGE OF MANAGEMENT, UNIVERSITY OF ARIZONA

GARY GLADSTEIN PROFESSOR OF INFORMATION TECHNOLOGY AND INNOVATION, SCHOOL OF BUSINESS ADMINISTRATION, UNIVERSITY OF CONNECTICUT



Above: Goes with guests at November's Homecoming tailgate party on the Berger Family Lawn. Right: Goes and his wife, Mara, in Belo Horizonte, Brazil, in the early 1980s.

BIRTHPLACE:

BELO HORIZONTE, BRAZIL

EDUCATION:

PHD IN BUSINESS ADMINISTRATION, WILLIAM E. SIMON BUSINESS SCHOOL, UNIVERSITY OF ROCHESTER

MS IN PRODUCTION ENGINEERING, CONCENTRATING IN OPERATIONS RESEARCH, FEDERAL UNIVERSITY OF RIO DE JANEIRO, BRAZIL

BS IN CIVIL ENGINEERING, FEDERAL UNIVERSITY OF MINAS GERAIS, BRAZIL

FAMILY: MARRIED TO MARA SALLES WITH TWO CHILDREN



T WAS PAULO GOES' first day in the office as the new dean of the A. B. Freeman School of Business, and he had a problem: His door wouldn't stay open.

"I asked [Assistant Dean Sharon Moore] to leave the door open when she left my office, but it kept closing," he recalls with a laugh. "We had to find a doorstop."

Requesting a doorstop might not sound like a defining act but consider the context: In the three years since the Goldring/Woldenberg Business Complex opened, no one on the dean's office staff had realized the door needed a stopper. It was usually closed.

"If I'm here, I want people to stop by," Goes explains. "I don't want to be hiding. Of course, sometimes I'll shut the door to have a private conversation, but other than that, I love to have people go by."

The new open-door policy says a lot about Goes and the style of leadership he hopes to bring to the Freeman School.

"Communication is extremely important," he says. "Sometimes those serendipitous moments when you run into somebody, that's how you build the team and get to know people.

"I'm a good listener, and I try to use that as a source of information," he adds. "You can't just dictate things — 'This is how it's going to be done.' You have to work with people. There's a bigger impact that comes from working together, and by focusing on that, you're better equipped to achieve your goals."

Working together is a recurring theme in conversations with Goes, who began his tenure as dean on Aug. 23. Since then, he's repeatedly emphasized the importance of organizational culture and building from the bottom up. One of his first acts as dean, in fact, was hosting a Town Hall for faculty and staff to discuss some of the issues affecting Freeman and express his desire to hear their feedback. But that focus on working together isn't limited to within the school. He's also stressed the importance of building stronger connections across the university.

"I think business schools need to be more like a connecting hub for the entire campus, because that's what business does — it connects different disciplines," he says. "I went on a leadership retreat with the provost at the beginning of the year and saw so much desire to collaborate with the business school — in engineering, entrepreneurship, data analytics. To be successful, there has to be interdisciplinary collaboration."

Now, with a semester under his belt and a strategic planning process in full swing, Goes says he's even more confident that Freeman has all the right ingredients to thrive in a fast-changing business education environment, and he's excited to begin putting those pieces into place.

"There's opportunity we have to embrace," Goes says. "It all hinges on bringing people together to move forward and finding ways to fund and support these things. That kind of challenge excites me, and that's why I'm so happy to be here."

ON JUNE 16, 2021, Tulane President Mike Fitts announced that Goes, dean of the University of Arizona's Eller College of Management, had been named the 14th dean of Tulane University's A. B. Freeman School of Business. The announcement capped a six-month national search to find a replacement for Ira Solomon, who had previously announced his intention to step down as dean after serving 10 years in the role.

"Paulo has achieved an extraordinary level of success at Arizona, where, as dean, he built nationally recognized interdisciplinary programs in entrepreneurship and innovation, digital transformation economics and business while prioritizing diversity, equity and inclusion initiatives."

Tulane President **MIKE FITTS**

In an email to the Tulane community, President Fitts and Provost Robin Forman called Goes a preeminent scholar, professor, author, researcher and administrator and a perfect fit for Freeman.

"Paulo has achieved an extraordinary level of success at Arizona, where, as dean, he built nationally recognized interdisciplinary programs in entrepreneurship and innovation, digital transformation economics and business while prioritizing diversity, equity and inclusion initiatives," they wrote. "Paulo also rebuilt the school's fundraising, alumni relations and corporate relations programs, leading to much fundraising success."

Over the course of a 30-year career in academia, Goes established himself as both a distinguished scholar — he's a former editor-in-chief of *Management Information Systems Quarterly*, the top journal in the field — and a savvy and forward-thinking administrator with a history of developing innovative programs. During his deanship, he launched successful online programs in healthcare management, accounting, cybersecurity and entrepreneurship, built Eller's online MBA into a *U.S. News & World Report* Top 10 program, and established new STEM master's programs in business analytics and economics.

"I've always been interested in building innovative programs, things that can have a real impact," Goes says. "I get a lot of satisfaction when things click. I like being the catalyst to move things forward."

According to former colleagues, Goes has long embraced that role of catalyst and change agent.

"He's very smart about surrounding himself with people who have the expertise to do what he wants, and then he trusts them to do it without a lot of interference," says Amy Schmitz, who served under Goes as assistant dean for marketing and communications at Eller College of Management.

"He really gave me free rein to figure out what we needed to do," adds Phoebe Chalk-Wadsworth, senior director of development and alumni relations at Eller. "If he has people around him with vision, he takes that vision very quickly and says, 'Okay, how do we make it a reality?'"

Schmitz says Goes also deserves credit for his decision making.

“He’s very reflective, very rational and very calm, which helped a lot when we were facing some critical hurdles,” says Schmitz. “The pandemic was obviously a huge one. Getting us through that as a calm leader was very helpful, especially for our staff. He knows that being transparent and being communicative are key assets to leadership.”

On a personal level, Goes earns praise for his high degree of empathy and understanding.

“He’s one of the most caring people I know,” says Chalk-Wadsworth. “I wasn’t really good at work-life balance, and Paulo would always tell me, ‘Phoebe, you need to take those vacation days’ or ‘You need to stop texting me at strange hours.’ He’s just a very genuine person.”

“He really made an effort to know people personally, not just as employees,” says Schmitz. “He made an effort to socialize and be available. I think that speaks very highly of his relationship building and his ability to connect with people.”

“He’s pretty funny, too,” adds Chalk-Wadsworth. “He was great with alumni and donors.”

GOES WAS BORN in 1956 in Belo Horizonte, Brazil, the industrial center of a rich agricultural and mining region. His father was a civil engineer and entrepreneur, building a successful engineering practice and then purchasing a farm where he raised chickens and grew sugarcane. He later used the sugarcane to develop Sambura, a successful cachaça distillery.



Goes greets alumni at November’s Homecoming tailgate party on the Berger Family Lawn.

“I think business schools need to be more like a connecting hub for the entire campus, because that’s what business does — it connects different disciplines. To be successful, there has to be interdisciplinary collaboration.”

PAULO GOES, Freeman School Dean

“My dad came from a family of engineers,” Goes says. “I grew up around the idea of engineering and entrepreneurship.”

Goes enjoyed an upper middle-class childhood, attending Catholic schools and eventually enrolling in the Federal University of Minas Gerais in Belo Horizonte, where he earned a bachelor’s degree in civil engineering. After graduation, he worked as an engineer at a firm involved in the construction of a massive steel mill in the state.

“I enjoyed it, but I really enjoyed more the planning process, the logistics, the project management activities,” Goes says. “It also exposed me to computers and the applications that supported those operations.”

Goes pursued those newfound interests at the Federal University of Rio de Janeiro, where he enrolled in an MS program in production engineering. While working on his thesis about improving the quality of hospital care in Brazil, he met an American professor from the University of Rochester who encouraged him to apply to Rochester’s PhD program in computers and information systems.

Goes and his wife, Mara, relocated to Rochester, where he eventually earned both an MS in operations research and a PhD in business administration specializing in computers and information systems. Following his graduation in 1990, he joined the University of Connecticut School of Business as an instructor in operations and information management, becoming one of the first hires of what would eventually become one of the nation’s premier OPIM departments.

It was while teaching at UConn in the early 2000s that Goes helped launch a program that changed the way he looked at business education. The Internet was booming, e-commerce was growing exponentially and the field of data analytics was just starting to emerge. Denis Nayden, chairman and CEO of GE Capital, believed GE needed a new way of thinking to adapt to this changing world, and he thought that new way could come by teaming up with academia. Nayden reached out to Goes and his colleagues at UConn, and the result was edgelab, an applied research lab and accelerator program that put UConn students and faculty to work with GE managers on strategic projects for the company.

“GE had data on everything, but they didn’t know what to do with it,” Goes explains. “They would bring the datasets to the lab, and our faculty and students would find ways to analyze it and make recommendations. GE Capital was expanding in Europe at the time, so there were a lot of financial-related projects and a lot of risk management projects.”

Goes served as faculty lead on the pioneering initiative, which ran for over a decade and helped place hundreds of UConn graduates in jobs with GE and other firms.

“It was win, win, win,” Goes says of the program. “GE added bandwidth to work on these exciting projects, students got experience they could talk about with potential employers, and the university got a great corporate partnership. It really changed my perspective on business education. It taught me we need to be connected to industry and we need to embrace experiential learning.”

In 2008, Goes accepted an offer to become the Salter Distinguished Professor of Management and Technology and head of the Management Information Systems department at the University of Arizona’s Eller College of Management.



As head of the MIS department, Goes took over an already highly ranked unit and elevated it to even greater heights. Under his stewardship, Eller's graduate MIS program, undergraduate MIS program and online MIS program each were ranked among the top six in the nation by *U.S. News & World Report*. He co-founded INSITE, a research center that works with business clients on big-data analytics projects, and led a research faculty that generated more than \$85 million in grant funding. He launched or laid the groundwork for new MIS programs including the previously mentioned online MS in management information systems as well as an MS in business analytics and an online MS cybersecurity.

"It was a very exciting time because we had a group that was very solid in terms of research already, doing a lot of the things we talk about today, like artificial intelligence and cyber security," Goes says. "The department got a lot of grants from the National Science Foundation, there was a lot of innovation, and a lot of companies came out of the department. It was an exciting place to be, and I fit right in."

When the University of Arizona began a search to replace departed business Dean Len Jessup, UA President Ann Weaver Hart encouraged Goes to apply for the job.

"At the time, I wasn't thinking about being a dean," Goes says. "I was still teaching, still helping people with their research, still advising PhD students. I had to think about it. But your professional life is a continuum, and I thought I was ready to do it."

Goes served as dean of Eller College of Management from 2016 to 2021, a period that saw the college grow its faculty and launch six new degree programs. Goes also introduced a digital innovation thread that runs through the curriculum, developed a comprehensive model for diversity, equity and inclusion, and raised more than \$30 million, including gifts to support the Center for Healthcare Innovation, several endowed chairs and the creation of the Dhaliwal-Reidy School of Accountancy.

Goes wasn't seeking a new job when a search firm contacted him in April 2021 and asked if he'd be interested in interviewing for a position with the Freeman School,

"He's very smart about surrounding himself with people who have the expertise to do what he wants, and then he trusts them to do it without a lot of interference."

AMY SCHMITZ, assistant dean for marketing and communications, Eller College of Management, University of Arizona

but he quickly became enchanted with the possibility of joining Tulane.

"From the very beginning, from all the interactions I had with Freeman folks, I got a good feeling that there was a match between myself, my experience, my aspirations, my principles and what was going on here," he says.

In conversations with faculty, staff and alumni, Goes has wryly cited the "three Ps" that attracted him to Tulane: The people, the principles and the potential. He says he was extremely impressed with the people he met during his interviews, he says Tulane's principles of academic and research excellence and student centrality appealed to him, but most of all he says Freeman's unique potential struck a chord in him.

"When I looked at Freeman, I thought it had all the ingredients to succeed in the current business environment," he says. "Freeman values experiential learning — learning by doing — and when things change fast, as they are now, you have to learn by doing and you have to work with industry to bring real world problems to students. Freeman has been doing this for 25 – 30 years."

He also cites Freeman's outstanding research faculty, surging undergraduate enrollments, a robust international presence, strong niche areas such as energy and entrepreneurship, and low barriers to collaboration.

"All the ingredients of that third P — potential — are already in place," he says. "That's a big part of why I'm here."

After an unexpected hurdle in the form of Hurricane Ida, which shuttered the university for a month, Goes returned to campus in September to resume his listening tour. In October, he hosted a leadership retreat that brought together key faculty and staff members and identified seven areas of immediate strategic importance to the school: Experiential Learning, the Business Minor Program, Online Programs, the Full-Time MBA Program, Graduate Programs, the PhD Program, and Organizational Excellence. Task forces comprising faculty, staff and students are currently meeting to discuss ways to improve, enhance and expand Freeman's offering in those critical areas, and their recommendations are due to Goes by April 1.

Figuring out which of those recommendations to implement — and how to pay for them — will be his next task, but according to Goes, he couldn't be happier to take on the challenge.

"That's the fun part," he laughs. "I'm excited to get started." **FB**

CLASS NOTES

News and notes from alumni of
the A. B. Freeman School of Business

To submit your news, email freeman.info@tulane.edu
or visit freeman.tulane.edu/classnotes

1970s

Larry Rivarde (MBA '77) has been appointed a corporator of Chelsea Groton Bank, a full-service mutually owned bank with over \$1.4 billion in assets. Rivarde is chief operating officer of Mystic Aquarium in Mystic, Connecticut. He has previously served on Xavier University's Business Advisory Council and AZA's Safety & Diversity Committees. Over the years, he has facilitated many Diversity, Equity and Inclusion training workshops.



1980s

Henry Harteveldt (BSM '81) has joined the board of directors of smarTours, a provider of direct-to-consumer, value-oriented travel experiences to exotic global destinations. Harteveldt is the founder and president of Atmosphere Research Group, an independent travel industry strategic market research and advisory firm. Prior to that, he spent 11 years at Forrester Research, leading its global travel industry research, and

more than 15 years in commercial and marketing roles at leading airlines and travel companies, including Continental Airlines, Fairmont Hotel Management Co., and GetThere. Harteveldt is regularly interviewed by journalists at CBS News, CNBC, Reuters, *The New York Times*, *The Wall Street Journal*, *The Times of London* and *Handelsblatt*.



Pamela S. Whitten (BSM '85) has been appointed president of Indiana University. Whitten is the university's 19th president and the first female to hold the role. Prior to her appointment, Whitten had served as president of Kennesaw State University since 2018. She previously served as senior vice president for academic affairs and provost at the University of Georgia. An internationally recognized expert in the field of telemedicine, Whitten has also worked in the University of Kansas and Michigan State University medical departments.

Paul Sternberg (BSM '87) was recently a guest speaker at a continuing legal education (CLE) course hosted by the New York attorney general. Sternberg is founder of Sternberg Law Firm, a practice in Houston that concentrates in the areas of Internet defamation law and business law. In addition to more than 10 years representing private clients who have been victims of defamatory cyber-attacks, he is the author of *The Guide to Internet Defamation and Website Removal*, a 2019 book that offers information on defamation law and step-by-step instructions on removing defamatory content and upholding your reputation online.

Eugene Green (MBA '89) was recently elected to represent District D in the New Orleans City Council. Green is president of Nationwide Real Estate Corp. in New Orleans and previously served as chief of staff for Louisiana's Second Congressional District Office, president of New Orleans Regional Business Park, executive assistant to the Mayor in the Mayor's Division of



Volunteers check students into the Houston Marriott Marquis Hotel following their arrival from New Orleans in the wake of Hurricane Ida.

IN FOCUS

THE EYE OF THE STORM

On Aug. 31, 2021, Tulane students began pouring into the Marriott Marquis and Hyatt hotels in Houston after an eight-hour bus ride from New Orleans. They were the first arrivals of what would eventually be more than 2,500 students evacuating in the wake of Hurricane Ida.

Following the catastrophic storm, which damaged roofs, toppled trees and destroyed the city's power grid, Tulane President Mike Fitts announced that the university's campus was shutting down for six weeks to enable power to be restored and repairs made to campus facilities. Residential students, who had sheltered in place during the storm, would be transported by bus to hotels in Houston where they could make arrangements to continue their journeys home.

The announcement triggered a monumental logistical effort on the part of university staff members, who within hours had to secure dozens of buses to transport the students to Houston and hundreds of hotel rooms to house them.

Evan Nicoll (BSM '12, MBA '16), a senior development officer at the Freeman School, had evacuated to Houston with his wife prior to Ida's landfall. When he heard that the students were headed to Houston, he immediately reached out to university officials to see if he could help.

"I sent a text to [Tulane Associate Vice President of Student Affairs] Erica Woodley and said, 'I'm here. What do you need?'" Nicoll recalls. "She said, 'Meet me at the Hyatt tomorrow at 1 o'clock and bring as many people as you can.'"

Nicoll started calling everyone he knew in Houston — friends, former classmates, alumni he'd worked with through his role in development. He and the Tulane Club of Houston eventually rounded up about 30 volunteers to greet the wave of arriving students and get them to where they had to be.

"We needed to divide them into three buckets," Nicoll says. "First, there were some students who were going to be getting on flights that day, like within hours of arriving, so we had to find out who those students were and put them in Ubers for the airport. Then, we had

to determine which students were staying for the short term — like a week or less — and which students were staying long term. Depending on which group they were in, we had to send them to different hotels."

Nicoll and the team of volunteers put in long days and nights, checking in students, answering questions, helping them make connections and generally ensuring they had everything they needed. Houston alumni and parents also played a huge role in the effort. The Houston Alumni Club set up a hospitality suite for arriving students with snacks and toiletries and later organized a watch party for the Tulane – Oklahoma football game on Sept. 4.

"The outpouring of support was just amazing," Nicoll says. "People were willing to lend a hand wherever it was needed, and I met a ton of people who made not only in-kind contributions of things that students needed but also cash donations to the Hurricane Relief Fund for students. It was just wonderful to see all the support for our students."

Most of the students headed home within days, but several hundred — many of them international students who couldn't easily travel home — remained in Houston until they could return to campus. Nicoll said the volunteers and staff went beyond the call of duty to make their stays enjoyable.

"Tulane staff came up with some fun things for students to do, like trips to the Houston Museum of Art, the Space Center and Chinatown," Nicoll says. "Anything to help them take their mind off things after what has surely been the most challenging year of the college careers."

In the end, on-campus classes resumed on Sept. 27, a full two weeks ahead of schedule. Students returned to campus without issue, and parents were overwhelmingly pleased with the university's handling of the storm.

"We talk a lot about breaking down silos, and that's exactly what this was," Nicoll says. "It didn't matter what school you were in or whether you were undergraduate or graduate. Everyone was in the same boat, and it was an all hands on deck effort. I was just glad I could help pitch in and am eternally grateful to all the volunteers and university staff, especially the teams in student affairs, housing, and university life." **FB**

"The outpouring of support was just amazing. I met a ton of people who made not only in-kind contributions of things that students needed but also cash donations to the Hurricane Relief Fund for students."

Evan Nicoll (BSM '12, MBA '16)



Economic Development and director of the Office of Small and Emerging Business Development.



George Herrera (BSM '89) has been named executive vice president, donor services, at MTF Biologics, a global nonprofit organization that saves and heals lives by honoring donated gifts, serving patients, and advancing science. Herrera joined MTF Biologics in 1997 as a regional director of donor services and most recently served as vice president, donor services. Prior to MTF Biologics, Herrera served as the director of development at Louisiana Organ Procurement Agency, where he was responsible for donor development and tissue sales and marketing. He also was director of development and public relations at the National Kidney Foundation of Louisiana.

Carla A. Moradi (MBA '89) has been appointed as an independent director of Barrett Business Services Inc., a leading provider of business management solutions combining human resource outsourcing and professional management consulting. Moradi currently serves as senior vice president of Go-To-Market Transformation for Anaplan, a planning software company headquartered in San Francisco. Prior to joining Anaplan, Moradi was executive vice president of operations and technology for HUB International and was group vice president and CIO for Walgreens Boots Alliance.

1990s

Michael Bileca (BSM '92) has been reappointed to the Miami Dade College District Board of Trustees by Florida Gov. Ron DeSantis. Bileca served eight years in the Florida House of Representatives before facing term limits in 2018. In his final House term, Bileca chaired the House Education Committee. Before his House career, Bileca founded Towncare Dental Partnership in Miami-Dade County. He merged Towncare with Dental Care Alliance in 2013 and moved on to serve as an executive at Dental Care Alliance.

Adam Hershey (BSM '94) has been appointed interim CEO of General Cannabis Corp. A current General

Cannabis board member and major investor, Hershey has over 25 years of investing experience in the public and private markets and is the founder, managing partner and portfolio manager of Hershey Strategic Capital, an opportunistic, alternative asset manager focused on active investing in small-cap public companies. General Cannabis Corp. is a Colorado-based cannabis company with deep expertise in wholesale and retail operations as well as cultivation consulting.

Ge (Gary) Cao (MBA '97) has been named to the new position of vice president of enterprise analytics at Akron Children's Hospital in Ohio. In his new role, he will oversee data and analytics strategy in support of the hospital's strategic imperatives and goals. He joined Akron Children's after serving in data and analytics leadership roles with Anthem, IXI Corp., Cardinal Health and most recently U.S. Venture Inc., where he led the strategic transformation initiative on data and analytics.



S. Douglas Pugh (PhD '97) has been named interim dean of the Virginia Commonwealth University School of Business. Pugh has served as chair of the Department of Management and Entrepreneurship at VCU since 2012. He currently serves as associate editor of the *Journal of Business and Psychology*, and his research, which includes the study of affect and emotional processes in organizations, organizational climate and culture, service organizations, and organizational drivers of customer satisfaction, is documented in numerous book chapters and journal articles. Pugh was previously a faculty member at San Diego State University and the University of North Carolina at Charlotte.

Adam H. Brown (MBA '98) has been appointed co-manager of Delaware Ivy High Income Opportunities, a New York Stock Exchange-listed closed-end fund trading under the symbol IVH. Brown currently is a senior portfolio manager for the firm's high yield strategies within Macquarie Investment Management Fixed Income. He manages MFI's bank loan portfolios and is a

co-portfolio manager for the high yield, fixed rate multisector, and core plus strategies. He previously held positions in the leveraged finance group of Wells Fargo Securities and was co-portfolio manager of Four Corners.



2000s

Melody Chang (MBA '01) has been named vice president, pharmacy operations, at American Oncology Network, a high-growth medical oncology provider with a focus on supporting the long-term viability of oncology treatment in community-based settings. In her previous role at Florida Cancer Specialists & Research Institute, Chang established the organization's pharmacy operations, including drafting the pharmacy training manual and instituting the regional trainer program that enabled a standard practice throughout nearly 100 locations. Chang also worked as a lead pediatric oncology pharmacist at Lee Health in Florida and as an oncology pharmacist at MD Anderson Cancer Center Orlando.



Holly May (MFIN '04) has been named executive vice president and global chief human resources officer at Walgreens Boots Alliance Inc. In that role, May will be responsible for the strategy and direction of innovative global HR programs, policies and practices that support WBA's business goals and initiatives, and for ensuring fair and equitable treatment for all team members. May previously served as global chief human resources officer for Abercrombie & Fitch Co., managing all aspects of HR and environmental, social and governance (ESG) efforts across the company. Prior to that, she worked for Starbucks as senior vice president of Global Total Rewards and Service Delivery, responsible for consulting with the company's board of directors and executive leadership team on the strategic direction of Starbucks' global compensation and benefits portfolio. Prior to her time at Starbucks, May served in human resources leadership roles of increasing responsibility at ING, Voya Financial and Visa Inc.,

as an HR business partner and leading Rewards, DE&I and HR strategy.

Jeff Schiffman (BSM '05) has been named vice president of communications and public affairs at the Greater New Orleans Foundation. Schiffman previously supervised much of the marketing and communication efforts throughout the admission recruitment cycle at Tulane University during his 16-year tenure. Schiffman was responsible for crafting a communication plan that attracted more than 26,000 students to New Orleans for their college experience while simultaneously working to create a positive change in the diversity of Tulane's student body. The Greater New Orleans Foundation is dedicated to driving positive impact through philanthropy, leadership and action in the Greater New Orleans region.

Jack Karavich (MBA '06) is the founder of Tigeraire, a startup dedicated to improving the comfort of football helmets and hard hats by combatting the negative effects of excess heat. Founded in New Orleans in August 2020 and now based in Baton Rouge, the company recently received \$1.5 million in seed funding from Massachusetts-based General Catalyst, which has invested in tech companies such as Venmo, TikTok and Airbnb. The company's first product is the Cyclone, a battery-operated blowing device that fits between the padding inside football helmets to provide cooling airflow. The device is currently being used by college football programs including LSU, Alabama, Clemson, Texas A&M, Maryland and Virginia as well as by a number of NFL players.

Amanda Meltzer (BSM '06) has joined Balance Point Capital Advisors LLC, a leading provider of flexible capital to lower middle market companies, as chief financial officer. Prior to joining Balance Point in August, Meltzer was the controller at JLL Partners, a New York-based private equity fund, where she managed the accounting, financial reporting, tax preparation and regulatory compliance for the firm. Prior to JLL, Meltzer served as the controller at Psilos, a healthcare-focused venture capital firm. A CPA, she began her career in KPMG's financial services group.



Travis Goff (MBA '07) has been named athletic director at the University of Kansas. Goff is a KU alum and had served as deputy director of athletics and assistant vice president at Northwestern University since 2012. Prior to that, he worked at Tulane University as associate athletic director for external affairs.

John Herren (MBA '09) has been named CEO of Wood Resources LLC, which produces and distributes wood products for industrial and commercial customers in North America as well as for the construction market. Herren brings more than 30 years of experience in the offshore energy and marine industry. He most recently held the position of president and CEO at Alabama Shipyard LLC in Mobile, Alabama. Herren began his career working as a commercial diver in the United States and West Africa, transitioning to management roles within the offshore oil and gas services industry in 1999.

Loreal Jiles (MBA '09) has been named vice president, research and thought leadership, by the Institute of Management Accountants. Jiles will lead global research initiatives for the association of accountants and financial professionals in business and oversee IMA's Committee on Academic Relations and the IMA Research Foundation. She has authored numerous IMA reports and will continue to focus on digital technology and expanding IMA's groundbreaking Diversity Equity & Inclusion research to encompass a global perspective and actionable solutions.

2010s



Eli Minski (BSM '11) has been named vice president of WM Partners, a middle-market private equity firm specializing in buyout investments in the health and

wellness sector. Minski's contributions in his new role will impact the company's investments selection, portfolio build up, and subsequent value creation for their funds and all of their LPs. Prior to joining WM Partners in 2015, Minski worked as cash manager and treasury analyst at Nutranext.

Richie Gray (SSE '02, MBA '12) has been appointed chief financial officer of Green Scientific Labs, a leading cannabis and hemp compliance testing laboratory. Gray brings to his new position over 15 years of finance experience in mergers & acquisitions, private equity, and serving as a CFO. Based in Davie, Florida, the laboratory tests cannabis and cannabis-derived products to ensure product quality and consumer safety.

Sherri Sosa (MBA '13) has been named president of Venue Nation, a new venue



management business launched by entertainment company Live Nation. In the newly created role, Sosa will oversee all operations, business development and marketing for

the company's portfolio of 100+ venues in the U.S., including amphitheaters, ballrooms, theaters and clubs across the country, such as the House of Blues chain. Sosa brings over 25 years of experience working at the intersection of entertainment, hospitality and venue operations, including 18 years with Caesars Entertainment Corp.

Jimmy Dunn (MBA '14) has been named senior vice president and Private Client Group manager for the New Orleans market by Iberiabank, a division of First Horizon Bank. Dunn joined Iberiabank after graduating from the Freeman School and has worked in a variety of roles, most recently as commercial relationship manager while also overseeing the St. Charles Avenue and Oretha Castle Haley banking centers and teams.

Dunn will continue to manage his commercial portfolio in addition to his new role as Private Client Group manager.

Paula Andrea Fadul (MMG '16) has been named regional marketing manager of Buscalibre, a Chile-based online retailer of books. In that role, Fadul will be responsible for developing initiatives, creating strategies and managing new projects to increase brand recognition in Chile, Colombia, Peru, Mexico, Argentina, the United States and Spain.

Caltha Seymour (MBA '16) has been appointed to the Genasys Inc. board of directors. Genasys is global leader in critical communications systems and solutions that keep people safe, including public safety, emergency warning, mass notification, critical event management, defense, law enforcement and homeland security. Seymour currently serves as a global senior manager for Eaton Corp., a diversified, multinational power management solutions company. Seymour previously served as national distribution channel manager at Eaton Corp.'s Industrial Controls Division and as global program manager of Eaton Corp.'s Vehicle Group.

Carlos Quezada (MMG '19) has been promoted to executive vice president and chief operating officer of Carriage Services Inc., a provider of funeral and cemetery services and merchandise in the United States. Quezada will be responsible for all field operational and sales teams and businesses at the company, which operates approximately 171 funeral homes in 26 states and 32 cemeteries in 12 states. Prior to joining Carriage, Quezada was a managing director for Service Corp. International, where he served in leadership roles for both sales and operations from 2009 to 2020.

Saima Qureshi (MBA '19) has been named chief strategy officer of Rastegar Property Co., a vertically-integrated private real estate investment firm focused on residential, office, retail and industrial asset classes throughout the United States' Sun Belt region. As part of the leadership team, Qureshi will vet new investment opportunities as the company plans to bring state-of-the-art developments to market across asset classes. Prior to joining Rastegar, she spent four years at the commercial real estate advisory firm Newmark.

In Memoriam

William Howard Kuntz Sr. (BBA '41)
 Weldon Raymond Jones (BBA '44)
 Cindy Klegar Rosenberg (BBA '45, L '46)
 Gaston Joseph Bourgeois Jr. (BBA '46, E '47)
 Richard Harding King (BBA '46)
 William Leitch Carter (BBA '47)
 Rosalie Levin La Kretz (BBA '47)
 William E. Metzger (BBA '47)
 Stanley Morris Pulitzer (BBA '48)
 Stewart Roland Barnett Jr. (BBA '49)
 William Mitchell Voss (BBA '49)
 John Vincent Ramoneda Jr. (BBA '50)
 Joseph Irving Scanlan (BBA '50)
 Robert Bailey Acomb Jr. (BBA '51, L '53)
 Mildred Mary Foley Hawkshead (BBA '51)
 Robert Howe Dicks Reily (BBA '51)
 James Andrew Humphreys Jr. (BBA '52)
 Patrick Donald Rooney (BBA '52)
 Insa Sternberg Abraham (MBA '53)
 Henry James Boisseau Jr. (E '53, MBA '60)
 Lawrence Albert Emboulas (BBA '53, MBA '58)
 Leonard Edward Gessner Jr. (BBA '53)
 Kathleen Adair Ingram Ward ('53)
 Isabel Brandt Levey ('54)
 John Wadsworth Wall (BBA '54)
 Generes Dufour Bayle (BBA '55)
 Edward Henry Bravo (BBA '55)
 Raoul J. LeBlanc Jr. (BBA '55)
 Sylvan Julian Steinberg (BBA '55, L '57)
 Charles E. Corrigan III ('56)
 David Hyland Baron Sr. ('57)
 Joseph Stanley Cauvin (BBA '57)
 James Walker Ross (BBA '57)
 Guerdon Arthur Smith Jr. (BBA '57)
 Leonard Justin Sullivan (BBA '58)
 Edward Lee Weitz (BBA '58)
 Leslie Eggleston Wood Faucett (BBA '59)
 Maury Arnold Klumok (BBA '59)
 Aubrey Owen Bunn (BBA '60)
 Basil Harry Hoffman (BBA '60)
 Fred L. Lampe (BBA '60)
 Francis Leo Young Jr. (BBA '60)
 Burt Henry Keenan (BBA '61, MBA '62)
 Neal Richard Mangold (BBA '61)
 Pieter Aloisianne Sluis ('61)
 Robert Rice Wehrmann (BBA '61)
 George Johnston Ames ('62)
 Michael Ray Eubanks (BBA '62, L '65)
 Donald Lee Kortz (BBA '62)
 Guerdon A. Wallesverd (BBA '62, L '63)
 Manuel Raul Garcia (BBA '64, MBA '65)
 Charles Robert Irvin (BBA '64)
 Samuel Thomas Stone (BBA '64)

Henry Francis O'Connor Jr. (BBA '65, L '67)
 Richard John DeBastiani (MBA '67)
 John Paul Dreska (MBA '68)
 William Jerry Hudson (A '68, A '68, MBA '73)
 John Randolph Prince Jr. (MBA '68)
 Roderick Long Skelding (A&S '69, MBA '72)
 Wayne Joseph Wilson (MBA '71)
 Fred Leonard Phillips (MBA '72)
 Julian Thomas Caraballo (MBA '73)
 William Terence McMahan (MBA '73)
 Dianne Lynn La Basse (A&S '74, MBA '76)
 Robert Joseph Redman (A&S '77, MBA '79)
 Gary Michael DeGrange (MBA '78)
 James Grant Force III (MBA '78)
 Peter Keith Makulec (BSM '79)
 Joseph Paul Baxter (BBS '80, '88)
 Barry Ives Finkel (BSM '80)
 Katherine Marie Karageorges-Sharp (A&S '80, '82)
 Nancy Godsell Bell McAllister (MBA '80)
 Federico Martinez Jr. (MBA '84)
 Jill Ann Smiley Needleman (BSM '84)
 William Anthony Slatten Jr. (A&S '84, MBA '86)
 Mitchell Scott Blume (BSM '86)
 Katherine Postle Cummings Hayes (MBA '87)
 Donovan Lee Ferguson (MBA '88)
 Wayne Allan Greenleaf (MBA '92)
 Hubert Lowry Rush III (MBA '92)
 James Joseph Grissaffi (BSM '93)
 William McHenry Nabors (MBA '93)
 Patrick Johnston Kearney (BSM '00)
 Arfan Robert Chaban (MBA '07)
 Peter Jordan Moore (MBA '12)
 Elise Paige Ingber (BSM '15)
 Grace Elizabeth Herrington ('17)

ALUMNI AFFAIRS GOES VIRTUAL

Despite the challenges of connecting in a remote environment, the Freeman School hasn't let the pandemic impact its alumni engagement.

The 2020-2021 academic year was a school year like no other. But, in characteristic fashion, the A. B. Freeman School of Business responded by addressing those challenges head on — discovering new avenues to connect with alumni and further extend its thriving network.

Early on, members of the Freeman administration assessed how the pandemic was likely to impact the community. With COVID-19, people in our community and around the world were finding themselves disconnected — from family, from work, from the everyday routines that had been taken for granted.

Recognizing this disconnect, the Freeman School rapidly developed a series of initiatives to keep the Freeman community connected with the school — and with each other. Though the idea sprang from a moment of international crisis, the results were extraordinary, with Freeman connecting with more members of our community during the pandemic than ever before, particularly those members of our community who live outside New Orleans.

"Despite the challenges we faced, we were able to offer several virtual engagement opportunities to our alumni for the first time ever," said Caitlin Gottstine, director of business school alumni relations. "It was wonderful to see alumni from all over the country share their time and talents with current students, by guest lecturing or mentoring via Zoom."

She added, "I'm so proud of the Freeman community for coming together and succeeding in exciting new ways, and I look forward to continuing to offer these new programs."

The Tulane Business Forum is one of the highlights of the academic year at Freeman, and early on it may have seemed that the networking opportunity offered by the in-person experience of the Ernest N. Morial Convention Center couldn't be matched. Typically, about 400 Freeman students, alumni and business people gather together at the annual event, which features local and national speakers.

"When we were faced with the choice of canceling the 2020 Tulane Business Forum or reformatting the delivery mechanism, the TABA Board agreed unanimously that canceling was not an option," said Stephanie Kleehammer, 2020 TABA board president and executive director of the Louisiana Veterans Research and Education Corp. "Instead, we decided to hold a virtual forum. Luckily, TABA was able to draw on the expertise of our long-standing media partner to make that happen.

"And while the value of face-to-face networking can never be replaced," she added, "the virtual format allowed Tulane alumni from around the world to take part in our outstanding program. For most alumni it was an excellent re-introduction to the forum, which had been a memorable part of their student experience."

The 2020 Tulane Business Forum ended up exceeding all expectations, drawing more than 700 business professionals representing more than 200 companies. Aptly centered on the theme "Waves of Change: Reimagining Business Growth Through a Crisis," the event enabled far-flung alumni to engage remotely with different panels. In fact, the remote options opened the forum up to so many more attendees that TABA plans to continue offering remote sessions going forward, allowing interested Tulanians to attend from wherever they choose to log in.



As part of the Freeman Webinar Series, the Tulane Energy Institute hosted a discussion on how the events of 2020 impacted the growth of clean energy featuring, clockwise from top right, Casey Herman (BSM '86), partner and US Power and Utilities Leader with Pricewaterhouse Coopers, and Freeman Professors of Practice Pierre Moses, Josh Herlands and Megan Guy.

Another success was the Freeman Webinar Series. Centered on of-the-moment issues, moderated by Freeman faculty and featuring industry experts, these online seminars allowed alumni to expand their knowledge on timely subjects from the comfort of their own homes. Alumni tuned in enthusiastically, eager to use their quarantine productively. Topics included "How Have the Events of 2020 Impacted Clean Energy?," "What Happened to the Price of Oil?," and "Hospitality in the Age of Social Distancing: A Conversation with Hotel and Restaurant Owners."

Another annual event that successfully navigated the shift to the virtual was the Tulane Business Model Competition. "By enabling this year's semifinalists to present their business models to judges via videoconference, we're doing all we can to create a valuable experience for our participating ventures at a time when they're especially in need of our support," said Rob Lalka, executive director of the Lepage Center for Entrepreneurship and Innovation, which organizes the annual event.

The virtual format also made it possible for more ventures to participate, elevating the overall quality of the event. "In all my years as a judge, I believe this was the highest level of competition I've seen in the TBMC," said Albert Lepage (MBA '71), retired chairman of Lepage Bakeries, who served as one of this year's judges.

Faculty were quick to recognize that travel limitations and an increased use of virtual engagement tools such as Zoom spelled opportunity for their classrooms. Industry luminaries from across finance, management, marketing and accounting served as guest lecturers via Zoom over the 2020-2021 academic year, providing students with invaluable firsthand insights.

Throughout the pandemic, the Freeman School was able to innovate in exciting new ways, amplifying its reach and further deepening its already impressive alumni network. As an educational institution, the Freeman School never stops learning. This past academic year taught us above all that there are so many ways that alumni and friends can continue to remain involved and give back to our community — even without necessarily coming to New Orleans physically.

Alumni interested in learning about more ways to get involved should contact Caitlin Gottstine, director of alumni relations, at cgottsti@tulane.edu. **FB**

Speaking for the Trees



For the 12th year in a row, the Arbor Day Foundation has recognized Tulane's commitment to maintaining its collection of live oaks and other trees by naming it an official Tree Campus USA.

The program, established in 2008, honors colleges and universities for effective urban forest management and for engaging staff and students in conservation goals.

Tulane's uptown campus boasts more than 400 trees in all, including live oaks, crepe myrtles, bald cypress trees and other species that have been a part of university life since Tulane moved to its uptown location in 1894. All are regularly monitored, surveyed and cared for by several partners within the Tulane community including the University Planning Office, Capital Projects and Facilities Services.

The university's devotion to maintaining its trees is so great that when an expansion to the A. B. Freeman School of Business was being planned,

“When the business school was renovated, it was all about maintaining those live oaks down McAlister Place.”

AMBER BEEZLEY,
director of feasibility,
planning and programming

↑ The exterior wall of the Goldring/Woldenberg Business Complex was designed to accommodate the live oak trees that grow along the building site.

the architects incorporated the live oaks that lined the building site into the design rather than consider removing them. The result was the Goldring/Woldenberg Business Complex's iconic wall of waving glass, which curves along the dripline of the trees.

“When the business school was renovated, it was all about maintaining those live oaks down McAlister Place,” says Amber Beezley, director of feasibility, planning and programming at Tulane. “We developed a tree policy many years ago that protects our trees on campus from contractors when we're doing large projects. We have so many trees that we're running out of space to plant based on the underground infrastructure but typically each project either replaces trees or adds more trees with the campus landscape architect.”

“I just can't imagine the campus without these 100-year-old live oak trees and some of them are most likely older than that,” says Bill Mizell, landscape architect at Tulane. “I think that's one of the first things that people notice when they come to campus, so it's an honor to be recognized by the Arbor Foundation for the work that we've done to make sure that the trees on our campus are properly cared for and thriving.” **FB**

Read more online at
freemanmag.tulane.edu

March 22, 2022

SAVE THE DATE



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givegreen.tulane.edu

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Freeman School of Business *Upcoming Events*



March 2022

March 11

Tulane Family Business Forum
STEWART CENTER CBD

March 25

Spring Campus Visit
GOLDRING/WOLDENBERG
BUSINESS COMPLEX

April 2022

April 29

Burkenroad Reports
Investment Conference
WESTIN NEW ORLEANS HOTEL

May 2022

May 13

Tulane Family Business Forum
STEWART CENTER CBD

May 20

Freeman Commencement
FOGELMAN ARENA IN
DEVLIN FIELDHOUSE

For more information on these and other Freeman School events, visit the online Freeman calendar at <http://freeman.tulane.edu/calendar> or email freeman.info@tulane.edu.