

April 2018



March 30, 2018

TCU To Open Real Estate Center at Business School in Fort Worth – by Taylor Williams
FORT WORTH, TEXAS — **The Neeley School of Business at Texas Christian University (TCU) in Fort Worth will open a real estate center**, according to the school’s website. The center, which has received more than \$2 million in funding, will provide educational resources, research and networking opportunities for the Dallas-Fort Worth (DFW) real estate industry. The Neeley School of Business is currently undergoing a \$5.5 million expansion project that should deliver new facilities by January 2020, and the real estate center is expected to be housed within the expanded space.



April 4, 2018

North Texas Experts: Overdose Reversal Drugs, Prescription Monitoring Could Help in Fight Against Opioid Epidemic – by Shawn Shinneman

Wider utilization of overdose reversal drugs could go a long way in reducing the impact of the opioid epidemic, North Texas experts say.

So could responsible prescribing and more use of the state’s prescription monitoring program, which collects and monitors data related to Schedule II, III, IV, and V controlled substances.

“Responsible prescribing is one of the cornerstones of addressing the issue,” said Glenn Hardesty, an emergency medicine physician with Texas Health Resources and opioid expert. He said that changes in the approach to prescribing opiates have already curbed access to the legally obtained drugs. He added that building the prescription monitoring program and prescribing guidelines into electronic health records could further make an impact.

“We need to find that balance where, hey, we pushed out all these drugs to treat the pain, but realizing that maybe it’s not always physical pain that we’re treating,” Hardesty said.

Those thoughts were a part of the latest health care forum from the TCU Neeley School of Business and TCU & UNT Health Science Center School of Medicine last week. A trio of experts graced the stage for “The Opioid Crisis: Getting to the Bottom Line – Economic and Personal Costs for North Texas”: Hardesty; Dr. Carol Nati, medical director at MHMR of Tarrant County; and Dr. Charles Taylor, dean of the UNT College of Pharmacy.

The panelists also spent time discussing the up side to the overdose reversal drug Narcan, which—as evidenced by an on-stage demonstration by Nati—is extremely easy to administer. Increasing access to it,

not just for emergency personnel but for patients and family members, could reduce the number of overdose deaths, panelists said.



April 9, 2018

No Question Internet Regulations Will Be Put In Place After Facebook's Data Breach, says TCU professor

Mary Uhl-Bien, Texas Christian University professor, weighs in on privacy concerns and internet users as lawmakers consider regulations after Facebook's data breach.

Squawk Box, Andrew Ross Sorkin: We've been trying to think through the permutations which this testimony is going to go over the next two days and from an investor standpoint trying to think also through the implications for Facebook. At this point in the ball game, do you think meaningful regulation is coming or do you think this is just theater? >>



Dr. Uhl-Bien: There's no question regulation is coming, but that's not just because of this incident. That was already in discussion. You know, we're going through a time of digital revolution just like we went through the industrial revolution. After that we had the rise of things like labor laws and consumer protection laws, so it only makes sense that now we're going to start having privacy laws implemented as we get more and more into the internet.

Sorkin: And what do you think those laws are going to look like and what do you think the implications therefore would be on the business model of companies like Facebook?

Dr. Uhl-Bien: Tech companies have been researching the different kinds of regulation they think might work. They want to play an active role in that regulation. They know that they will be protected by it. So you hear companies like Facebook saying we actually would welcome it because it would help us to know what we should be doing. The internet, when it started, we were all excited about it. People were jumping on. We're now in a different stage of it where we're past the excitement and the thrill and we're more at the reality of it. And that reality is beginning to reveal that it can have some pretty bad uses.

Sorkin: Do you think the public cares?

Dr. Uhl-Bien: We care. I think users are getting more savvy. So when somebody plays a game like Farmville or when they fill out a survey like they did with the Cambridge Analytica case, they don't know what is really going on from their standpoint. It's just this fun thing to do. I'm going to fill this out

and find out about my personality. They have no idea that information is being used, and I think it's the role of the media to expose is that and it needs to be more of a role of these tech companies.

Sorkin: Mary, if we don't see a drop in user engagement or a drop in monthly active users, isn't that proof that people don't really care and so what is the impetus of lawmakers if their constituents are not walking with their feet to enact any sort of change?

Dr. Uhl-Bien: That's the interesting thing about the Delete Facebook movement. It hasn't really impacted Facebook so far. We heard from Zuckerberg last week that the numbers are still up. The reason it hasn't dropped off and it looks like people don't care is because there is no alternative. The story is there are some opportunities right now, and if there's some really strong entrepreneurial companies that could get a leg hold in this, I think they would have a tremendous opportunity to think about disrupting Facebook.

Sorkin: Who would you put on that list?

Dr. Uhl-Bien: There isn't anybody I know of right now. Facebook is a behemoth. If you look at how Zuckerberg handled this, when this first broke he tried to come out and deny it, so I think they were really thinking that this was not a big deal and they mishandled that terribly. Then they tried to make up for it, and if you look at the apology they've been doing, it's really not been very effective. They say they it's a breach of trust. Who uses that kind of word? He says it's a huge breach of trust. They were trying to indicate this wasn't a data breach. They started by saying it's not a data breach, it's not our fault, so then in doing that and getting too technical, they were caught up with the term breach. They started talking breach of trust. I just don't think the handling of that has been very good, so most people are doing a wait and see.

Sorkin: What do you think about the potential for serious fines by the FTC? You think that's possible with this administration?

Dr. Uhl-Bien: I think it's not only possible, it's likely. The kinds of things we're talking about in terms of laws are fines for companies because we've seen one breach after another and there's no consequence for it. The other thing that's being discussed is the idea of informed consent so people know what their data's being used for. I think that should happen. This professor who did the survey for Cambridge Analytica, he's trained as an academic. He should know about informed consent but clearly Facebook has not been holding people to that standard.

Sorkin: There's an interesting article in the journal today, talks about the idea of every company like a Facebook having an almost a fiduciary responsibility. What would be in the best interest of the user if you started the conversation there, internally within these companies, you might get to a different outcome. Does that make sense to you? How would that work?

Dr. Uhl-Bien: It does and it actually fits with Facebook. One of the reasons they got in trouble is because, as they say, they've been too idealistic. When they started Facebook, they felt they were bringing the world together, that they were opening things up and it was going to create all of these great things. When they first heard about the Russia interference, the potential election interference, Zuckerberg said that's a crazy idea. What he needs to understand, it's a crazy world we're in now. They need to really change the way they view this and understand the negative consequences and there's precedent for that. This isn't very much different from other companies that know their products can cause harm. The reality is this product can cause harm. I think they're starting to come around to that.



DALLAS/FORT WORTH

April 10, 2018

How To Ask For A Raise

In 2017, women earned 82% of what men earned. That means it would take an extra 47 days of work for a woman to earn what a man did in 2017. All right, with those numbers in mind, today might be as good a day as any to ask your boss for a raise.

It's arguably one of the toughest things to ask for, so we asked for advice from an expert at TCU's business school. **Jessica Cates** says there are a few things you should keep in mind when you ask for that raise.

Cates: "You need to know what you're worth so do research on what similar jobs are paying in similar organizations. We all want to make more money, so saying I want to make more money isn't enough. What value are you adding to your organization?"

Cates gave a lot of advice and tips. Just head over to our NBD DFW Facebook page. You can watch the video and get advice.



April 11, 2018

Dr. Mary-Uhl-Bien Interviewed about Facebook and Senate Testimony of Mark Zuckerberg – with Brian Estridge

Brian Estridge: **Dr. Mary Uhl-Bien is a professor of management and leadership expert at the Neeley School of Business at TCU. We reached out to her to give us some insights into Facebook.**

Let's start with this: Did Facebook's executive team, and maybe even Zuckerberg himself, did they make some mistakes along the way that forced him to be in front of the Senate committee yesterday?

Dr. Uhl-Bien: The mistake they made was the way that they handled it in March. When the story broke about a month ago, they were disastrous in their response. You have to wonder why that happened. They've been in the hot seat for the Russia election interference, and that was two years ago. They should

have had a crisis plan in place and they didn't. They initially denied it and that is what got them in trouble.

Estridge: From listening to his testimony yesterday, do you think Facebook purposely mislead people about their privacy?

Dr. Uhl-Bien: It depends on what you mean by purposely. They knew about this. I think the problem was they had their heads in the sand. I don't think they realized the significance. Why didn't they understand that people would be upset about this? Maybe two years ago they thought the way they handled the situation was fine, but as they began to realize the way people were using their platform, they should have had a clear crisis plan in place. They should have come out and said yes we understand what we did and we take responsibility and we're taking action, and calmed everyone down.

Estridge: My attitude is that, if you are on social media, there is nothing private.

Dr. Uhl-Bien: I hear that all the time and talk about that in class. We have given so much privacy away. Many of the younger people are socialized to the idea that you have no private life anymore. They are fine with the fact that anybody can see anything. I don't think that's what's happening here. It is the way the information is being used and essentially being "weaponized." People don't like being abused in that way.

Estridge: After the testimony yesterday, do you get the sense that there will be some push to increase regulation in social media?

Dr. Uhl-Bien: I think here is definitely going to be more regulation. Zuckerberg himself is calling for it. There has been talk about this for a couple of years. The tech companies, they know that what they are doing is creating all kinds of challenges. It's not just about Facebook and privacy, it's also about tech replacing jobs and automation. Tech companies have been the first company's experimenting with universal basic income. They have task forces and committees working on these kinds of things. They know that regulation is going to come. They are trying to figure out what those regulations will be, but even they don't know.

Estridge: **Dr. Mary Uhl-Bien from TCU's Neeley School of Business joins us.** Yesterday during testimony, Mark Zuckerberg was questioned with the word "monopoly." I think Facebook is a monopoly. When you hear the word monopoly in Washington it means a break up is coming.

Dr. Uhl-Bien: This is why they are trying to stop the AT&T merger. They don't want it to get bigger. FB doesn't really have any competitors. There isn't an alternative. There is a tremendous opportunity for entrepreneurial startups to jump in and try to create a new kind of platform.

It's not that different from Blockbuster and Netflix. People had Blockbuster and they were thrilled that they could watch movies anytime, but then they had to wait in line, see if movie is available, and were charged late fees. Reed Hastings who started Netflix came up with the idea of mailing DVDs to people. Look at what that led to: not only DVDs but streaming of content and then even generating original content. What Netflix figured out is that people like to binge watch TV or movies. So if somebody could really get a handle on what it is about social media that is the real driver, and envision something we haven't envisioned ourselves for how that can be done better, there is tremendous opportunity.

Estridge: **Dr. Mary Uhl-Bien of the TCU Neeley School of Business.** Thanks for your time and insights.

April 12, 2018

TCU 'felt like home' for transfer QB Michael Collins – *by Stefan Stevenson*

Michael Collins had options. The quarterback who transferred to TCU from the University of Pennsylvania last summer considered Iowa, Nebraska and Pittsburgh.

But TCU's Neeley School of Business impressed Collins and his family, and the football team gave him the best chance to win, he said, and "it just felt like home."

TCU coach Gary Patterson and offensive coordinator Sonny Cumbie made no promises.

In fact, Collins wasn't put on scholarship until January. He spent last fall as the scout team quarterback. That's when it started to become clear to coaches that Collins had what it takes to play in the Big 12.

"Like every new guy, he's deep in alligators," Patterson said. "But he's a lot more athletic than what people give him credit for. We have to play a lot better at quarterback. I think we've played better than how some freshman would, but we want them to play like seniors. So how do you get them to play like seniors? That's the goal for the whole team, not just the quarterback."

His maturity and studiousness, for a player who'll be a redshirt sophomore in the fall, are attractive qualities. But with Justin Rogers, the true freshman star of the 2018 recruiting class, likely to be redshirted in the wake of his knee surgery last fall, Collins gives the Horned Frogs much-needed security behind Shawn Robinson, along with fifth-year senior Grayson Muehlstein.

"He wanted to play at a higher level," Patterson said. "I think his family was quite surprised when he came and looked at our place and how good our business school is. Both his mom and dad were Ivy League people also. He has a chance to get a great education and be successful in life whether [he] becomes a great quarterback or not a great quarterback."

Collins dismissed the notion that Texas' warmer climate played much a factor in his decision. **He grew up in Connecticut but the real draw was the business school and the football program.** Saturday's spring game weather with temperatures in the 30s got a laugh from Collins.

"The weather really didn't matter to me. I've played football in a blizzard before. I really couldn't care less about that," he said. "I took a leap of faith and I'm glad it turned out this way. This is what I was expecting. I was confident in my decision and I'm just happy I'm here, happy to help out the team in any way."

Collins said the biggest difference from Penn is the pace, including the individual speed of the athletes. "Just the speed of everything; how fast players like [KaVontae] Turpin and [Jalen] Reagor are," he said. "Everybody is just a little bit bigger, a lit bit faster."