

June-July 2015

The Dallas Morning News

June 26, 2015

Study Shows Mother-Daughter Shopping Good for Bonding, Business – by Michelle Pitcher

The phrase “mother-daughter shopping trip” may bring to mind pleasant memories of back-to-school trips to the mall. Or it may bring to mind painful memories of conflict, especially if you ever tried to explain to your mom that *all* shorts are that length nowadays.

Pleasant or not, **mother-daughter shopping trips could be an essential step toward relationship building, according to a study co-authored by Julie Baker, professor of Marketing at Texas Christian University.**

The study breaks down these excursions into steps that move from “conflict and struggle” to “education and influence,” resolving in the final stage of bonding.

According to the study, when my 14-year-old self asked my mom for that neon tank top in six different colors, it was in an attempt to establish my own identity separate from hers. And her resulting look of disgust but eventual agreement only helped us grow closer.

And when we weren’t in conflict, we were learning from each other. She was teaching me about money management and quality expectations (and to test all of the zippers on a bag before you buy it. No seriously, test them three times.), while I was teaching her about trends and changes in youth culture.

All of this conflict, compromise, and information exchange can translate directly to more revenue for the stores. As mothers and daughters continue to bond, they are more likely to spend more money than if they gone shopping alone, as their shopping habits influence one another.

Many retailers can tap into these recognizable patterns in shopping behavior by understanding what mothers will be likely to allow their daughters to buy. By marketing styles that will likely be mother-approved at reasonable prices, these stores can reduce conflict and improve the shopping experience for both parties. And a happy shopper is more likely to indulge.



July 6, 2015

Does Your DNA Spell Out ‘CEO’? - By Melissa Pandika

Are leaders born or made? Research published in the *Leadership Quarterly* late last year points to the latter, suggesting that genetics do influence leadership — but in complex ways. The researchers discovered: People with a certain variant of a gene called **DAT1** were more likely to become leaders, thanks possibly to a penchant for risk-taking.

But that didn’t necessarily make them *good* leaders; those with the same variant also scored lower on proactive personality traits.

Researchers envision companies using genetic testing for personalized leadership development rather than hiring, similar to personalized medicine, determining whether employees need extra training in proactive personality behaviors, for example.

William Becker, an assistant professor at Texas Christian University’s Neeley School of Business, imagines genetic test results acting like “the personality profile card you keep on your desk during meetings,” he says. “This could be the more advanced version.”



July 10, 2015

New Medical School Coming to Fort Worth

Texas Christian University and the University of North Texas Health Science Center have entered into a memorandum of understanding to create the new medical school. According to a joint news release from the two universities, the school, planning to accept its first class in 2018, will be among the leading institutions in the nation in providing a team-oriented educational approach that benefits patients and shapes the future practice and business of medicine. The plan calls for an initial class of 60 students, with plans for a full enrollment of 240.

The MD school is expected to increase educational and research opportunities at the two institutions, while preparing the next generation of physicians to meet health care needs in Texas and beyond. Using existing educational, research and training facilities, along with faculty at both TCU and UNTHSC, allows start-up costs to be minimized and privately funded.

Donors in Fort Worth, the largest city in Texas without a medical school, have already pledged significant financial support to address initial start-up costs. In addition, the institutions will focus on effectively maximizing existing resources.

“This academic collaboration represents the first step in the establishment of a premier MD school and is one of the most ambitious our university has undertaken to date,” said TCU Chancellor Victor J. Boschini Jr. “Blending a medical education with liberal arts helps shape tomorrow’s physicians as ethical leaders who are skilled in interpersonal communication and nimble thinkers who thrive as part of a team to treat patients in ways that consider the whole human condition.”

The MD program is an extension of the two universities’ longstanding collaboration on science and health care issues affecting the Fort Worth community. To date, more than 1,200 students from nursing, speech-language pathology, social work, athletic training, medicine, pharmacy, physical therapy, physician assistant studies, public health and biomedical sciences have trained together on interprofessional education competencies. Existing collaborations include a range of programs that focus on everything from a community-based outreach program for older adults to a culinary medicine approach that explores everyday recipes for better health.

In addition, students in TCU’s Neeley School of Business and UNTHSC’s School of Public Health currently collaborate as part of UNTHSC’s master’s program in health administration.



July 6, 2015

TCU, UNT Health Science Center to open M.D. school in Fort Worth - by Yamil Berard

Texas Christian University and the University of North Texas Health Science Center are teaming up to open a new medical school in the heart of the city. TCU and UNTHSC have signed a memorandum of understanding detailing a collaboration between the two academic institutions to open an M.D. school with as many as 60 new students in 2018.

About \$25 million from private donors has already been pledged to start the new medical school, said UNTHSC President Michael R. Williams. TCU Chancellor Victor Boschini said his school has pledged to use \$50 million from its endowment to support the effort.

“It’s been overwhelming, the response we’ve gotten,” Boschini said.

The University of North Texas Board of Regents approved the agreement at a Monday morning board meeting. TCU’s board has already approved the plan, Boschini said.

The M.D. school will give Fort Worth two medical schools. Since 1970, UNTHSC has been home to the Texas College of Osteopathic Medicine, which will continue to operate at the campus just west of downtown. Fort Worth is the largest city in the United States without a school that offers an M.D. degree.

Facilities, faculty, medical library and other resources would be shared between the two institutions to create the school, which would ultimately enroll a total of 240 students by 2021-22. No name has been given to the school, but officials said it will include both TCU and UNTHSC. The school could be named after someone who contributes financially, like the Dell Medical School at the University of Texas at Austin. A dean for the school — who would provide leadership, hire faculty and develop a curriculum of study — would be selected by both institutions and report to provosts at both schools.

“Having a medical school ... it’s the natural next step for us,” said Boschini, explaining that the creation of a medical school satisfies two of the university’s long-term goals — to increase the number of graduate students and to boost the school’s “academic profile.”

The two schools already collaborate as students from TCU’s Neeley School of Business and UNTHSC’s School of Public Health participate in UNTHSC’s master’s program in health administration.

DALLAS BUSINESS JOURNAL

July 10, 2015

Sun shines on TCU sales academy (video) – *by Bill Hethcock*

Grad’s \$500k donation will help launch sales simulator for students.



Star-Telegram

Bloomberg Business



SunHerald

Ledger Gazette

The Telegraph

MIDDLE GEORGIA'S
NEWS SOURCE

July 14, 2015

Fort Worth Billionaire Sid Bass Invests in Blue Bell Creameries - *by Andrea Ahles*

Blue Bell Creameries is getting a little help from a Fort Worth billionaire.

On Tuesday, the struggling ice cream maker announced that Sid Bass has become an investor and partner in the Brenham-based company.

“The additional capital will ensure the successful return of our ice cream to the market and our loyal customers,” said Blue Bell chief executive Paul Kruse in a statement, saying it was a “significant investment.”

Blue Bell recalled all products and halted production in April after its ice cream was linked to several cases of listeriosis that caused three deaths. The company plans to begin trial runs of ice cream production at its Alabama plant later this month but has not set a date for resuming sales of ice cream to the public.

Bass, who lives in Fort Worth, has made several high-profile investments outside of his family’s oil and gas business, most notably The Walt Disney Company that helped the family entertainment company revitalize itself in the 1980s.

“We are excited to be a part of the Blue Bell brand and family,” Bass, 73, said in a statement. “Blue Bell is the quality leader in the ice cream industry. We believe quality is the principle attribute that ensures the success, growth and longevity of a business.”

The size of Bass’ investment was not disclosed. The privately-owned ice cream maker likely needed the cash infusion as it tries to restart ice cream production, said Michael Sherrod, the William M. Dickey entrepreneur-in-residence at Texas Christian University’s Neeley School of Business.

“Right now, money is only flowing out and has been for months and months now so any cash reserves they have I’m sure are severely depleted,” Sherrod said. “They’ve been looking for somebody like Sid Bass to play that white knight role so they didn’t have to sell out.”

Sherrod said private equity firms were probably looking at Blue Bell since the company has a solid brand and reputation among consumers despite the listeriosis outbreak. Blue Bell was estimated to have about \$650 million in annual sales prior to the recall of its ice cream products.

HOUSTON CHRONICLE

San Antonio Express-News

July 14, 2015

Oil Tycoon Gives Blue Bell a Major Boost. Billionaire called “white knight” in firms’ struggle - by Mark Collette

In Texas storybook fashion, one of the men who saved Cowtown has come to the rescue of the “little” creamery in Brenham.

Blue Bell Creameries issued a one-page news release Tuesday morning declaring that billionaire oilman Sid Richardson Bass of Fort Worth had made a “significant” investment, becoming a partner in the company and ensuring its return to the market.

Michael Sherrod, entrepreneur in residence at Texas Christian University’s Neeley School of Business in Fort Worth, estimated it would take \$50 million to \$100 million to save Blue Bell. “They were either going to be a target for private equity or they were going to need some kind of white knight,” he said. “I think they found the white knight.”

The brief announcement reflected how Bass and Blue Bell CEO Paul Kruse value the privacy of their family businesses. Blue Bell, closely held by the Kruses and other private investors, would not discuss the scope of the investment or what percentage of the business Bass now owns.

Market analysts put Blue Bell’s 2014 ice cream sales at about \$700 million, making it one of the top four players in the U.S. despite selling in only 23 states. It shut down production in April amid a listeria outbreak.

Two Texas legends

The Bass-Blue Bell partnership joins two threads of Texas lore. One originates, according to legend, in the \$40 borrowed by wildcatter Sid Richardson from his sister in the 1930s, a loan that led to discovery of the Keystone oil fields of West Texas and to the Bass family fortune. The other is rooted in a small-town butter outfit that, owing in part to an ingenious marketing strategy that steeped the ice cream in country nostalgia, grew into an industrial-scale operation with fiercely loyal customers.

It’s exactly the kind of deal the Bass family likes, said Sherrod, speculating that Bass already had a relationship with the Kruse family.

“I think he would hate to see a really great company like this fall into the hands of a private equity firm that’s just going to try to cut it down to its super core competency, let a lot of people go, ring out the cash and try to flip it in a few years,” Sherrod said. “I don’t think they could have found any investor more tuned into that brand.”

To be sure, the investment is a business move, but it also will be seen by some ice cream-craving Texans as another act of philanthropy on the part of Sid Bass. Bass invested in The Walt Disney Co. right after it survived a corporate takeover attempt in 1984. In a rare public comment then, Bass said he expected Disney to be in his portfolio when he died.

“That’s pretty extraordinary and that’s the kind of investor he is,” Michael Sherrod said. “I think it’s monetary and think it matters to him personally.”

The Basses saved downtown Fort Worth from its 1980s decline when the Main Street economy fled for the suburbs. In the 1990s, they pumped in tons of cash, hired their own security force and developed a thriving shopping, entertainment and restaurant scene.

Trial production run

Whether Blue Bell could have survived as the same family-run enterprise without a bailout has been a matter of rampant speculation in Texas business circles. Sherrod said the company’s outlays - first keeping its entire payroll intact for two months despite halting production, then upgrading and redesigning three plants and hiring teams of microbiologists - simply weren’t sustainable. Blue Bell has now laid off or furloughed about 75 percent of its workforce.

Bass’ contribution also is an investment in Brenham, a town reeling from a series of industrial closures and downsizing. Even the city budget was affected because Blue Bell is the largest utility customer.



Summer 2015

Human Resources: There’s a cost to adding the human resources director to your C-suite, but there also are benefits - by Danyelle Keenan

CEOs of companies large and small understand the importance of human resources and they hire talented individuals to run the function for them. But they need to consider exactly where that position fits within their company structure. As the CEO, you need to decide what you want from this department or division. It may be that the organization needs a talented individual to rule over paperwork. That’s relatively easy to find. But maybe you want more. You may want your head of HR in the board room with other division heads, serving as a trusted advisor who understands the business, helps make top level decisions, and is part of the succession plan for the CEO role.

If that is what you desire, then you’ll need to set those expectations clearly and find an individual who understands the business of your business. This is a different breed of HR professional; one that does not recognize HR as a value-added division.

This is a frustration I hear from human resources professionals in small to mid-sized companies. Their CEOs want them in the C-Suite, but the sheer press of business makes it difficult for them to fulfill roles of both administrator and business leader. Frankly, if the CEO wants a C-Suite level employee, then he or she needs to understand that one person cannot do it all.

Human Resources is more than a necessary afterthought. It is the first line of defense against costly legal issues involving employees. It handles a mountain of tasks and paperwork that the CEO may only become aware of when something goes wrong— recruiting, compensation plans, benefit plan design, new employee orientation, worker’s compensation, FMLA leave, employee relations and ... the company picnic. The sheer volume of work makes your HR employee an expert in busy-ness, and not necessarily knowledgeable in your business.

Do you want someone who is very familiar with employment laws, but can’t name your largest customer? Or who knows every employee by name, but not what they do each day and how it contributes to the bottom line? Or who know the financial state of the company?

If the answers to those questions are no, then there are a series of decisions to make. The solution may be as simple as adding another staff member to the department, freeing your human resources manager to assume a role as part of the company’s strategic management team. Or it may be more complex — finding the right person to blend business knowledge with human resource management practices.

Odds are, that if you pick the latter, there’s already someone on your payroll who can do the job. Using someone from, say, operations to head up HR may feel strange to you. But if they can see a switch to human resources as an advancement that will lead to future success in their career, and get the needed support from

you, you can have the value added HR presence in the boardroom. Whether you choose someone in HR now or import from another department, you can have someone in charge of HR who knows the business, and leaves the HR administrators to handle the details. That's a perfect combination to get HR as a contributor at the C-Suite level.

*Danyelle Keenan holds Senior Professional in Human Resources (SPHR) certification and has more than 18 years of experience in human resources. **She is a full-time instructor for TCU's Neeley School of Business.***