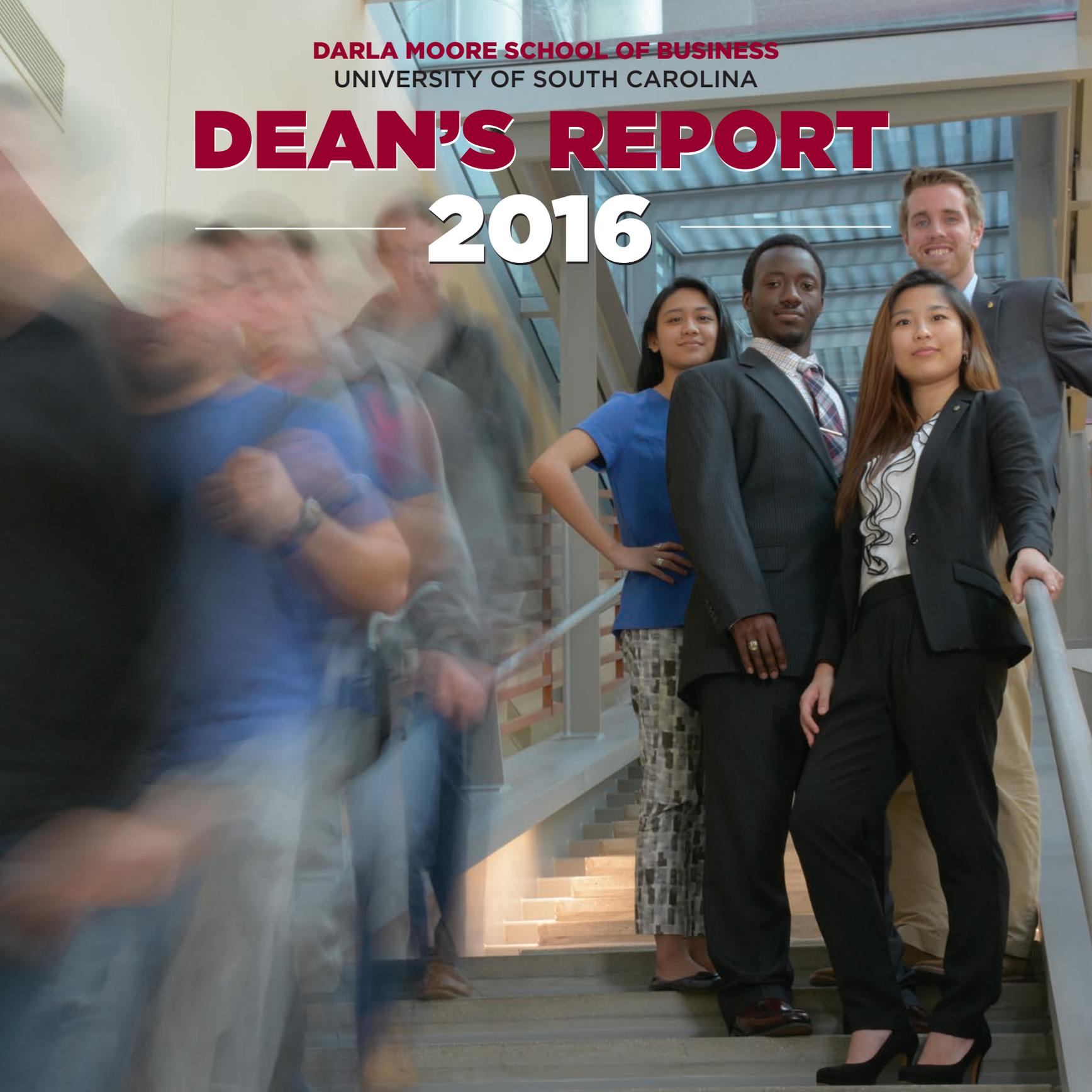


DARLA MOORE SCHOOL OF BUSINESS
UNIVERSITY OF SOUTH CAROLINA

DEAN'S REPORT

2016



Delivering on our promise of **relevance** and **rigor**.

PRIORITIES

Our academic programs are strong and rigorous — but they must be even stronger to prepare students for the jobs that are coming.

- Further strengthen the academic rigor of our programs
- Deepen the content of our majors
- Infuse business analytics across our curriculum
- Enhance the soft skills of our students
- Enhance opportunities for real-world experiential learning
- Enhance our ability to conduct world-class research while delivering world-class teaching
- Ensure that our students are well-prepared for their first jobs and the launch of their career

FOUNDATIONS

- One of our foundations over the next five years will be a fundamental transformation of the fabric of the school. We need all of our stakeholders to be engaged in and part of our efforts to enrich our students, develop our programs, and enhance our culture.
- Engaging corporate partners in focused, deeper ways, including projects that allow students to solve significant real-world problems
- Hiring world-class research and clinical teaching faculty
- Expanding our support staff in student advising and the Office of Career Management
- Delivering of world-class education: undergraduate, graduate and doctoral students, and executive development

RESULTS

- Business-ready graduates who meet the needs of our global business partners
- High-quality job opportunities for all students, positioning them for successful careers
- A stronger reputation in the academic marketplace
- A stronger brand for our school, our faculty and our alumni

Delivering on our promise of **relevance** and **rigor**.



I am honored to present the Dean's Report on the 2016 State of the Darla Moore School of Business. The report summarizes where the Moore School is, and driven by the changing nature of productive work reveals the historic changes now underway within the halls of our spectacular new building. These changes demand the engagement of all: faculty, staff, students, our corporate partners and alumni, and every other stakeholder committed to the school's future. Within these pages you will encounter a school built on a solid foundation, but with the steadfast ambition to do much more. The Moore School's state is strong; over the coming years it will become even stronger.

This report documents how resources are being marshalled to serve our unprecedented undergraduate student body growth. You will read of more focused and comprehensive majors, of the building of stronger quantitative and qualitative fundamentals, and of combining business analytics with experiential learning so students solve business problems our corporate partners cannot. Together, these efforts enhance academic rigor and equip students (both graduate and undergraduate) for the complex work now characterizing 21st century high-value employment. Corporate partners report our students are up to this challenge, and the upward trajectory of average starting salaries indicates employers are showing their support with real investment.

To those already giving of their time, talent or treasure, many thanks for your support. To those not yet engaged, please find the place that best suits your interests, and join the journey. Whether an alumnus helping with internships or full-time employment, a corporate partner working with one of our centers to solve an intractable business problem, a donor offering much needed student scholarships or a business executive wishing to support a path breaking academic initiative, your contribution will help us change lives, one student at a time.

Simply put: Connect, Engage, Invest!

Dean Peter Brews

BUILDING ON **OUR STRENGTHS**

Creating a **successful future** requires a **strong foundation**.

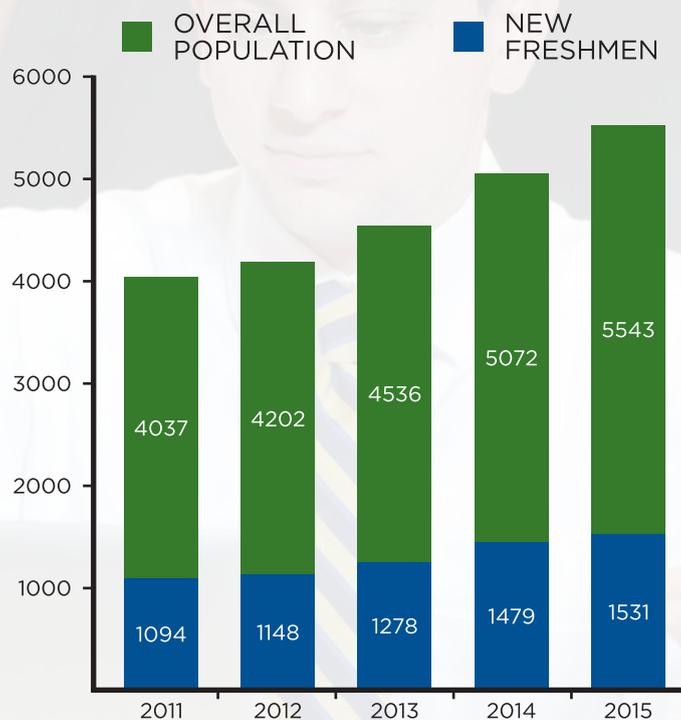
Business in the future cannot be business as usual. Successful business will require new levels of functional knowledge, advanced business analytics and innovative thinking. Problem-solving skills and a professional approach to teamwork will continue to be the foundation of success for new graduates. That's why the Moore School's curriculum and experiential emphasis embodies leadership, collaboration, innovation, integrity, creativity and hard work.

We are building on more than 40 years of research and education leadership in international business, combined with academic program and research excellence in many of our programs — risk and uncertainty management, global supply chain and operations management, accounting and human resources.

Our combination of faculty thought leadership and research, diverse academic program offerings and real-world learning opportunities make the Moore School a valuable partner to businesses within our state — and the starting point for business careers in South Carolina, the United States and around the globe.

OUR GROWING UNDERGRADUATE POPULATION

Our story starts with success. The Moore School has been attracting a growing number of undergraduate students. The following pages provide details on our many initiatives to ensure each student receives a quality education backed by the required career education.



THE CURRENT MOORE SCHOOL COMMUNITY

Nearly
6,400

Undergraduate = **5,543**

Masters = **220**

MBA = **550**

Ph.D. = **75**

ALUMNI

Living alumni

45,000+

Alumni provide
leadership in nearly
100 COUNTRIES

FACULTY AND STAFF

200+
FACULTY
& **100+**
STAFF

Creating a **successful future** requires a **strong foundation**.

#1 UNDERGRADUATE INTERNATIONAL BUSINESS PROGRAM FOR 16 CONSECUTIVE YEARS

- U.S. News & World Report

#12 UNDERGRADUATE AND GRADUATE SUPPLY CHAIN PROGRAM IN NORTH AMERICA

- Gartner

MORE THAN **20 PERCENT** OF STUDENTS IN USC'S **#1 RANKED HONORS COLLEGE** ATTEND THE MOORE SCHOOL

TOP 25 PART-TIME MBA PROGRAM IN THE NATION

- U.S. News & World Report

4TH LARGEST

RISK MANAGEMENT AND INSURANCE SCHOOL

- Business Insurance

#11 RISK AND UNCERTAINTY MANAGEMENT PROGRAM

- U.S. News & World Report

#1 MBA PROGRAM

FOR INTERNATIONAL BUSINESS

TOP 3 INTERNATIONAL MBA PROGRAM FOR MORE THAN 25 CONSECUTIVE YEARS

- U.S. News & World Report

Currently, there are no validated comparisons for MHR programs. However, the Society Human Resource Management Society (SHRM), the largest HR professional association, designates 113 programs around the world as masters-level human resource programs. Among these, eleven programs stand out in terms of size, reputation, and our primary competition. **Compared to these programs, our Master of Human Resource program is in the top 3** on starting salary, placement, return on investment, and **number 1** in terms of faculty research impact.

We are proud of our school and the strong programs we offer our students. We have the opportunity to continue to improve our rankings overall and in other program areas. Here are some of the rankings we will be working to improve in coming years:

#43 Best Undergraduate Business Program
- U.S. News & World Report

#71 Top Business School
- U.S. News & World Report

#96 Best Full-Time MBA
- The Economist

We have much to be proud of, but as Gamecocks, we know there are no limits. We continue to strive to be even better and to build recognition for the great work we do and will do together in coming years.

Strong today. Building for tomorrow.

The Moore School's curriculum is evolving to be just as demanding as the global marketplace. To achieve this, we have launched the Undergraduate Excellence Initiative. This integrated effort will make our already strong programs even stronger by increasing the rigor of course content and the depth of what is covered across all majors, requiring business courses from the moment students start college, higher GPA and statistics advancement requirements and the infusion of high-level business analytics — the foundation for strategic problem solving now and into the future.

PRIORITIES

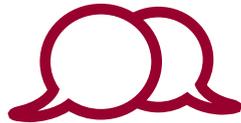
- Ensure the Moore School, its students and the state of South Carolina are globally competitive
- Ensure the Moore School is delivering business-ready students who will excel for their new employers — making the Moore School a destination for business-school recruiting
- Ensure students graduate with a well-rounded foundation for ongoing personal and professional fulfillment

The overall goal of the Undergraduate Excellence Initiative is to thoroughly prepare students for both their careers and their first job. Our globally competitive graduates become future business leaders who fuel economic development and prosperity both locally and in markets worldwide. As part of our Undergraduate Excellence Initiative, the Moore School is raising standards, strengthening curricula and better-preparing students for work in business.

THE UNDERGRADUATE EXCELLENCE INITIATIVE



Curriculum-wide increase in academic rigor



Communications, professionalism and team-building skills



Expanding curriculum-wide business analytics

GPA+

Increased GPA and statistics requirements for academic progression



Intensive scholars programs in each major



Close collaboration with industry partners



Real-world consulting projects and internships



Develop programs to enhance student employability

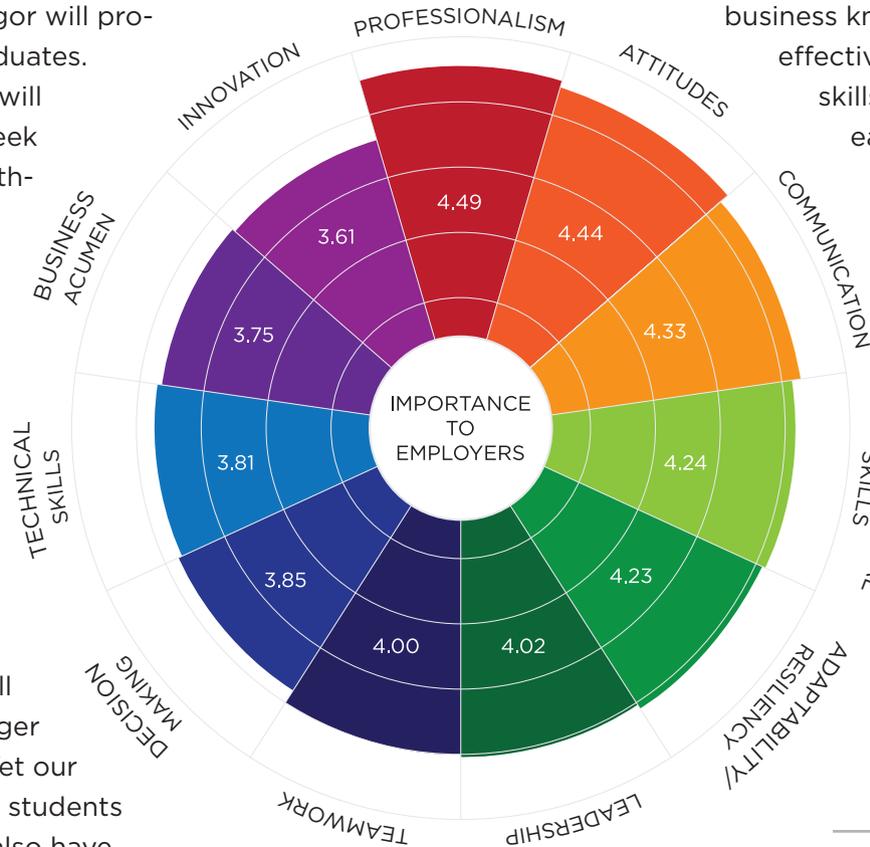
Strong today. Building for tomorrow.

Increased academic rigor will produce higher-caliber graduates. Our corporate partners will continue to value and seek our graduates to strengthen company talent and management teams.

Creating excellence in our students requires developing both hard and soft skills. For our employers, excellent functional skills are a cost of entry. Our new curriculum now raises the bar: our students will now have an even stronger functional foundation. Yet our research shows that our students stand apart when they also have outstanding soft skills. It is these competencies, such as interpersonal skills, leadership, innovation, teamwork and professionalism that make

business knowledge and skills more effective. Students with these skills get great job offers and earn promotions earlier in their careers. Our goal is to elevate these skills in all of our students through new and expanded course work continuing through all four years of their education.

We are committed to preparing business-ready graduates for our hiring company partners.



MOORE SCHOOL UNDERGRADUATE STUDENT COMPETENCY CRITERIA:

EMPLOYER CALIBRATION (N = 58)

SOURCE: SURVEY OF MOORE SCHOOL HIRING COMPANIES AT OUR SPRING 2015 JOB EXPO

RESULTS

Confident, smart and professional graduates ready to solve real-world business challenges.

OUR GROWING FACULTY AND STAFF

30

Newly created faculty positions to be added from 2015 to 2017

100+

Total number of tenured faculty by fall 2016

10+

Adding staff positions in student advising and career management

Strong today. Building for tomorrow.**DEEPENING OUR MAJORS**

Undergraduate majors are being focused and deepened at the Moore School. For example, three tracks - sales, brand and product management, and analytics and market research, are under development in Marketing. In Management, the HR track is being made more robust, and those choosing the general management track will be required to complete a second major, as do students majoring in International Business. General management more prepares students for their careers; a second functional major will provide skills for their first job.

Another example is the scholars programs we are developing for our most in-demand undergraduate majors. Our goal is to provide our top students with the opportunities to compete with the best students in the country for jobs in their major. While the scholars programs in some majors will have different content, they will all provide access to robust real-world learning experiences. Those who aspire to be in a scholars program will improve their scholastic efforts from the time they enter the school.

The Finance Scholars is a unique program that provides participants with an overview of financial career options as well as real-world connections and experience. Faculty members Steve Mann, Eric Powers and Director Colin Jones lead the program. This academic year was the pilot year for

the program, which comprised 16 students, 10 of whom are seniors. We are expanding this program with a goal to include at least the top 10 percent of finance majors.

Participating students started the program with a finance boot camp covering Bloomberg, Excel, CapIQ, Yieldbook and core finance concepts. Students completed advanced versions of the finance core courses and additional, project-based courses (practicums) developed in conjunction with alumni using real world situations, data and analysis.

Students visited New York City during their 2015 fall break, as part of their investment banking and valuation practicum course, to see how Wall Street, the New York Stock Exchange and investment banking work outside of the classroom. During this time, students visited companies such as Apollo, Blackstone, Morgan Stanley, JEFERIES, the New York Stock Exchange, the Intercontinental Exchange, Bank of America Merrill Lynch and Wells Fargo.

Finally, students completed interactive career training targeted toward high-end finance jobs (networking strategy, mock interviews, resume prep). The results: all 10 seniors in the pilot program have accepted high-end finance positions in New York City, Charlotte, Chicago and San Francisco.



BB&T is very proud to support the Finance Scholars Program. Rigorous programs like this help the most ambitious, hardest-working students achieve their highest and fullest potential. It's a tremendous opportunity for the students at the Moore School, and is a great fit with BB&T's core values.

Mike Brenan
BB&T State President
SC Region



Strong today. **Building** for tomorrow.

LEARNING THE WORLD OF BUSINESS

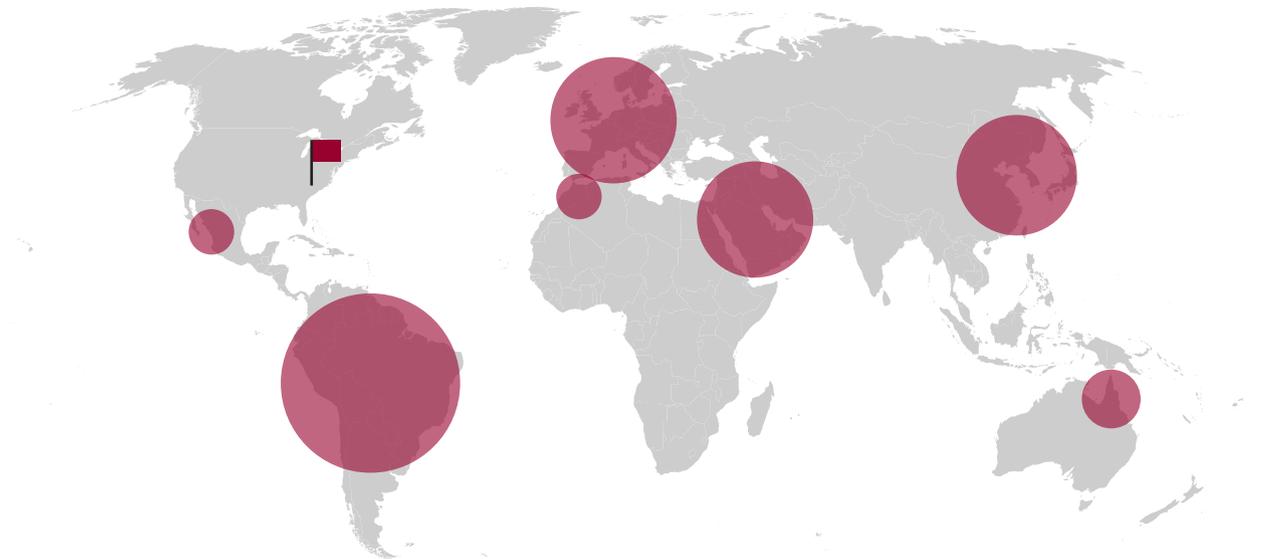
The Moore School has long been recognized as a leader in international business education. Both our undergraduate and graduate international business programs are ranked No. 1 by U.S. News & World Report. Our program shifts students away from a U.S.-centric perspective by educating them about where they might fit in the global division of labor wherever they are in the world. While studying in other countries, our students immerse themselves in the culture, business practices and marketplaces for both local and global business — providing valuable context and foundation for future business decisions.

The Moore School's strong international network has allowed us to develop strong academic partnerships with more than 50 of the

most elite business schools on six continents. These partner universities were chosen for their top ranking within each country/region and high caliber of education. From cohort programs, dual-degree programs, study abroad programs and specialized international coursework, these international experiences allow students to enhance their educational experience, build a network of contacts with future global business leaders and open up a world of opportunities.

Our international business graduates leverage these undergraduate and graduate learning experiences to provide insights and leadership to international and multinational businesses around the globe.

WE PARTNER WITH MORE THAN 50 ELITE BUSINESS SCHOOLS IN MARKETS AROUND THE GLOBE



THE MOORE SCHOOL
GAVE MORE THAN
\$210,000
IN SCHOLARSHIPS
FOR STUDENTS TO
STUDY ABROAD

511 UNDERGRADUATE
STUDENTS
STUDIED ABROAD
IN **50** COUNTRIES
IN 2014-2015

122 GRADUATE
STUDENTS
STUDIED ABROAD
IN **23** COUNTRIES
IN 2014-2015

Real-world learning: solving today's business problems.

We ensure our graduates are ready for real-world business challenges and are committed to delivering value from the time they enter the workforce.

Real-world experience creates confident, poised and prepared graduates. At the Darla Moore School of Business, classroom exercises aren't enough; we work closely with our corporate and academic partners to build a robust, challenging array of experiential opportunities. From corporate summer internships, to consulting projects organized through our centers, to partnerships with cohort schools worldwide and our immersive International MBA program, the Moore School offers students hands-on, real-world experiences that make our graduates business-ready.

PURPOSE OF EXPERIENTIAL LEARNING

- Bring classroom education to life by applying the knowledge to real-world business challenges with corporate partners
- Gain real-world experience, understanding and context by solving problems that have complexity beyond what can be learned and tested in the classroom
- Build insights, analysis and analytics experience, teamwork skills, connections and confidence that will be put to use in the workplace following graduation

HOW STUDENTS GAIN EXPERIENTIAL LEARNING

- The Moore School's 10 research and corporate partnership centers support more than 100 corporate partners with internships and student consulting project opportunities.
 - Student projects are specific to each major or MBA functional specialty
 - Corporate consulting projects are required in

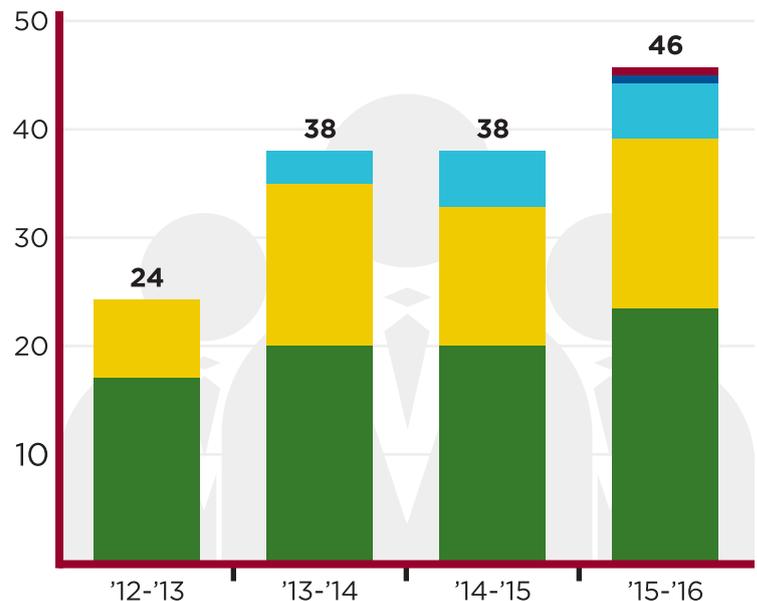
capstone courses — both at the undergraduate and MBA levels

- Summer internships
- MBA internships and international projects
- Study-abroad opportunities

GROWTH IN STUDENT PROJECTS

The number of student consulting projects has been growing steadily. More than 100 student projects will be completed between spring 2014 and graduation 2016 in accounting, business analytics, global supply chain and process management, marketing and risk management. The average project team has 5-6 students. Over time, we are working to expand the number of projects so more top students can participate in these high-impact programs. Given the deep involvement directly with corporate partners, these projects are often a better qualifier for employment than an individual internship.

- Global Supply Chain and Operations Management
- Marketing
- Accounting
- Business Analytics
- Risk Management



Real-world learning: solving today's business problems.

TRANSFORMING GLOBAL SUPPLY CHAIN AND OPERATIONS MANAGEMENT (GSCOM)

Under the leadership of professors Manoj Malhotra, Sanjay Ahire and Jack Jensen, students gain skills and confidence across the supply chain for products and services. Students are selected to participate on a consulting project team as the capstone of their undergraduate or MBA studies. Project teams identify savings, efficiencies and business-building opportunities across diverse industries. Over the last eight years, GSCOM students have completed more than 150 faculty-led corporate consulting projects resulting in more than \$175 million in savings for corporate partners. These students often receive multiple job offers, sometimes including one from their corporate client.

FOCUS OF STUDENT CONSULTING PROJECTS

- Learn how to assess a business and its strategic goals
- Work with company leaders to identify the root cause of key business problems
- Apply business analytics tools to gain insights to develop strategic recommendations
- Teach students to work through a detailed application of insights and project next steps
- Use business-modeling tools to test options, develop a recommended strategy and validate predicted outcomes
- Present strategic recommendations to increase demand and reduce costs to company leadership

Many schools conduct consulting projects. Moore School student projects solve tough problems, using a deep analysis of client data and the application of relevant analytical tools and processes. Companies regularly implement recommendations to capture these new savings and/or growth opportunities.

RESULTS

Graduates have the confidence and skills to tackle the toughest business challenges — and succeed.

THE PROVING GROUND **USC'S ENTREPRENEURIAL CHALLENGE**

EXPERIENCE IN BUSINESS PLANNING: THE PROVING GROUND

A growing number of students are seeking the experience of developing a startup business plan. The Faber Center for Entrepreneurship at the Moore School holds an annual business plan competition. In the last three years, total cash prizes available to student team participants have grown more than 235 percent to \$71,000. Student teams from both the Moore School and across the university receive invaluable experience. In 2015, eight teams won cash support and free coaching to help them pursue their business plan. A number of participants have successfully launched their own successful business — putting their learning and experience to work.

NUMBER OF TEAMS			
2012	2013	2014	2015
45	40	80	55

THE PROVING GROUND PRIZES AWARDED BY YEAR



Real-world learning: solving today's business problems.

CENTERS OF LEARNING

Darla Moore School of Business centers enhance the school's capability and capacity to provide experiential learning, conduct research, work closely with our corporate partners and keep our curriculum up to date with the needs of the business community. Many of our centers provide opportunities for faculty-led student consulting projects. Here is an update on our four newest centers.

CENTER FOR APPLIED BUSINESS ANALYTICS

Business professionals with proficiency in business analytics are in short supply, and the Moore School is committed to closing this gap. The Center for Applied Business Analytics (CABA) was established to build capacity in business analytics across the Moore School and the University of South Carolina. The center was established in mid 2015 to enhance business/data analytics teaching and research.

The center is led by Director Stacey Mumbower and Faculty Director Mark Ferguson, with input from a faculty advisory committee that ensures business analytics courses provide the skills needed to manage and derive value from data.



In the fall of 2016, with the involvement of students from our Masters of Human Resources program, CABA launched its first student consulting project with BenefitFocus on strengthening human resource analytics.

CENTER FOR EXECUTIVE SUCCESSION

Executive succession has garnered increasing attention from boards of directors, CEO's, analysts and the media. Failures and miscues in making succession decisions have cost companies millions in expenses, missed growth opportunities and reputation. In spite of the fact that executive succession presents a high risk to corporations, little is known regarding the challenges, pitfalls and best practices.

Led by Director Pat Wright, the Center for Executive Succession (CES) was created in 2014 to leverage the Moore School's world-class research capabilities and unique corporate/academic partnerships and provide cutting-edge knowledge in these areas. The mission of CES is to be the objective source of knowledge about the issues, challenges and best practices regarding C-suite succession. The center provides board members, CEOs, CHROs and other C-suite members research and insights on executive succession. The corporate/academic collaboration between CES and its partner companies will generate credible, unique and unbiased knowledge to further the effectiveness of executive succession practices in firms.

The center is building its advisory board and is publishing research the strategic processes of executive succession planning, search and transition.

Real-world learning: solving today's business problems.

CENTER FOR INTERNATIONAL BUSINESS

The Moore School established the Center for International Business in 2015 to be named for Randy Folks, one of the professors who founded our International Business Department in 1975. Folks retired in 2015.

The purpose for the center is to enhance the global positioning and capabilities of the school, to positively impact the employability of our students and to enable students to quickly provide global business strategy and leadership to their employers.

The center is designed to serve as an exclusive location for corporate and academic collaboration to:

- Provide strategic direction regarding the overall international activities of the Moore School
- Better integrate the corporate world into the process of identifying initiatives and curriculum design for developing critical skills associated with successful global leadership
- Promote internationally focused internships, international consulting projects, and full-time employment with multinational corporations and organizations

Led by Director Al Lanctot, the center is currently working to build its advisory board and to expand the number of companies who hire our students for internationally focused internships and full-time positions.

RISK AND UNCERTAINTY MANAGEMENT CENTER

The Risk and Uncertainty Management (RUM) Center takes a holistic approach to managing risk, emphasizing decision-making skills that are applicable across a wide variety of risks confronting organizations. The RUM Center was created in 2014 to provide knowledge, frameworks, tools and experiences that lead to better decision making in situations involving a wide variety of risks. Students develop skills in risk management and decision making through real-world project assessment and strategy development that factor in both opportunity and risk using a range of analytical tools and methods.

Our goals include producing graduates with enterprise-wide analytical and qualitative decision-making skills, supporting risk management research across a variety of disciplines, and facilitating interaction between businesses, faculty and students. The RUM Center is launching its first student consulting project in spring 2016.

The Moore School recently hired Robert Hartwig, economist and president of the New York based Insurance Information Institute since 2007. Harwig will start in the fall as a new faculty member and the co-director of the RUM Center joining George Krempley in this role. This is a notable hire that will significantly enhance the status of the school and center.

SMARTSTATE® CENTER FOR INNOVATION AND COMMERCIALIZATION

This summer the SmartState® Center for Innovation and Commercialization will be launched as part of the South Carolina SmartState® Program. Our SmartState® Chair of Innovation will be Laura Cardinal, who is joining us from the C.T. Bauer College of Business at the University of Houston. A gift from the Fluor Corporation and Savannah River Nuclear Solutions (SRNS) was matched by state funding as part of the SmartState Centers of Excellence to fund the center. Thought-leadership, curriculum development and instruction, and engagement with corporations and other organizations helping discoveries through the innovation process toward implementation and commercialization will be the centers focus.

COMING SOON!

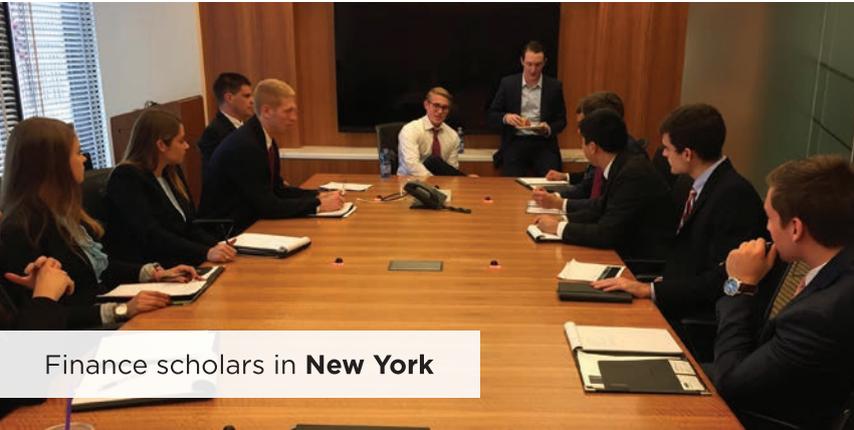


Rebecca McDonald, International MBA, in **Taipei, Taiwan**



International MBA students in **Guadalajara, Mexico**

MOORE SCHOOL IN THE



Finance scholars in **New York**



Study abroad students in **Montevideo, Uruguay**



Students and company representatives in **Trujillo, Peru**



Finance and accounting students

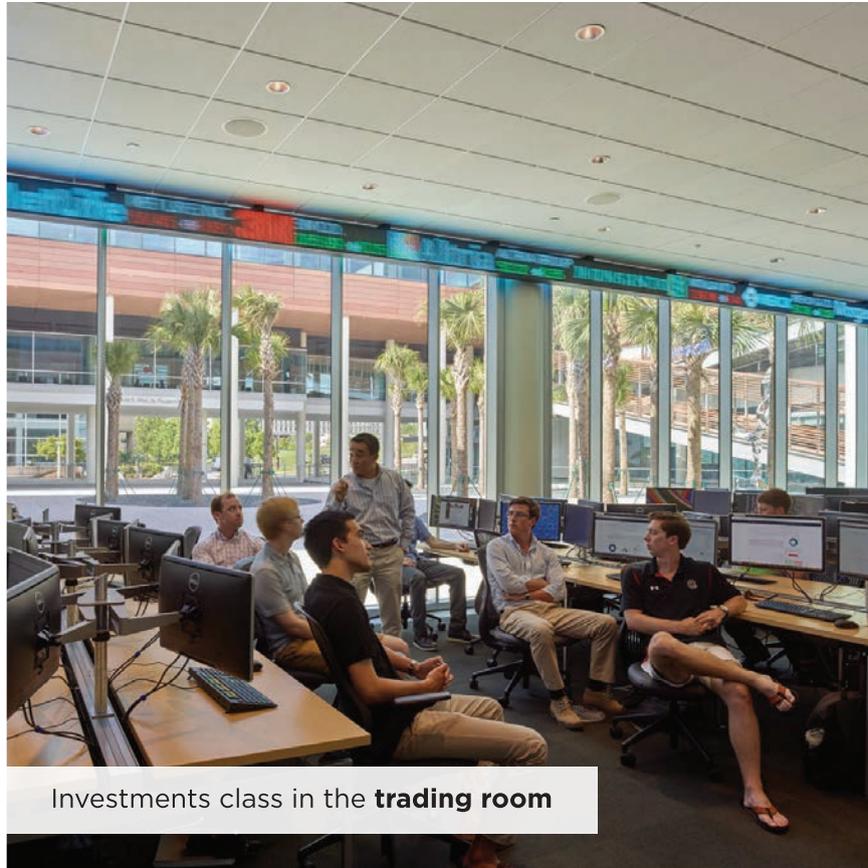
THE WORLD OF BUSINESS



GSCOM student project team



Stacey Mumbower with Ph.D. students



Investments class in the **trading room**

Finding value in data is **transforming business and our graduates.**

Today and into the future, business success demands constant innovation and creativity, coupled with a high-level understanding of business analytics. One of the most urgent, unmet needs of business today is the effective use of vast data resources to measure performance and set a course for continued success. Moore School students are immersed in high-level analytics throughout their college career, in every business discipline.

PRIORITIES

- Add advanced business analytics expertise to every major and graduate program
- Immerse students in data analytics and the application of insights to solve business problems and predict future threats and opportunities
- Expand STAT 206 - Elementary Statistics for Business from a pilot course to roll out to all freshman in fall 2017
- Produce graduates who are at the leading edge of business analysis skills and have experience applying current data assessment tools

WHAT GRADUATES NEED TO KNOW TO EXCEL IN APPLYING BUSINESS ANALYTICS

- Calculus
- Data extraction, merging and cleaning
- Data mining and clustering analysis
- Database structures and querying
- Forecasting methods and tools
- Regression/trend analysis
- Scoring and optimization models
- Statistics
- Visualization of data

The education and application of these skills is woven into each business degree in course work and in student projects across all majors.

RESULTS

Companies often tell us our students bring skills to derive insights and solve tough business challenges that they themselves have not been able to solve. Our students are sought after to add these skills to partner companies.



The effective use of data and analytics to make business decisions must be a core strength that distinguishes our graduates. Graduates who can provide new insights and back their recommendations with sound analytics can have much more influence during the early parts of their careers than was historically possible. One thing we can be sure of about the future is that business decisions in every industry will be more based on analytics than they are today.

Mark Ferguson

*Wilbur S. Smith Professor of
Management Science
Faculty Director of the Center
for Applied Business Analytics*

Finding value in data is **transforming business and our graduates.**



25 BEST JOBS
IN AMERICA

- Glassdoor

#1 DATA SCIENTIST

#11 ANALYTICS
MANAGER

BUSINESS ANALYTICS UNDERGRADUATE CONCENTRATION

Required Course: Data Analytics for Business

This course helps develop two sets of skills in students. First, effectively using standard business software tools that are used in data analysis. Secondly, using multiple analytics software tools to gain insights to guide decision making.

Three elective courses from the following, each of which has significant analytics applied in the area of study:

- Accounting Information Systems I
- Econometrics
- Risk Management
- Investment Management
- Student-Managed Investments
- Human Resources Analytics
- Information Systems
- Service Operations
- Marketing Research

THE BUSINESS ANALYTICS CLUB

The Business Analytics Club at the Moore School was founded in 2015 by Stacey Mumbower and Ph.D. student Olga Pak. The club includes students representing nearly all of the seven academic departments in the Moore School, as well as students from several other schools across campus. Membership currently stands at 24 percent graduate and 76 percent undergraduate students.

The mission of the club is to foster an interactive learning environment that will help members develop excellent data-driven decision-making skills and help USC students, regardless of their university major, fill this gap. The club meets several times a semester and boasts an impressive list of guest speakers including Ian Webster, a Google engineer, David Beitz, president/co-founder of Beitz and Daigh Geographics, and Anirban Basak, chief solutions officer for SCRY Analytics.



The business community **demands results**, and so do we.

As we continue to increase the rigor of our programs, **not all students will make the cut, but those who rise to the challenge of a demanding curriculum will be ready for the expectations of hiring companies. We know what successful graduates look like, because we work in close collaboration with our corporate partners to evolve our curriculum and develop hands-on consulting experiences. The result: business-ready graduates with both the deep functional expertise and the professional soft skills our hiring companies demand.**

As we demand more of our students, we are also demanding more of ourselves — starting with the addition of more than 30 new tenure track and clinical faculty positions to augment our world-class educators. We are also expanding our Office of Career Management staff to expand career planning and placement support. The end measure of success for our transformation efforts is growing demand and opportunities for our students. We are committed to increasing the success of our students and to helping them secure great jobs.

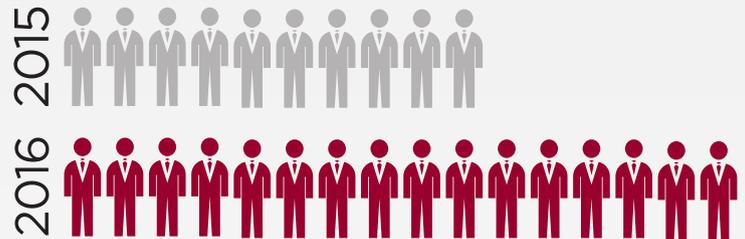
DESIRED OUTCOMES FOR ONGOING IMPROVEMENT

- Produce business-ready graduates who have deep functional expertise, are socially and culturally adept and possess a disciplined approach to successful teamwork
- Expand opportunities for students to receive strong offers prior to graduation.
- Build the brand and reputation of the Moore School, our students and alumni
- Strengthen and expand the talent pool to support ongoing economic development and prosperity in South Carolina and business growth for business partners worldwide

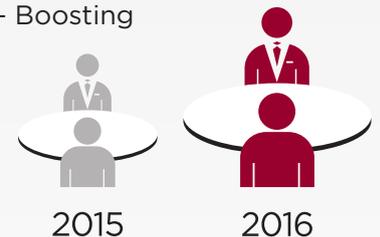
MOMENTUM

The Moore School's Office of Career Management prepares our students for a focused and successful job search through training in career exploration and job search skills.

- **Investment** – Expansion of Office of Career Management staff: **60% growth** in staffing in 2015-2016



- **Student Engagement** – Boosting career coaching: **35% increase** in student career planning meetings over last year



- **Corporate Engagement** – Increased number of hiring companies attending fall Career Expo **by 21%** (48% of companies were Fortune 500; 12% were Fortune 100)

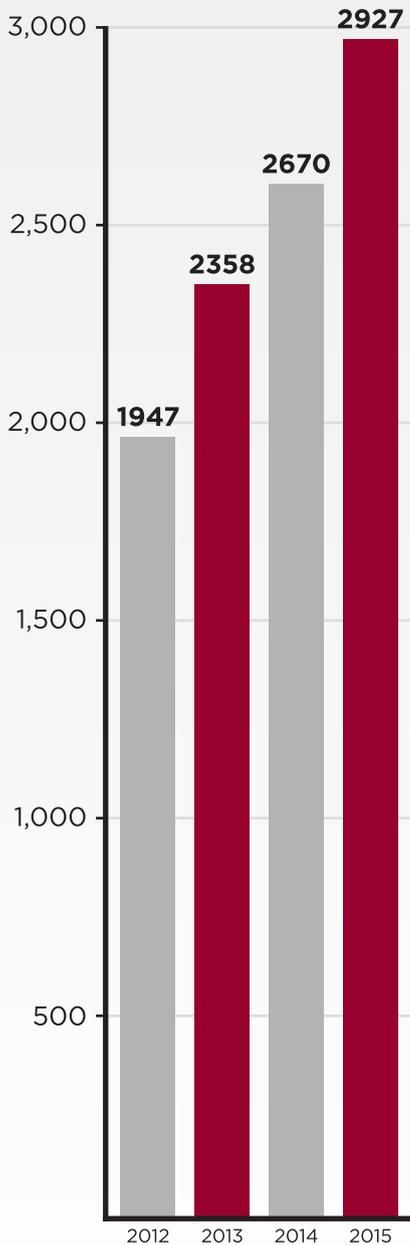


RESULTS

The business community **demands results**, and so do we.

NUMBER OF JOB OPPORTUNITIES POSTED

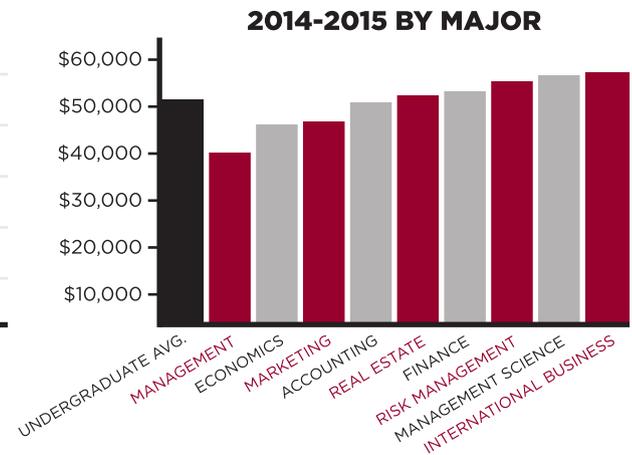
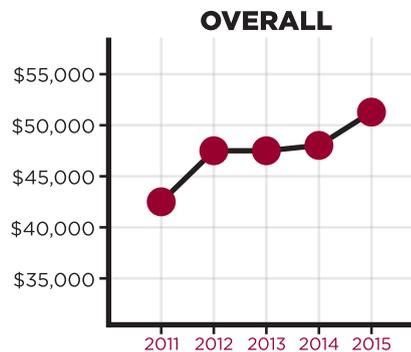
- **Up 50%** since 2012



As our Office of Career Management is building corporate engagement and adding new hiring companies, demand for our students is increasing. Each year we are adding companies hiring for the first time at the Moore School. The results can be seen in increasing salaries for our students over the last several years.

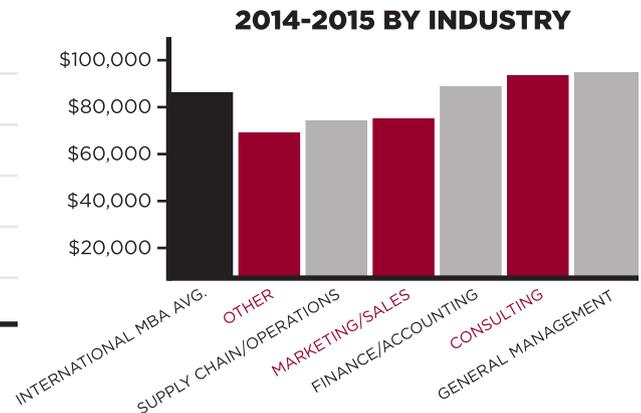
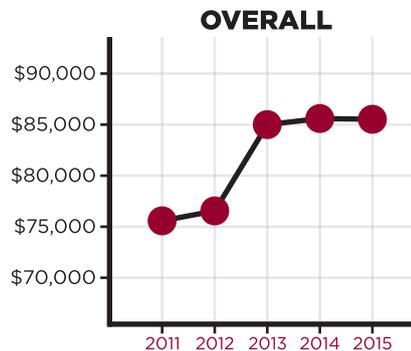
UNDERGRADUATE RESULTS

- 2015 undergraduate average starting salary: **\$51,275**;
up more than 20% over the last five years



INTERNATIONAL MBA RESULTS

- 2015 International MBA average starting salary: **\$85,708**;
up more than 12% over the last five years

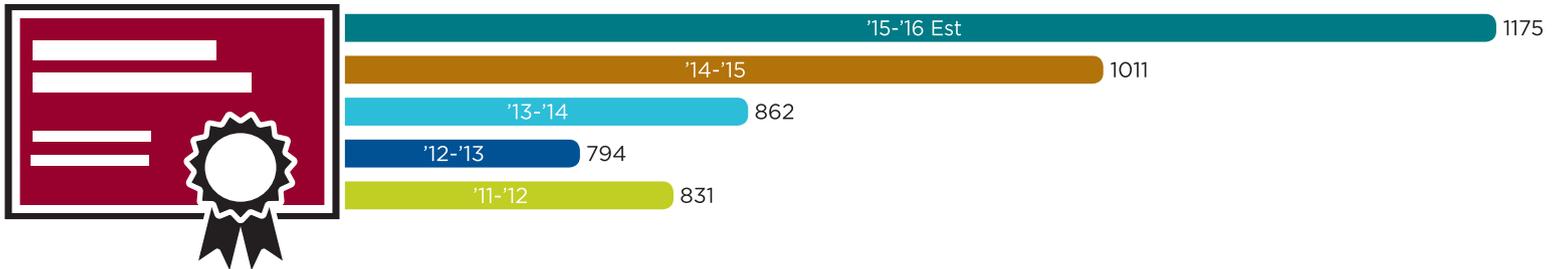


RESULTS

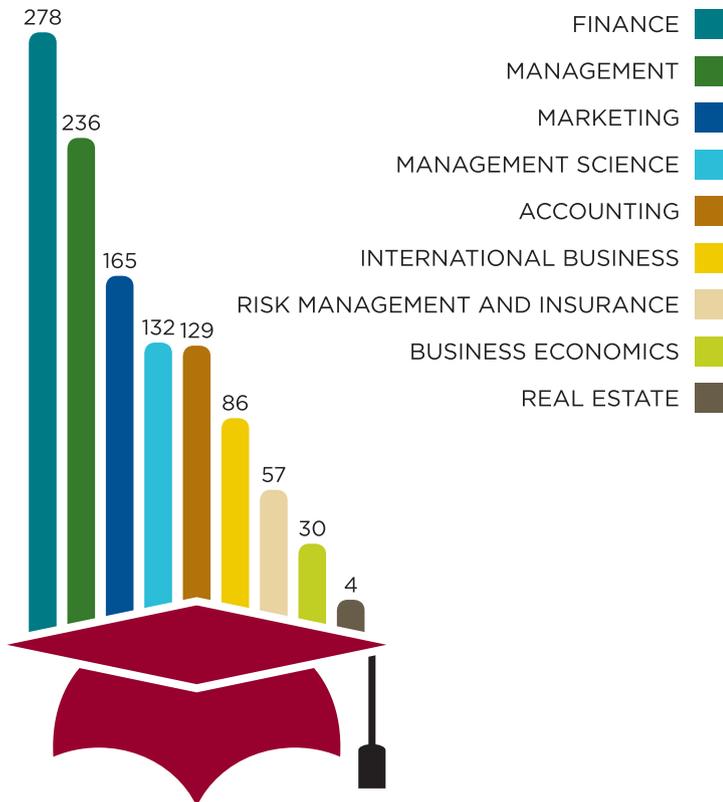
The business community **demands results**, and so do we.

Undergraduate demand and enrollment for the Darla Moore School of Business has been growing. Our recent efforts to improve our programs are paying off with corresponding growth in graduation numbers. Ongoing progress on the undergraduate excellence initiative will continue to improve our graduation and hiring numbers for years to come.

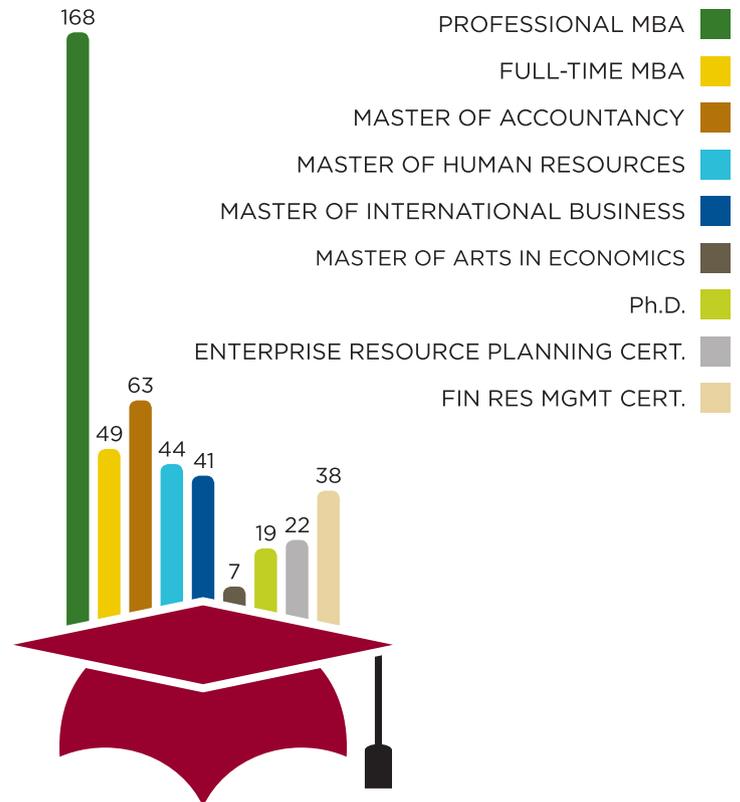
GRADUATES BY YEAR - UNDERGRAD



2014-2015 MOORE SCHOOL GRADUATES BY MAJOR UNDERGRADUATE PROGRAMS



2014-2015 MOORE SCHOOL GRADUATES BY DEGREE GRADUATE PROGRAMS



RESULTS

The business community **demands results**, and so do we.

COUNTRIES AND STATES WHERE MOORE SCHOOL ALUMNI LIVE AND WORK

No Concentration  High Concentration



The Moore School has alumni in nearly **100 countries** and in **all 50 states**. The number one location for our alumni is, of course, South Carolina. That is followed by North Carolina, Georgia, Florida and Virginia to round out the top five.

When looking around the globe, **Mexico, Germany, China, France and England are the top five countries where our alumni live and work.** Moore School alumni are active in international business whether they live in the United States or internationally. With your help, we will continue to expand our global footprint.

SOME OF THE MANY COMPANIES THAT HIRE OUR GRADUATES

Our alumni work at many top companies in South Carolina, in the United States and in countries around the world. As we continue to improve the excellence of our programs, we expect demand for our graduates to continue to grow. We appreciate our current corporate partners and look forward to growing with you in the coming years.

A.T. Kearney • AB InBev • Abbott Laboratories • Accenture • ADP • Aflac • AG First • Allstate Insurance • Amazon • American Airlines • Amica • AON • Apple, Inc • Archer Daniels Midland • AT&T Avaya • Bank of America • Barclays • Investment Bank • BASF • BB&T • Belk • BlueCross BlueShield • BMW • Boeing • Bosch • Bridgestone • Bridgewater Associates • Burns McClellan • CB Richard Ellis • Chubb • Cintas • Cisco • Citigroup • Clarke Hustus Wagner • CNA Financial • Coca-Cola Bottling • Coca-Cola Consolidated • Colonial Life • Compass Group • Computer Sciences Corporation • Continental Tire • Core Logic • Credit Suisse • Daimler Trucks • Delhaize Group • Dell • Deloitte • Deutsche Bank • Dixon Hughes Goodman • E-Z-Go / Textron • Eastman Chemical Company • Eaton • Edward Jones Investments • Elliott Davis Decosimo • Enterprise Rent-A-Car • Ericsson Telecommunications • Ernst & Young • ExxonMobil • FedEx • Federal Reserve Bank of St. Louis • Ford Motor Company • Ford Motor Credit • GE Capital • GE Healthcare • Geico • General Electric • Gilbane Building Company • Goodwill Solutions • Goodyear • Google • Grant Thornton LLP • Greystar Property Management • Gulfstream Aerospace • Halliburton • Hilton Worldwide • HNA Capital • Honeywell • Hotels.com • Hubbell Power Systems • Husqvarna Group • IBM Global Services • ING Financial Partners • Ingersoll Rand • Insight Global • Integration Point • International Paper • IT-ology • J.C. Penney • J.G. Wentworth • John Hancock • JPMorgan Chase • KPMG • L'Oreal • Launchpad • Lenovo • Liberty Mutual Insurance Company • Lost Rhino Brewing Company • LoudDoor LLC • Manhattan Associates • Markel • Mars • McKinsey & Company • McNeel Properties • Medical Facilities of America, Inc. • Medical University of South Carolina • Mercedes-Benz • Merrill Lynch • Metlife • Michelin • Microsoft • Mondelēz International • Morgan Stanley • NAI Avant • Nationwide • NCR Corporation • Neiman Marcus • Nestlé • Newell Rubbermaid • Northwestern Mutual • Nucor • OmniSource • Pan American Life • PepsiCo • PGA Tour • PlanetConnect • PLS Logistics Services • PPG Industries • PricewaterhouseCoopers • Principal Financial Group • Prysmian Group • Puma • Raycom Media • Re/Max Commonwealth • Red Ventures • Regions Bank • Reynolds and Reynolds • Roche • SCANA • ScottMadden • Scripps Networks Interactive • Shell Oil • Softdocs • Sonoco • Southeastern Freight Lines • Standard & Poor's • State Farm • Syngenta Agriculture • Target • TD Bank • Teach For America • Techtronic Industries • The Branderly • The Coca Cola Co. • The Home Depot • The Vanguard Group • TIAA • Total Quality Logistics • ToysRUs • Unisys • United Parcel Service • United State Marine Corps • United States Army • United States Navy • United Technologies • UnitedHealth Group • University of South Carolina • US Foods • Vanguard Group • Volkswagen Group of America • Wells Fargo • Wild By Nature • Xerox Corporation • YP Marketing Solutions • Zully

World class research advancing business education.

One of our ongoing priorities is to support the research efforts of the university. Our research faculty includes thought leaders across all disciplines who are bringing new research insights to the academic and business communities. These are a few of our top researchers:

Allen N. Berger, Ph.D.

H. Montague Osteen, Jr., Professor, Banking and Finance

Allen Berger is the most cited banking economist in the world. He has the 4th highest field ranking and is 7th most cited in financial economics. His research focuses on empirical banking, including bank liquidity creation, capital, efficiency, financial crises, bailouts, foreign banking, community banking and small business finance. He has published more than 100 professional articles in refereed journals, including papers in the top finance journals (Journal of Finance, Journal of Financial Economics, Review of Financial Studies and Journal of Financial and Quantitative Analysis.) He is also a senior fellow at the Wharton Financial Institutions Center and a fellow at the European Banking Center. He recently

co-authored the book Bank Liquidity Creation and Financial Crises and also co-edited the first and second edition of The Oxford Handbook of Banking. He has been recognized as a Carolina Distinguished Professor.

Janice Boucher Breuer, Ph.D. Professor, Economics

Janice Breuer is an award-winning teacher with research interests that include behavioral macroeconomics, economic growth, culture, values, institutions, exchange rates and financial crises. Breuer's research has been published in academic journals including the Economic Journal, Journal of Development Economics, Journal of International Money and Finance, Oxford Bulletin of Economics and Statistics, and the Journal of Macroeconomics. Her current research includes papers on "Debt and Economic Depression," and

"Time Aggregation, Bias, and the Money-Inflation Relationship."

Yan Dong, Ph.D. Assistant Professor, Management Science

Yan Dong's research focuses on supply chain management, operations management and topics in the interface between marketing and operations management. Some of his recent papers focus on service failures and how to effectively and efficiently recover from a failure. This perspective has been applied to his recent work in inventory stockouts, airline flight delays and product recalls. Dong has published in top journals such as Management Science, Marketing Science, Production and Operations Management, and the Journal of Operations Management. Dong received the Best Analytical Paper award at the 2015 Decision Sciences Annual Conference.

RESEARCH IMPACT

From 2011-2015, 288 unique publications:

165 with a 5-year unique JIF of 1.5 or greater. 73 in Financial Times journal list. 94 in outlets with ABS ranking of 4 or higher (top 6% of business journals), with 67 ranked 4* (top 2.5%).

From 2013-2016, the Moore School ranks:

#9 for management/
international business*

#32 for marketing

#47 for supply chain
and operations
management

in the world on the UT
Dallas journal ranking

*Management and international business are combined as both publish in the same academic journals

#2 in the world for
international business

- Journal of international
Business Studies 2013-2016

#8 in research
productivity in experi-
mental accounting

- Brigham Young University
2009-2015

World class research advancing business education.**Ramkumar Janakiraman, Ph.D.**
**Business Partnership Foundation
Research Fellow, Associate
Professor, Marketing**

Ramkumar Janakiraman's research is based on actual behavioral data to better understand the decisions of consumers and the actions of firms, brands and retailers. His research encompasses digital marketing, multichannel retailing, social media marketing analytics and public policy issues. His research has appeared in journals such as Marketing Science, Management Science, Journal of Marketing, Journal of Marketing Research, Information System Research, Journal of Consumer Psychology, Decision Sciences, Journal of Management and Annals of Family Medicine. Janakiraman's research paper on health information technology was a finalist in the best paper award given by the Industry Studies Association-INFORMS.

Tatiana Kostova, Ph.D.
**Buck Mickel Chair and Professor,
International Business**

Tatiana Kostova's areas of specialization include management of multinational corporations (MNCs), cross-cultural and international management, and global strategy.

Specifically, she studies institutional embeddedness of MNCs, country institutional profile and institutional distance, transfer of best organizational practices across borders, organizational legitimacy, psychological ownership, and cross-border social capital in MNCs. She has more than 9,400 citations for her work and has published in top academic journals such as Academy of Management Review, Academy of Management Journal, Journal of International Business Studies, and Journal of Management. She has received multiple teaching awards including two from CEMS (#1 Financial Times Masters in IM), and Best Professor in our PMBA, EIMBA, GMBA, and MIB. She is Fellow of the Academy of International Business.

Anthony J. Nyberg, Ph.D.
**Associate Professor and Moore
School Scholar, Management**

Anthony Nyberg's research focuses on strategic human capital, with emphases on performance, compensation, collective turnover and executive succession. His work has been published in the Academy of Management Journal, the Academy of Management Review, Journal of Applied Psychology and Journal of Management, among others. He

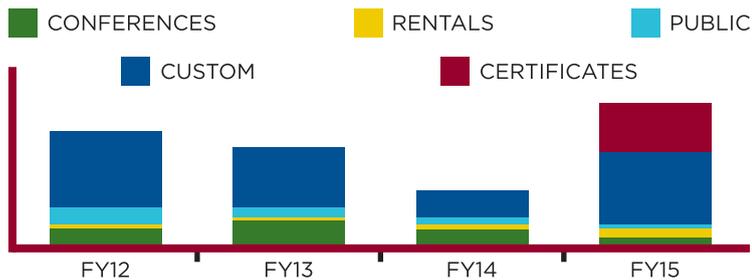
currently serves as an Associate Editor for the Academy of Management Journal. Nyberg has won numerous awards, including the 2015 Early Career Achievement Award - Human Resources Division of the Academy of Management.

Donna Bobek Schmitt, Ph.D.
Associate Professor, Accounting

Donna Schmitt is an award-winning teacher. Her primary area of research is studying the judgment and decision making of tax professionals and taxpayers, particularly related to policy-related questions. Currently, she is working on a study of how tax incentives affect charitable contributions. Another area of interest includes ethics-related research, specifically focusing on the ethical environment and decision-making of public accountants. She has published in a number of academic journals including Accounting, Organizations & Society, Behavioral Research in Accounting, the Journal of the American Taxation Association, Auditing: A Journal of Practice and Theory and the Journal of Business Ethics. She is on the editorial board of Behavioral Research in Accounting and the Journal of the American Taxation Association.

Building more effective business leaders and teams through skill development.

The Darla Moore School of Business has long been a resource to the business community to provide education for business leaders and partner companies. The school is currently working to restructure and expand program offerings to turn around what had been a declining program. We achieved great progress last year and the current year continues that trend.



Why is this important to us? The success of Executive Development has multidimensional benefits for the Moore School and the surrounding business community. For that reason, we are working to build stronger offerings and business partnerships to achieve the success factors detailed below.

Looking ahead, our priorities for continued growth in Executive Development include expanding our corporate partner base in both custom and certificate courses, launching new certificate programs in both Columbia and Charlotte N.C., and adding new programming on leadership development in our open courses to provide opportunities for personal and company growth.

CURRENT AND NEW PROGRAM PORTFOLIO

Public/Open Programs

Current Examples

- Business Analytics
- Communication Strategies for Improving Performance (Birkman Method®)
- Essential Tools to Build Your Supervisory Skills
- Finance Essentials for the Non-Financial Manager
- Insights and Your Business Acumen
- Introduction to ERP Business Processes
- Leadership through People Skills
- Strategic Thinking and Analysis

Launching in Fall 2016 in Columbia

- Leadership Certificate Program

Graduate Certificates

Current

- Cost Management
- Enterprise Resource Planning (ERP)

Launching in Fall 2016 in Charlotte

- Global Strategy
- Human Resources
- International Finance

Custom Programs

Developed to meet the needs of individual corporate partners. Examples include:

- Management Development Center — assessing and developing management and leadership skills
- Leadership for high-potential managers
- Building innovation and customer relationship skills

EXECUTIVE DEVELOPMENT: WHAT SUCCESS LOOKS LIKE

ECONOMIC DEVELOPMENT

Custom business focused on local partner companies, some with global reach.

REVENUE GENERATION

Strong growth in revenue to supplement other income sources.

BUILDING RELATIONSHIPS

More executive development partner companies and more varied programs. More integration with other Moore School programs.

FACULTY DEVELOPMENT

Custom and certificate courses inform teaching in degree programs.

FACULTY RETENTION

Tripled faculty involvement in two years. Executive development opportunities more widely distributed.

Making a difference in South Carolina...and beyond.

As the business school in South Carolina's flagship university, the Moore School takes seriously our obligation to make a lasting positive impact on our state. Through our close collaboration with our corporate, government and non-profit partners, we provide a talent pipeline of world-class business graduates, thought leadership, research and executive development. Working with our partners, the Moore School helps create success and prosperity for all of South Carolina. We help businesses that do business here be more successful and create an attractive environment for new businesses that look to build a home in our state.

The Darla Moore School of Business partners with more than 400 public, private, military, NGO and nonprofit organizations across the globe each year to help educate and/or hire our students. We also partner with alumni worldwide to build our community and our brand.

We also partner with **more than 50** South Carolina based organizations. We look forward to continued growth with public and private partners in our home state.

"Moore School students are a wonderful asset; they arrive smart, motivated, team oriented and with work experience. It is truly our pleasure to have USC as a strategic partner."

Todd Pearce

**Vice President, Controller
Business Unit PLT Replacement the Americas
Tire Division, Continental Tire the Americas
and Moore School alumnus**

"Our firm has had the pleasure of meeting and recruiting USC students from the Darla Moore School of Business for decades. The quality of talent and range of skills we see from USC students is truly impressive. We feel there is a direct correlation between the education they receive and the successful CPA exam pass rates we see among our USC alumni. More importantly, we have benefited from the school's ability to cultivate well-rounded individuals who can hit the ground running when they start their careers."

Jason Caskey

**Shareholder
Elliott Davis Decosimo**

Where **we go** from here.

WITH YOUR PARTNERSHIP, OUR FUTURE IS JUST BEGINNING

We are also more than the distinctions you see here. We are changing lives. We are educating the future leaders of business in South Carolina, the United States and the world of business — as we have for nearly 100 years.

We are making significant changes to ensure our future impact — but we are not done.

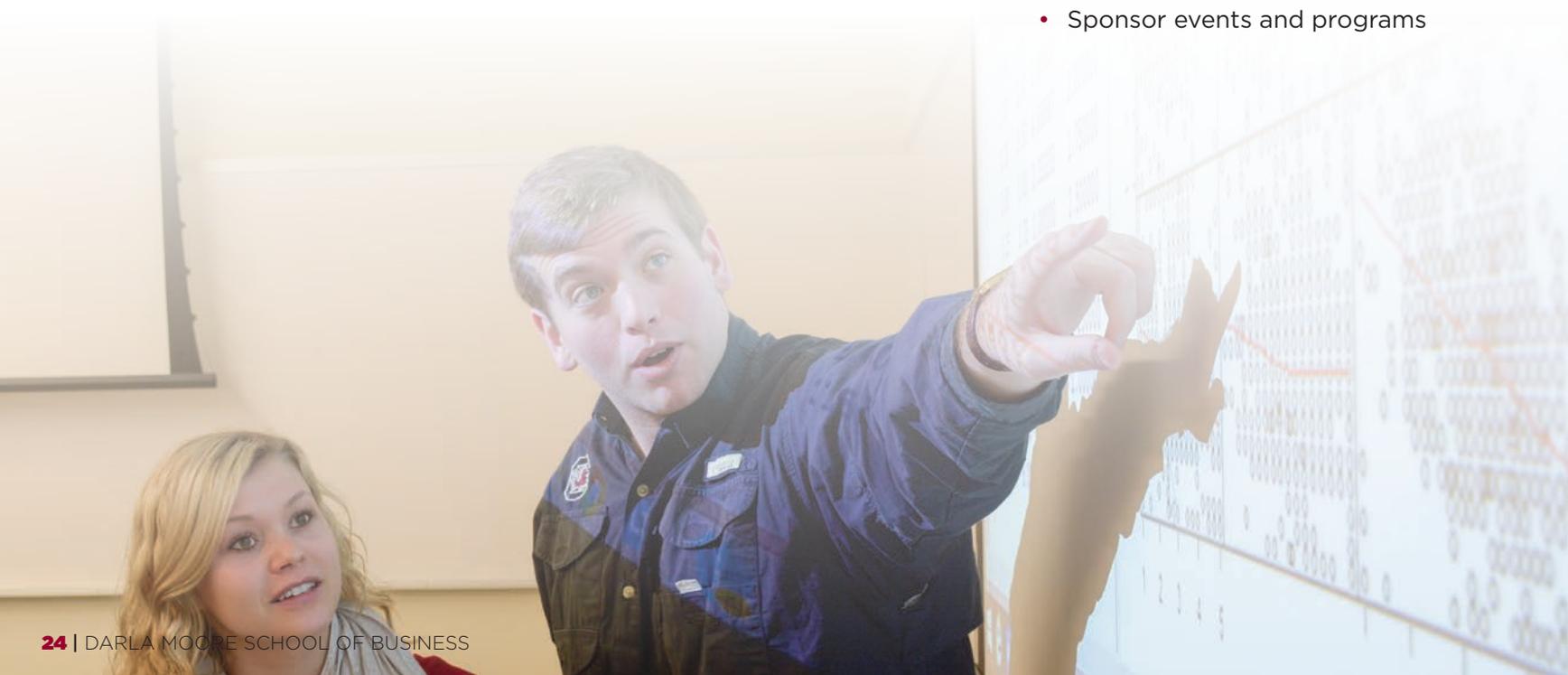
The world of business continues to change and evolve, and we will change and evolve with it to ensure our graduates are ready to work, ready to innovate and ready to lead.

We want you to be part of our ongoing evolution and growth as we continue to provide the best in thought leadership, education and outstanding new business talent.

We invite you to connect and engage with us as we build on our success. Join us in this amazing journey as we lead our students — and the Moore School — to greatness.

HOW CORPORATE PARTNERS MAKE A DIFFERENCE

- Hire graduates and provide student internships
- Provide scholarships
- Support student consulting projects
- Provide experiential learning opportunities
- Host scholars program visits
- Speak to classes and student organizations
- Send high-potential employees to executive development
- Serve on center advisory boards
- Collaborate on faculty research
- Fund student activities
- Sponsor events and programs



Investing in the future of the Moore School, our graduates and our brand.

In 2015, we wrapped up the highly successful Carolina's Promise fundraising campaign. The support of our donors in that campaign is truly appreciated. And while that campaign concluded last year, of course, our ongoing financial needs continue.

Why should you consider giving to the Moore School? We hope it is because you are excited about our goals and vision - and you wish to invest to help us change the lives of our students, build our school's reputation with current and prospective stakeholders and expand difference we make in South Carolina and beyond.

How does your gift make a difference? There are many areas of impact. Here are four key ones:

1. Improving the education and the future of our students. Each student is a new story — a new start — leading to career opportunities, valuable work contributions and a better life. We want to ensure our students receive a world-class education, so their time at the Moore School is life changing.
2. Allowing the school to be nimble — having the flexibility to implement new ideas and programs that impact our students without having to wait for funding from other sources.
3. Attracting and retaining top faculty to teach our students and lead innovative research beyond the classroom that leads to economic development in our state.
4. Increasing our impact. We are on a path to an exciting transformation. Help us expedite and expand our efforts to achieve and sustain world class programs, faculty, staff, students and alumni.

We encourage you to join us by investing in our vision, our progress and our future impact!



The AgFirst Diversity Endowed Scholarship Fund makes it possible for students to attend the University of South Carolina's top-rated business school. Additionally, the scholarship has paid dividends for AgFirst in providing us with a knowledgeable and well-prepared intern who has served us in a variety of roles while gaining business experience. No matter where these scholarship recipients end up, we expect great things from them because we know the Darla Moore School of Business will prepare them for a bright future. We are proud to be part of making that future possible for students today and in generations to come.

Tim Amerson
CEO, AgFirst Farm Credit Bank

FUND RAISING TOTALS 2014-2015

13%
INCREASE IN DONORS IN FY 2014-2015

TOTAL STUDENT SUPPORT
\$1,761,983

TOTAL PROGRAM ENHANCEMENTS
\$5,111,214

TOTAL FACULTY SUPPORT AND CAPITAL
\$340,635

TOTAL UNRESTRICTED
\$1,080,219

GRAND TOTAL
\$8,294,051

FACULTY SALARY SUPPORT PROVIDED BY CHAIRS/PROFESSORSHIPS
\$432,302

SCHOLARSHIP AND FELLOWSHIP SUPPORT
\$1,224,892



UNIVERSITY OF
SOUTH CAROLINA

Darla Moore School of Business

CONTACTS TO START YOUR PARTNERSHIP WITH THE MOORE SCHOOL

**OFFICE OF CAREER
MANAGEMENT**

Megan Afman
Recruit@Moore.sc.edu

**CORPORATE CONSULTING
PROJECTS**

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