

DARLA MOORE SCHOOL OF BUSINESS / UNIVERSITY OF SOUTH CAROLINA / SUMMER 2017

MOORE



CREATING
EXCEPTIONAL FUTURES

plus

SHAPING THE NEXT GENERATION

ACCELERATING EXECUTIVE
SUCCESSION



DARLA MOORE SCHOOL OF BUSINESS
UNIVERSITY OF SOUTH CAROLINA

SUMMER 2017

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On the cover: Julia Dragel, B.S. '17, consulted with Lionsgate Entertainment as a Moore School Marketing Scholar.

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A Message from Dean Brews

My first message to alumni and friends of the Moore School two years ago underscored how inspired I was to be working with the faculty and staff to serve the school's community, and among other features covered at that time in the magazine was the work the school's centers were doing to advance research and serve the businesses community. Centers remain integral to our capstone experiential learning activities (*Creating Exceptional Futures*, Page 8), and the Center for Sales Success launched this academic year is the most recent addition to an already impressive center portfolio. Focused on preparing undergraduate students for careers starting in sales, the Center for Sales Success will be featured in next year's magazine.

The significant changes we are implementing across the undergraduate curriculum were introduced in last year's magazine, and in these pages you will learn how students have stepped up to meet the demands these changes present. Our fall 2016 move to a four-year undergraduate business curriculum means freshmen now complete foundational courses in accounting, economics and statistics early in their college career. Stay tuned for next year's magazine where we will feature the changes implemented following a recently completed review of our MBA and specialized master's programs. Though there is still more to come, your school's undergraduate and graduate programs are more rigorous, better focused and more demanding than they were just a few years ago.

In addition, faculty and staff have been added to match the growth of our student population over 2010–2015, and reaching and guiding undergraduate students in their first year provides an opportunity to influence study habits and other choices made. Freshmen are coming to class with different attitudes and facing higher expectations than those before them, and these heightened expectations have been accompanied with raised performance. Transformational is an ambitious way to describe any change, but I believe this word truly captures what is now underway across the Moore School.

This issue explores how our Office of Career Management is assisting students in finding their dream jobs (*Great Expectations*, Page 12), how our more-rigorous academic course work is producing better-prepared and more business-ready graduates (*Strengthening the Core*, Page 14), and the unique value of the Mentor Program fully introduced this year (*Shaping the*

Next Generation, Page 20). Faculty, staff, students, alumni and friends are stepping up to ensure all who study at the Moore School leave with the capabilities to be successful professionals wherever they go. Please join us in this endeavor, and assist wherever you can. For those with access to internships or jobs especially, be sure to include Moore School students in your candidate pools.

Also, be sure to download my bi-annual Dean's Report, to be published in April 2018, to learn more about how we are progressing in our transformation of the Moore School.

In 2019, we will celebrate the Moore School's 100th birthday, and planning is already underway to mark this important milestone in our school's remarkable history. This will be an ideal time for us all to rededicate ourselves to the school and its core mission: conducting world-class research and delivering world-class business education, both supported by world-class staff and student services. Honoring this mission will mean the Moore School's brand becomes even more respected, enhancing the value of degrees earned by our more than 46,000 alumni around the world.

Finally, for alumni desiring to connect with other alumni, faculty, or staff, or for those wishing to find or share job opportunities or move their careers forward, be sure to register on *MooreConnect*, our exclusive, free digital platform featured on the inside cover of this magazine. To take advantage of a network, you must be part of it. Join us there, too!

Enjoy this update on your school and its community, and celebrate with us the accomplishments of the noted alumni and friends mentioned in these pages. And if you are not close by to Columbia, I hope to see you at one of our alumni networking events held annually in locations ranging from Washington, D.C., to New York, to Atlanta, to Charlotte, and of course in Greenville and Charleston, South Carolina.

For the Moore School and best regards,

Dean Peter Brews

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Recipients of the Darla Moore School of Business' 2017 Distinguished Awards

MAURICUS "MOE" BROWN

Making time for service

Distinguished Young Alumni winner **Mauricus "Moe" Brown**, B.S. '10, came to USC to play football with hopes of making it to the NFL, but he decided to study finance and marketing in case football didn't pan out. "That was the best decision I could have made," Brown says. "The Moore School really showed me what you can do with a business degree."

Most recently, Brown served as a managing director for Hill Impact communications and government affairs firm, where he played a key role in government relations and public affairs. Before that, he served at the S.C. Department of Commerce. Brown also speaks at many schools, camps and churches, encouraging students and professionals alike to work to their potential.

"Don't get discouraged about things that don't necessarily go your way," he says. "Just keep moving forward. I think that's why I've achieved what I have, because I've had a lot of perceived failures, but I've looked for opportunities to learn from each of them."

When Brown got the call from Dean Peter Brews informing him he would receive a Distinguished Young Alumni award, he was more than a little excited.

"I smiled like the Cheshire cat and did kind of a little dance, all while I was on the phone with Dean Brews," he says. "After I got off the phone, I literally cried. To be considered a distinguished young alumnus at the age of 28 is very humbling."

Since graduating, Brown has served on the Darla Moore School of Business Young Alumni Board and USC's Board of Visitors, headed the USC Association of Lettermen as the youngest president in its 51-year history, vice chaired the LeadSC Young Professional Summit and directed Columbia Opportunity Resource. He has also received the honor of being part of The State's "20 Under 40" class of 2016, a list that honors those who are making a difference in the South Carolina community. Positions such as these allow Brown to live out his pay-it-forward mantra.

"Service is something that we all have a choice to do every day," Brown says. "I personally think it's our calling to serve one another and put in the additional effort to make life a little better for everyone."

W. FORD GRAHAM

The power of business in the developing world

Distinguished Young Alumni award winner **W. Ford Graham**, IMBA, J.D. '06, wanted to spend



his time between undergraduate and graduate school constructively, so after examining his options, he decided to join the Peace Corps. For two years, he volunteered in Guatemala identifying the smaller scale infrastructure needs of the community and finding funding for those needs.

While there, he not only got the rewarding opportunity to serve a community in need, but he was also able to pick up Spanish.

"I knew three words in Spanish when I got there: tequila, taco and cerveza," says Graham with a laugh. "Now, we speak Spanish regularly at home."

While studying at the Moore School, he felt he really fit in with other individuals who were seeking to maximize their international potential.

"The Moore School gave me some unbelievable opportunities to interact with people from all over the world who brought different experiences and perspectives into the classroom," he says.

Graham's international experience continued after graduation as he worked for the S.C. Department of Commerce as an expatriate for several years in Europe and Latin America. While there, he recruited significant businesses to South Carolina, resulting in commitments of more than 7,300 new jobs and \$2.5 billion in new investment in the Palmetto State. Recently, Graham has shifted to a role in the global law firm K&L Gates LLP.

"I'm very honored to be recognized by a school with such a fantastic reputation that has given me so much," he says. "I consider my time at the business school to be some of my most enjoyable years in academia, and I've done my best to give back to the school."

WILLIAM "BILL" BUYCK

Opening students' eyes to career opportunities

Distinguished Alumni Award winner **William "Bill" Buyck**, B.S. '58, was born and raised in South Carolina and has worked in various banking and finance positions throughout the state since 1962.

Thanks to Buyck's dedication to South Carolina's economic and community development, the Bank of Clarendon, where he served as CEO, has grown tenfold and Clarendon County itself has seen great industrial growth. Despite his role in South Carolina's development, Buyck never expected to receive a Distinguished Alumni Award.

"I was totally surprised and greatly honored when I got the call," he says. He was "destined to attend" USC as both his parents were alumni, and he says he was greatly impacted by USC's business school. "It set the tone for my entire career," says Buyck.



Buyck began his career at First National Bank of Orangeburg in 1962, and by 1979 he was chief executive officer of Bank of Clarendon, as well as chairman of its Board of Directors. He was CEO until 2012 and now serves as an adviser to the current CEO, president, CFO and other executives while still serving as chairman of the board.

He urges current Moore School students and graduates to "take advantage of all the opportunities afforded you by the Moore School," but he credits something, or rather someone, else for his success.

"My key to success has been the support of my wife, no doubt," he says. Buyck established the Frances Reedy Buyck Memorial Fellowship in honor of his late wife, who was the first female graduate of the Moore School's MBA program.

Among Buyck's other awards are the Order of the Palmetto and the S.C. Ambassador for Economic Development, both awarded by the governor of South Carolina; the Volunteer of the Year award by the Southern Industrial Development Council; the State Development Board Volunteer of the Year Award; the Independent Banker of the Year Award by the IBSC; and the Clarendon County Chamber of Commerce Business Person of the Year Award. He was also named a Paul Harris Fellow by the Rotary Foundation of Rotary International.

JOHN HARLOE

Gratitude for a life-changing education

Distinguished Alumni Award winner **John Harloe**, B.A. '74, MBA '75, had never even heard the term "MBA" before one of his business professors pulled him aside and suggested he apply.

Now, with his MBA in finance, he has been managing assets for more than 41 years. For the past 21 years, he has been working at Barrow, Hanley, Mewhinney & Strauss and manages \$3.1 billion with a partner.

"Because of my MBA, I was able to get a job on Wall Street," he says. "Without it, I wouldn't have had a chance. That really started big things for me."

While at the Moore School, Harloe studied history and minored in business before graduate school. One day, after one of his business classes, Professor Travis Pritchett asked about his plans following college.

"When he pulled me aside, I thought I was in trouble, but he asked me if I knew what an MBA was," says Harloe. "I had no earthly idea."

Harloe applied to the Moore School, and Pritchett sponsored him. Since Pritchett's retirement, Harloe endowed the S. Travis Pritchett Investments Scholarship Fund to show his appreciation for Pritchett introducing him to the business world. The scholarship is given annually to the student the Department of Finance believes would best represent the Moore School on Wall Street.

"I've followed this award since I graduated, and the people who have been given the award I've always thought are the who's who of the university," he says. "To be selected as one of their peers is a high honor."

Harloe says his key to success in never giving up: "You just have to have pure determination."



Harloe serves on the USC Board of Visitors and has previously served on the USC Board of Governors. In addition to the Pritchett Scholarship Fund, he co-sponsors the Tommy Suggs Quarterback Endowment, which finances an annual scholarship for the quarterback position on South Carolina's football team.

SUSIE VanHUSS

Finding a career-long home at the Moore School and USC

When Distinguished Service Award winner **Susie VanHuss** came to the Darla Moore School of Business to chair the Department of Management, she promised former Dean Jim Kane that she would stay in Columbia for a minimum of three years.

Now, 43 years later, she and her husband are loyal Gamecocks, still happily living here and attending "virtually every home Carolina game."

"I was a little hesitant to leave what was a very comfortable environment for me at what is now the University of Louisiana-Lafayette, but Dean Kane convinced me that South Carolina was the right place for me and that I was right for USC," VanHuss says.

The distinguished professor emeritus of management says that the Moore School has had "a tremendous impact" on her. While here, Kane gave her the best career advice she's ever received: Get involved.

"He told me I could come to the business school and sit up in the 'ivory tower' of the university, or I could get involved in the business community," she says. "By getting involved, I think I became a much broader person than I would have otherwise."

VanHuss' involvement throughout her career has taken the form of community service on five for-profit company boards of trustees and more than 20 nonprofit boards of trustees or directors. She also served as the interim dean of the Moore School for 15 months, making her the first female dean of the school, and wrote a textbook that has sold more than a million copies.

Today, she serves as the chair for the Providence Health Board of Trustees, the secretary and treasurer of the USC Development Foundation, a member of the President's Athletics Advisory Group and the Trinity Foundation Commission, and the president of University Associates. Her key to success is to approach projects with humility and not rely purely on her own strengths.

"Over the years, I've had opportunities to work with great teams of people, and I've really felt it was important when I was in management positions to surround myself with the best people, because you can only be good in certain areas," she says. "You need to fill in all the other areas, and when you have a number of good people contributing ideas, the synergy that comes about is just tremendous."

She also credits her success to the support of her husband, Patrick VanHuss.

"He has helped me with many of the projects that I've done, and he continues to do so," she says.



BUSINESS LEADER AND MOORE SCHOOL SUPPORTER W.W. 'HOOTIE' JOHNSON DIES

The Darla Moore School of Business of the University of South Carolina extends its sympathy to the family and friends of William W. "Hootie" Johnson, who served as a founding member of the USC Business Partnership Foundation, and was a major supporter of the Moore School.

"The Moore School has lost one of its founding fathers, and the state of South Carolina has lost one of its greatest business leaders and citizens," said Moore School Dean Peter Brews. "The contribution Hootie Johnson made to the school is immense by any measure. He was influential in convincing Darla Moore to name the business school, and he endowed the Dewey H. Johnson Chair in Economics in honor of his father. Every day we will continue to be reminded of his contribution as we enter the 500 seat W.W. Hootie Johnson Performance Hall on the Learning Level of our building. He was a man with a quiet, compelling charisma guided by a strong moral compass that insisted serving the greater good was essential to a fulfilled and successful life. He lived according to this philosophy, and expected all he interacted with to do so too. Few individuals have made a more substantial contribution to our school than Hootie Johnson."

Johnson died Friday, July 14, 2017, at the age of 86. For 21 years, he led Bankers Trust of South Carolina before engineering its merger with NCB of Charlotte in 1986. That merger, the first interstate merger

in South Carolina, resulted in the formation of the Bank of America Corporation. In addition to serving as chairman of the Executive Committee of Bank of America's Board of Directors, Johnson also served on the boards of directors of Alltel Corporation, Duke Energy Corporation, Liberty Corporation and Stephens, Inc.

Johnson was chairman of Augusta National Golf Club and chairman of the Masters Tournament from 1998-2006 and chairman emeritus from 2006-present.



Johnson held a B.S. in business administration from the University of South Carolina as well as an Honorary Doctor of Law degree. Honorary Doctor of Humanities degrees were also conferred upon him by the Medical University of South Carolina and Lander University. While a student at USC, Johnson played football for Coach Rex Enright.

He served as chairman of both the South Carolina Ports Authority and the South Carolina Research Authority, as well as a member of The South Carolina State Development Board. Johnson also served as chairman of the Committee to Develop a Plan of Desegregation of the National Urban League. He was a Laureate of the South Carolina Business Hall of Fame. The State newspaper named Johnson as one of South Carolina's 15 most influential business leaders of the 20th Century. He was active in politics, serving as finance chairman for Governor Robert McNair, Governor Carroll Campbell, Governor David Beasley, Senator Strom Thurmond, Senator Bob Dole and President George H.W. Bush.



CHRIS PATTERSON

Making it grow

Through her years working in various finance and real estate positions, Chris Patterson, B.S. '91, has found that what she loves most is seeing the finished product literally rise up out of hard work.

"It's nice to actually see the results of your effort," she says. "It's great to work alongside these talented people who can design and build things and to be a part of something that will be there for years and years to come."

As a principal for Blackstone Real Estate Debt Strategies, that's the kind of thing she gets to see every day. From New York City, she manages a portfolio of real estate loans in the United States and works with Mexico and London offices as well, meaning she gets to travel from time to time. "It's nice to get out of the office every once in a while," she says.

Patterson first came to the Moore School to study finance and real estate because it was just far enough away from her Georgia home. While here, she had a "great, diverse learning experience." As she actually works within both of her majors, she uses the solid foundation of knowledge she gained at the Moore School every day.

A FELLOWSHIP TO HELP PH.D. STUDENTS 'SHOOT FOR THE STARS'

When John Kilpatrick, B.S. '76, MBA '81, Ph.D. '02, returned to the Moore School for his Ph.D., he had several years of work under his belt, a wife, four children and a mortgage to pay. Going to school full time wasn't an option, but the Moore School gave him the opportunity to work for the assistant vice president of research while completing his studies.

Now, he and his wife have established the Dr. John A. and Lynnda P. Kilpatrick Fellowship Fund to provide fellowships to Moore School doctoral students who are not receiving stipend support in their fifth year.

"I could not have completed my Ph.D. without the university being very understanding and generous," says Kilpatrick. "This fund is a way for me to give back in the way that it was given to me."



Lynnda Kilpatrick received a B.S. in Education from USC in 1977. The Kilpatricks believe that their fellowship, which was funded with an initial gift of \$50,000, is not only a way for them to provide for students financially, but also will remind students that they are not alone.

"I want students to know that others who went before them had some of the same problems," Kilpatrick says. "The generosity of this university helped me overcome mine, so we wanted to give back to help future students overcome theirs."

Kilpatrick is chairman and co-managing director of Greenfield Advisors, a consulting firm with offices in Seattle and Atlanta. He works with clients to uncover and solve their business problems and credits the Moore School with equipping him with the tools to quickly understand whatever he might come up against.

"I received a tremendous education from the Moore School," he says. "Not a day goes by that I don't fall back on it."

He hopes that other Moore School students — particularly those able to complete their Ph.D. because of the fund he and his wife set up — take advantage of the stellar education they are receiving.

"Make the most of it," he says. "Use that education to shoot for the stars."



Creating Exceptional Futures

Experiential learning gives Moore School students an edge in career-building skills.

For a growing number of Moore School students, their single most transformative and valuable undergraduate experience is the opportunity to put their emerging functional and interpersonal skills into practice with real-world challenges and meeting real-world expectations. By working on current business problems and solving them for Moore School corporate partners, students demonstrate that they are business-ready and prepared for work.

Recognizing the immense value of hands-on business experience, one of the most important strategies the Moore School is pursuing is taking the successful consulting programs the school has developed in supply chain and marketing, and expanding, replicating and adapting those student opportunities across the entire curriculum.

“These projects finalize the learning experiences of our students, and demonstrate their business readiness,” says Moore School Dean Peter Brews. “Projects and internships are the proving grounds where students can demonstrate the capacity to solve seemingly intractable problems.”

A growing cadre of corporations across diverse industries and professions are seeking out opportunities to tap into the expertise of Moore School faculty, coupled with the creativity and energy of undergraduate and graduate students, to solve business problems and capture more business insights.

Hands-on projects created in collaboration with business not only put in sharp perspective the principles taught in the classroom, they offer insights that can only be experienced in a real-world setting: working on teams with managers and executives, identifying and overcoming barriers to implementing ideas and being held accountable for results. The benefit to students is incalculable, and partner companies not only get the intangible benefits of fresh ideas and capable manpower, they also come away with outcomes that translate into dollars and cents — and a pipeline of talent for their organizations.

In fact, corporate partners are frequently so impressed with the work students accomplish that they hire them upon completion of the projects.

Solving real-world problems

Since 2006, for example, the Center for Global Supply Chain and Process Management (GSCPM) has conducted 221 Capstone consulting projects with 962 students — saving corporate partners in excess of \$200 million. And during the 12 years the center has been operational, 850 global supply chain and operations management students have earned their industry-validated Lean Six Sigma Green Belt certification while at the Moore School.

Most students who go through the supply chain Capstone program secure jobs — often with the companies they consulted for — before graduation.

The center creates a solid return on investment for corporate partners by tackling their real-world challenges. In the process, those disciplines provide world-class experience for graduate and undergraduate students.

GSCPM was launched with the idea of creating teams of faculty and students to work on corporate consulting projects. The program has evolved into partnerships with large firms, most of them Fortune 500 companies, that pay annual fees in return for two consulting projects per year. Teams of students

work under the guidance of faculty members and devote hundreds of hours to the particular company-assigned challenge. Staff from each corporate partner also commit to working with the teams, providing logistical support, data and ongoing feedback.

“Under our partnership model, it’s not merely a transactional process — the corporations pay a fee but they also sign on

with the expectation that they will hire some of our students, engage with them and put some of their own resources into the project they ask us to tackle,” says Jack Jensen, a clinical professor and managing director of the center. “Our students must have a high level of mathematical and analytical ability and understand finance, human resources and marketing implications, as well.”

Students who participate in the GSCPM program are in high demand. During the fall Capstone consulting project, most are well into their job search. By the spring semester of consulting, partner companies who want to hire member of the student team often find they’re too late; most have already accepted positions.

Staying On Message

The Center for Marketing Solutions is based on the same model, working with companies such as Ingersoll Rand, Coca-Cola and Textron to create real-world marketing consulting projects. Melinda Smith-Borrero, B.S., Math, ’83; Ph.D. Business, ’93, cofounder of bbb Mavens, a market research firm in Cincinnati and Philadelphia, serves on the center’s board and has been impressed with the experience Moore School students gain by working with companies on real-world projects. “Students need to be able to speak directly to projects they’ve worked on when they’re interviewing,” she says.

Julia Whitehead, now a student in Moore School’s fifth-year IB Oxford Scholar program, certainly felt more prepared after a senior year that included helping develop a marketing plan for Lionsgate’s Hunger Games franchise through the Moore School’s Marketing Scholars program.

Each semester, selected seniors in the program work with corporate partners to find marketing solutions while learning to interact with clients. Whitehead’s team did quantitative and qualitative research through surveys and focus groups, identifying trends and developing a marketing message and strategy for the Santa Monica-based entertainment company. She says the experience taught her the hard skills of generating a large-scale, successful project for a multinational corporation, as well as softer skills of problem-solving with a diverse group of colleagues during a months-long process.

“We knew as we worked on the project that we worked not for a final grade, but to represent the ability and success of the Moore School to meet the business needs of an important client,” Whitehead says. “Everything we dealt with was under a nondisclosure agreement and had real-time financial impact on Lionsgate, which was a huge motivator to work hard, apply the skills we had learned and deliver a polished, successful final project.”

“Marketing professor Mark Newsome had said that at some point in the project, something will click. It will all fall into place, and the investment the client has made in you will become entirely worthwhile,” Whitehead says. “We delivered the project based around that one ‘Big Idea.’ It was one of the most satisfying days for me, because it showcased the nuanced understanding we had of Lionsgate, and the

need for consensus-building and input from everyone in the team.”

Current senior Marketing Scholar Lauren Freshwater and her team presented another marketing plan to Lionsgate — this one based around the company’s streaming video platform Over-the-Top Ventures — in May. Freshwater, who led a focus group for her team, traveled with fellow students to Santa Monica in February to meet with Lionsgate marketing executives — some of whom in turn traveled to the university for the formal project presentations.

“It’s been amazing,” she says. “The program has helped me strengthen my communication and interpersonal skills, which is extremely important in the job market today to differentiate yourself from the competition. It’s not only just researching and finding out what you need to know. It’s applying what’s in that research to marketing efforts to gain the most consumers and earn the most profit.”

“The Marketing Scholars program gave me a chance to explore my versatility,” says Julia Dragel, who was working with the South Carolina Department of Commerce in addition to the Lionsgate project. “Working simultaneously on strategic marketing plans for the state government and an entertainment corporation taught me how to adapt to different situations, and how to use my skills to achieve very different goals.”

Sales professionals

The school’s newest initiative, the Center for Sales Success, is adapting these successful models to support a new sales track within the Department of Marketing. Like other Moore School centers, the Center for Sales Success will provide a unique opportunity for partner companies to participate in shaping the sales curriculum at the Moore School. At the same time, partner companies get an inside track on future talent — a pipeline of new hires with the kind of skills and hands-on experience needed for immediate sales productivity.

The center will also offer students an opportunity to earn the Certified Professional Sales Person credential sponsored by the National Association of Sales Professionals (NASP).

The sales certification developed by the NASP, “The 45 Day Challenge,” is a comprehensive, six-week program combining proven daily conditioning with behavioral training. In addition, the Center for Sales Success will operate a sales laboratory where students will have opportunities to apply sales techniques and principles.

The potential benefit to students of this emphasis on sales is immense: It’s estimated that more than 50 percent

of college graduates, and more than 88 percent of marketing majors, will begin their careers in sales positions.

Giving Back

The challenge in giving more students an opportunity to participate in these kinds of transformational experiences is capacity. Scaling up the kinds of experiential learning programs that have proven to be so valuable for Moore School students means greater demands on faculty, ongoing collaboration with corporate partners and the support and guidance of alumni.

The Moore School’s relationship with Lionsgate highlights one of the school’s most valuable assets in successful experiential learning programs: engaged alumni. Thomas Hughes, Lionsgate’s executive vice president of worldwide digital distribution and a University of South Carolina alumnus, has been the driving force in the school’s partnership with Lionsgate.

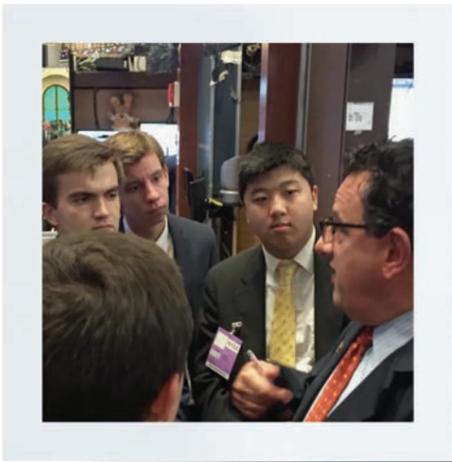
“When students go out and are successful, they will come back as even more engaged alumni than they would have been otherwise,” Brews says. “You’re seeding the next generation of engaged alumni who will then come back and give our students the same experience that they had, and that’s how you build real, deep community engagement.”

That’s one goal of the Center for Marketing Solutions, says Director Jeffrey Rehling. “There is a certain amount we can teach in the traditional classroom and out of the textbook and from cases,” Rehling says. “But there are some skills — problem-solving, listening, communication — that are very difficult to teach unless you’re doing it with experiential learning. We’re trying to get students ready to start their careers. We know if we do a better job of that, those students are going to be more engaged alumni.”

“It’s all interconnected. In the long run, it lifts the whole school. Our reputation, our development efforts, our commitment to our students — it will be paying off for decades.”

The payoff benefits corporate partners as well, Rehling says. “What better way to connect with future talent?” he says. “This is a recruiting tool. Several of our corporate partners will hire directly out of the marketing projects. The companies are not only getting a problem solved, they’re actually getting to pre-qualify some candidates. And the student is pre-qualifying the company, and the industry.” The program has boosted Freshwater’s confidence in herself, and in her career choice.

“This opportunity has made me realize my strengths and weaknesses as a marketer,” she says. “It’s really solidified that this is what I want to do with my life.”



Above Finance Scholars experienced Wall Street first hand during a trip to New York

Great Expectations



Office of Career Management gives Moore School students tools to aim high

Employability. That's the word you hear over and over at the Moore School's Office of Career Management.

It's the key word for parents, students, faculty and employers. And it's something Georgia Doran and her staff at OCM consider each day as they work to match students with employers for both internships and full-time positions.

Staff members play roles from coach to counselor to cheerleader. They critique resumes, provide practice interviewing and teach a mandatory class that readies students for the workplace. Staffers have been known to stay late to arrange a Skype interview between a student and a firm in Hong Kong or wake at 3 a.m. to talk to students studying abroad in Europe.

During daily drop-in hours, the coaching team sees hundreds of undergraduate and graduate students each semester. The OCM staff recruit businesses — often with Moore School alumni connections — to attend career fairs and hire new grads. And they encourage alumni to give back, either by hiring a student, making an introduction or hand-delivering a resume within their firm.

"They know the work they do is worth it," Doran says, when a student stops by on Parents Weekend with mom and dad, wanting to introduce them to the staff member who helped him or her land the perfect internship or negotiate a \$10,000 increase in starting salary. Or when a student stops by her office, ecstatic to show off a job offer.

"It's truly critical to have a return on the large investment in education," she says. "We're blessed in the Moore School.

The companies that recruit our students and the opportunities our students have are outstanding."

The preparation starts early. As soon as students arrive on campus for orientation, they hear about both the elevated academic expectations and the support and pathways to success the school provides its students. It revs up in sophomore year when all students in the business school enroll in BADM 301 — Business Careers in a Global Economy. The class is the Office of Career Management's main vehicle to prepare students for internships and the professional work world, covering topics such as interviewing skills, resume development and lifelong career planning. After years of offering the class as an elective to juniors and seniors, the course now is required for every Moore School student.

Firsthand experience

"It's mission critical that students be encouraged, be prepared and have the opportunity to have an internship," Doran says. "Oftentimes it's the launching pad to full-time employment. It's differentiating for students to have an internship experience."

An internship on a resume also means a higher starting salary. Of the nearly 55 percent of recent Moore School graduates who participated in a May 2016 survey, 79 percent were employed and 15 percent were attending graduate or professional schools. Of those employed, the average salary was \$52,206. For students with a previous internship, the

average salary was \$54,429, while students without an internship earned \$47,655.

Students say the class and the interaction with the Office of Career Management opens their eyes to the possibilities, and the importance of being prepared. R. Tyler Bankhead, who graduated this year with degrees in finance and global supply chain and operations management, says the Moore School emphasizes the importance of networking.

"More than anything, the Office of Career Management saw potential in me that I didn't see myself," Bankhead says. "I was prepared to accept an internship in October that I was less-than-excited about because I wasn't sure the right opportunity would come around.

"Georgia Doran and her staff pushed me to decline the opportunity if it wasn't truly where I wanted to work, and encouraged me to press into other opportunities. This eventually led to accepting the internship I truly wanted at Bank of America Merrill Lynch, which turned into a full-time offer after the summer."

Along with students, the office works closely with its other customers — corporations looking to hire students for internships and jobs. The Moore School has multiple recruiting opportunities for companies, including its Business EXPO job fairs in the spring and fall. Last year's fall event was the largest ever, with 100 firms and more than 1,000 students participating.

"The economy is better, our preparation is better and the rigor of our instruction has increased," Doran says. "And it's working. We have more companies coming. We have more interviews happening. We have more students being hired."

Brianne Robertson, the internship coordinator with Northwestern Mutual, regularly participates in career fairs and information sessions with Moore School students. She says the Office of Career Management works to make sure the relationship is mutually beneficial to the company and Moore School students.

"Every USC student I've interviewed knows how to conduct a professional phone call and a professional meeting. They come in eager to learn," Robertson says. "Every USC student I've interviewed asks so many questions, and they are the right questions."

Many of the business connections come from Moore School graduates like Vesely Murray, who earned degrees in finance and accounting in 1997 and 2000. As a student, she worked with the Office of Career Management to craft her resume, participate in mock interviews and find job postings on the website. Now, as a credit analysis manager with AgFirst, she sees the work on the other side — coordinating with staff at the Office of Career Management, participating in career fairs and speaking to students.

"When I was a student, the Office of Career Management was good, but I think they have really stepped up their game," Murray says. "They work so much closer to the students. The advisers work in tandem with the students and the companies. Those partnerships really help the students in the long run."

Companies are seeing the difference as they hire and work with Moore School graduates.

"The Moore School's graduates are always well prepared for the working world," said Kevin Holleran, president and CEO of Textron Specialized Vehicles Inc. and Textron Industrial Segment. "The world-class education that the school provides its students gives them the business knowledge that they need to succeed, but it's the school's culture that really puts its graduates over the top. Moore School alumni come to us with a humble disposition, fierce work ethic and drive to produce results for the team. It's those qualities that have made the Moore School at USC one of our top sources of new talent at Textron Specialized Vehicles."

Often, it's a process that comes full circle for Moore School alumni. Mary Kathryn McWilliams, who graduated in 2010 with a degree in corporate finance and business management, knows firsthand the importance of Moore School career support. She attended the Business EXPO her senior year, where she hit it off with the recruiter for Northwestern Mutual. McWilliams now works in client relations and agency management with the company, and also serves on the Young Alumni Board for the Moore School.

"Being a product of the Moore School, I feel the need to give back," McWilliams says. "I volunteer to help work the booths. We do information sessions for students. I want to bring some of the same enthusiasm to students that I know I was looking for when I was in their place."



Above Georgia Doran, M.Ed. '91, director of the Moore School's Office of Career Management.



Strengthening the Core

The Undergraduate Academic Excellence Initiative is creating a more rigorous academic experience — and better-prepared, business-ready graduates.

Academics have never taken a back seat at the Darla Moore School of Business, but the business school's new Undergraduate Academic Excellence Initiative puts faculty and students in the driver's seat — by encouraging an increasingly rigorous curriculum and engaging students earlier with business-specific courses. What has been added? More math, more statistics, more writing — and once students get to their junior and senior years, more targeted internships.

This initiative kicked off last fall with incoming 2016 students starting business courses in their freshman year, rather than their junior year as had been the practice. The shift to starting business courses in the freshman year allows students to get immediate exposure to business course work and provides business education progression across all four years rather than just the last two years.

More than 1,200 of 1,400 incoming freshmen attended a "Meet the Deans" event the day of Convocation, their first day on campus. Students were told their first year would be rigorous, but class requirements were achievable. Dean Peter Brews and Associate Dean for Undergraduate Programs Nancy Buchan explained that the new focus on analytics and math in the freshman year was to start building the skills Moore School employers value and screen for when hiring. Dean Brews shared the vision for students to achieve a broad skill set of both hard and soft skills by graduation, including functional

expertise, data proficiency, business analytics, effective communication, decision-making, leadership and teamwork.

Brews challenged students to achieve all of the fundamental attributes required to be truly "business ready" by graduation. "Our mission is for every Moore School graduate to be prepared for their first job, and equipped for their careers," said Brews. "As they move through their university experience, we want our students to work toward the goal that every one of these skills and capabilities apply to them."

Freshman-year business course work now includes accounting, statistics and economics. Business students are now required to take not one, but two statistics courses, one freshman year, the other sophomore year. Moving certain core business major requirements to freshman and sophomore years allows Moore School students to devote more time to internships as upperclassmen and to enter those internships better prepared.

And it's not merely a matter of frontloading major requirements. As students progress toward their degrees, they can expect course difficulty to increase as well. "We've not only changed to a four-year structure," says Nancy Buchan, associate dean of undergraduate programs, "we've also increased the progression GPA to a 3.0."

Given this increase in rigor and advancement requirements, the school is redoubling its efforts and collaborating

MOORE SCHOOL BUSINESS-READY ATTRIBUTES

- **Functionally and data proficient**
 - **Capable of complex work and fast learners**
 - **Effective presenters and communicators**
 - **Professional and resilient**
 - **Hard working and disciplined**
 - **Leaders and team players**
 - **Listeners and empathetic**
 - **Motivated and self-starting**
 - **Collaborative and innovative**
 - **Locally involved but global in orientation**
 - **Decisive**
 - **Adaptable**
 - **Analytical**
 - **Ethical**
 - **Effective**
-

with other units on campus to ensure success. Faculty, staff and alumni mentors are working to keep students on track. “The point is not to lose anybody,” says Buchan. “The point is to keep everybody who comes in.”

Before they even arrive on campus, new business students are encouraged to participate in the Carolina Pre-Calculus Review (CPR) program. A collaboration between the Department of Mathematics, the College of Engineering and Computing, the Moore School and the Student Success Center, CPR is a non-credit, six-day review of fundamental math concepts and an introduction to college-level study strategies.

“We tell the students that they need to be calc-ready when they come in — ‘calc-ready, calc-ready, calc-ready,’” Buchan says. “We used to have about 50 percent coming in who were calculus-ready. Last year we got it up to about 85 percent. And for that other 15 percent, we’ve said, ‘You’re probably going to have to take an extra class the summer after your freshman year.’”

Buchan credits a close relationship with USC’s Student Success Center for keeping students on track. “The Student Success Center has been really good in working with us, and we’re providing more tutoring because in increasing the rigor, we know that there are students who are going to have a challenging time,” Buchan says.

Students are committed to succeeding. More than 200 students who did not meet progression requirements are attending summer school to ensure they can continue in the fall. Some freshman have transferred from the Moore School

to another program on the USC campus, deciding to pursue a different major. This transition occurs every year and this freshman transition was expected as these students were exposed to the business major much earlier in their college career. Those transferring to another program on campus take with them a solid foundation in math and analytics that can be applied to most majors.

Transferring following their freshman year will allow the majority of these students to finish in four years in a different major. In the past, students changing majors after their junior year often had to extend their time on campus to complete the requirements of a new major. Overall retention of total students for USC from this freshman class is expected to remain about the same.

The updated course work helps prepare business majors to become data proficient. The Moore School is moving to achieve this goal for students given current business trends. “If you look at where we are today compared to five years ago, and if you project where we’ll be five years from now, pretty much every job is going to require data in the making of decisions,” says Mark Ferguson, a professor of management science. “You need to be able to analyze data to find trends, or to find opportunities. Every organization is going through this in a different way and at different speeds, but most jobs are going to be transformed in the next five to 10 years.”

So, what can new business students expect their freshman year? For starters, they will all take a course to improve their abilities to work with spreadsheets. “We keep hearing from employers that new employees need better Excel skills,

so one class is a kind of Excel proficiency class,” Ferguson says.

Starting with Excel and advancing to data analytics tools such as Tableau, students have the option of completing an additional certificate in business analytics. This certificate program complements existing major course work with four courses on data analytics skills and tools.

Crunching numbers and words

But business isn’t only about crunching numbers and analyzing computer models. Successful business leaders also need to be able to write — and for business students, that begins with the revamped Management 250: Business Communication.

Students entering the business school typically come in with pretty strong writing skills, according to Center for Business Communication Director Brad Stratton. As he sees it, the goal now is to help those students write effectively for their intended professions. That means learning how to write business letters, emails, executive summaries, white papers — the usual documents they might have to generate once they enter the workforce. But it doesn’t end there, not by a long shot.

“We’re dealing with the larger issues like audience, structure, tone. Are you making a good argument? Are you providing the information and the ethos, pathos and logos that this particular audience needs to make a decision and get something from it?” Stratton says.

When students enter MGMT 250 sophomore year, they encounter a syllabus that is now heavily weighted with writing as well as supplemental reading.

“Over the past four to five years, we have increased the rigor of the course by adding more outside reading and more reflective and research-based writing,” Stratton says. But grades and rigor are separate metrics — and as Stratton explains, one doesn’t necessarily reflect the other.

“If everybody makes an A, that’s not necessarily an easy course. If everybody makes a C, that’s not necessarily a rigorous course,” Stratton says. “But if students walk out of a course and they can create and apply information, that’s a rigorous course.”

“About a year ago, one of the deans stopped me in the hall to relate a story of an Honors College student who said he had worked harder in Business Communication than any class at USC,” says Stratton. “At that moment, I knew we were doing something right.”



Shaping the Next Generation

Mentoring and community service programs impart critical soft skills and a broad view of corporate citizenship.

When it comes to mentoring, the Moore School has it covered in more ways than many people might realize.

The Business at Moore program brings high-achieving, underserved high school students to the university each summer for a free week of intensive business education and coaching. The school's undergraduate mentoring program connects alumni with current students to enable them to learn from business leaders outside the Moore School, as well as giving them a broader connection to professionals in their fields. And the Business and Community Leadership Fellows program teaches young leaders how to effectively engage with their communities and takes mentorship a step further by equipping the students involved to mentor younger cohorts.

Serving the underserved

When Aerialle Crawford, B.S. '15, MHR '16, enrolled in the Business at Moore summer program in 2008, she didn't realize the impact it would have on her life. Now, the Mullins, South Carolina, native has completed her Master of Human Resources, her second degree from the Moore School. It's been an impressive journey for a student who was the first in her family to attend college.

Crawford credits the Business at Moore program with completely changing her life. She was a standout student at Mullins High School, but it wasn't clear what would happen next: Few kids in Mullins — a city of 4,500 residents located 30 miles east of Florence — typically go on to higher education.

A teacher suggested that Crawford apply for the Business at Moore summer program. Crawford was accepted, but she found the experience a little overwhelming at first. "I wanted to go home," she recalls. "I thought, 'We don't have these nice things in Mullins; people in my town don't go to college.'"

Moore School faculty and staff reassured Crawford, letting her know that the program — which introduces the fundamentals of how a business operates — was designed precisely for people like her. Nine years later, Crawford has stayed highly engaged with Business at Moore — as a speaker, as a counselor and as a volunteer helping to develop the program's marketing strategy and alumni outreach.

Today Crawford is a career development specialist at Brightwood College in Charlotte, N.C., and a motivational speaker.

Modeling business success

In the Moore School's mentoring program, students pair up with South Carolina-area business leaders and alumni based on their fields of interest.

"I enjoy his perspective on the working world and how to interact professionally because he considers himself to be more old-fashioned," says Ryan O'Neal, a junior finance and international business major, of his mentor John Paul, finance '67, an independent insurance broker in Charleston.

"I have received networking opportunities through the mentorship so far, and I appreciate the little things that I can pick up along the way. During one of our conversations,



Mr. Paul said how important it is to always appreciate and uplift your co-workers. If you are fortunate enough to move up the corporate ranks in your career, these will still be the people who will help you get the job done."

Alumnus Mac Bennett, finance and management '80 has mentored many Moore School students as CEO of the United Way of the Midlands.

"We do all kinds of mentoring at United Way," Bennett says. "But when I found out about the program at the Moore School, I thought, 'This could take mentoring to a different level.'"

Bennett says he and his student mentee have been working together since the fall and, though she was studying abroad in the spring semester, they were able to meet virtually via email.

"We're talking through some things that she should accomplish while she's overseas, and more generally thinking about things that she can do to make sure she's prepared to move into the workforce," Bennett says. "Older people have valuable experiences and we can help students navigate through these things."

Building community leadership

The Business Community Leadership Fellows (BCLF) program prepares students to be good corporate citizens when they graduate, whether that means contributing time and money to community causes or taking on leadership roles as CEOs or board members.

This element of teaching essential soft skills had one mother singing the business school's praises to the dean following a meeting with students, including her son.

"I don't know what you said to him, but I just want you to know that he sounded more inspired than I've ever heard him," Frances Graham wrote to Dean Peter Brews in an email. "He was telling me about all the community service he plans to do. He is a changed man after that meeting last night. He told my husband, 'Dad, I'm going to be somebody.'"

Bennett, one of the community leaders who helped design the BCLF program, thinks the program is a tangible manifestation of Brews' vision for the Moore School.

"It is so important that we've got strong leaders in our corporate world who understand how they can best support nonprofit work in their communities," says Bennett, who has spent his entire career in the nonprofit world. "I applaud Dean Brews and his staff for really pursuing this."

Nancy Buchan, associate dean of undergraduate programs, says she has been pleasantly surprised by the interest from students — 183 attended the initial orientation meeting. "I really think cultural change is hard, but if we keep messaging the freshman, they start to realize that there's something different going on here at the Moore School," Buchan says, adding that freshmen start the program by simply doing community service — at least 60 hours. "We want them to learn what they most enjoy and what they're most passionate about."

The program creates a "nice symbiotic relationship" between the students and the community, Buchan says. "There are so many places where businesses want to step in and do something that's beneficial to the community, but they don't always know how or where. So, the more that we have people who can be those bridges and understand how business can help, that can really make a difference."

After freshman year, accepted students are placed with a nonprofit and work a minimum of four hours a week during sophomore year. As a group, the students will take a course on business ethics and corporate social responsibility. A writing course follows in which they will create the plan for their junior-year project, which could be helping their nonprofits with becoming more efficient or with marketing or human resources.

In their senior year, the students will mentor sophomores in the program and take a course on how to serve as board members so that they will be able to continue their community service as professionals.

"I think there's just a real appetite — a real quest — for understanding how to give back beyond an 8-to-5 job," Bennett says. "Different generations of students have different priorities, but it appears that with this group — millennials — there just seems to be a renewed interest in how to invest back in community."

Through these and other programs that link students to working professionals, those who pass through the Moore School emerge better equipped to effect change in their communities, and it is frequently through engaged alumni that these opportunities are possible.





Michelle Duncan, Trane Corporation,
MBA Class of 2018

Accelerating Executive Success

Corporate leaders know strong employee talent is a key competitive advantage. From managers to C-suite executives, the Moore School continues to prepare working professionals at corporate partner firms to become more effective leaders and have greater impact growing their companies.

The Moore School has long recognized that the need for a strong business education does not stop with undergraduate and graduate students. The school continues to innovate and respond to the real-world needs of working business professionals. Its Professional MBA and Executive Development programs deliver critical skills and rigorous credentials for career advancement.

Working professionals

Michelle Duncan has been a manager at Trane Corp. for years, but she wanted to acquire new skills and better understand the business concepts that underlie the HVAC manufacturing industry. That led her to the Professional MBA program at the Moore School, where she's completing her degree while continuing to work full time at Trane.

"The program allows me to apply classroom knowledge to my daily work almost immediately," says Duncan, "One of those immediate takeaways is that I've learned how to better manage data and assemble it into easy-to-read reports for our executive leadership."

The Professional MBA program started at the business school in 1973, using SCETV's satellite system to deliver courses live to sites across South Carolina. The program has adapted with technology's evolution and now uses both live videoconferencing and on-demand course capture. Students

complete a portion of their studies on-line, and attend class at the Moore School or regional classrooms in Charleston, Charlotte and Greenville as well as USC Aiken and USC Beaufort, and at the Moore School in Columbia.

This program provides a unique opportunity for working professionals to complete a USC MBA while working. This is not an online MBA, but rather a mixed-delivery program that accommodates both the live and time-shifted student. In class, students engage in classroom discussions across locations in South Carolina and in Charlotte, N.C. Advanced technology allows students to become part of an interactive cohort that crosses city and state boundaries and includes students with day jobs that range from project manager to C-suite responsibilities.

"This program is specifically designed for the working professional," Duncan says. "The technology and flexibility of attending in person, via a remote telepresence location or from home or a hotel room really makes it easy to participate in class with a busy work schedule."

"We have many successful Professional MBA graduates working at companies across the Southeast and beyond," says Libby Hendley, managing director of the Professional MBA program. "We work to ensure that our program is flexible enough to accommodate diverse schedules so participation easily fits into the life of busy professionals. Our multi-channel platforms and the ability to time shift content delivery helps every student to keep up with course work regardless of their weekly schedule. The Professional MBA shares its world-class faculty with other Moore School MBA and graduate programs. The caliber of the course work is competitive with the best

“No matter what business challenges your company faces, whether it’s professional development, business processes or other challenges at any level of an organization, we have the resources to build educational programs to meet those needs.”

—Tim Carroll, Associate Dean for Executive Development

programs in the country. It is this effective combination of flexibility, quality faculty and course work that has us ranked the number 16 part-time MBA program in the United States and number one in South Carolina.”

Educating executives

The Moore School’s Executive Development program began in the early 1960s, offering continuing business education courses. It eventually was housed in the Charles E. Daniel Center for Management Education in the Close-Hipp Building, the business school’s former home. Its current home is the Daniel-Mickel Center for Executive Education in the Moore School building.

The school’s Executive Development team now offers open programs, custom programs and graduate certificates.

Open courses focus on enhancing specific skills such as leadership, analytics or communications. Several open courses have been perennial favorites, such as Finance Essentials for the Non-Financial Manager, Communication Strategies and Strategic Thinking and Analysis.

This past year, Executive Development launched a new five-course Leadership Excellence program for high-potential managers. “Our new Certificate in Leadership Excellence attracts small business owners, high-potential employees of mid-size companies, superintendents of education and other professionals who want to lead change within their organizations,” says Angie Brown, director of programs for Executive Development.

Custom programs are developed to enhance specific skills needed by companies. This can be driven by a shift in market technology, new competition, a desire to strengthen specific skills a selected group of employees, preparing high-potential

management candidates or a choice to invest in training to as part of employee retention efforts. Some organizations have a long-term partnership with the Executive Development team to conduct annual training as new sets of employees advance to a position requiring enhanced skill sets. The U.S. Army is one such client where programs include three custom-designed programs that enroll 400 or more officers and enlisted personnel annually.

Graduate certificate programs provide academic credentials, the ability to target four courses in a very specific content area and, for some, the opportunity to try MBA-level courses prior to pursuing a Professional MBA. These courses often meet on nights and weekends to accommodate a working professional. The Moore School currently offers graduate certificates in business analytics, enterprise resource planning and cost management. Future certificates will include Global Strategy and Human Resources. Graduate certificate programs carry graduate credit, which can be transferred to other institutions or used at the Moore School.

“The knowledge base at the Moore School is immense,” says Associate Dean for Executive Development Tim Carroll. “No matter what business challenges your company faces, whether it’s professional development, business processes or other challenges at any level of an organization, we have the resources to build educational programs to meet those needs.”

Together, the daily contributions of graduates of the school’s Professional MBA and Executive Development programs underscore the opportunities these programs create for career advancement, the Moore School’s value creation with corporate partners and the continuing contributions the school makes to the Palmetto State’s prosperity.



MEET THE NEW BOSS

The process of picking a CEO might never be transparent, but researchers at the Center for Executive Succession are aiming to make it less mysterious — and more effective.

“We’re trying to bring in multiple perspectives and people around similar sets of questions,” says center Director Patrick Wright. “They’re willing to share information with us through our research that, normally, I think they might be a little hesitant to do.” The center not only conducts research, it also provides a unique opportunity for chief human resources officers (CHRO) to share experiences and best practices in an academic setting. Visiting CHRO’s also share their insights with Moore School Master of Human Resources students.

One issue that often crops up in corporate leadership is the lack of diversity in the C-suite. A center study completed this past October found that participating companies expect their CEO candidate pools to be only 12 percent female and 9 percent other minorities in the next three years, with those percentages inching upward to 14 and 10, respectively, in the next three to five years.

One way companies are trying to increase diversity in the C-suite is by reimagining development paths to

executive leadership that have traditionally included uprooting families to chase promotions — a sacrifice women have been historically less likely to make. “A lot of companies are beginning to ask, ‘Why does that have to be the model? A lot of these jobs can be done virtually. You don’t have to move to take on this role,’” Wright says.

The study, which consisted of interviews with 23 board members from 123 companies, found that the CEO search process suffers from the same biases that affect most decision-making. These biases can result in choosing the wrong CEO successor. “If, as a board member, I’ve decided in my mind that you’re the right person, any information that doesn’t confirm that, I’ll discount,” Wright says.

With the information gleaned from the center, companies can customize a CEO succession plan that increases and diversifies their candidate pools.

“We tend to get a lot of insight into what’s going on in the boardroom or within the company,” Wright says. “What we’re beginning to see now is both boards and CEOs are increasingly recognizing that the emphasis on diversity has to be higher in their organizations.”

Ties that Bind

Spann Laffitte's success is shaped by Carolina, family, friends.



The University of South Carolina is still woven into the fabric of Spann Laffitte's, B.S. '99, life. From generations of fellow graduates in his family to lifelong friends, he credits Carolina with providing a sound basis upon which to build a career.

"USC helped prepare me for the transition to life after college, but most importantly provided me with a foundation of peers who have remained to this day," says Laffitte, who is vice president for sales and account management for Delta Dental of South Carolina. "What I learned in the classroom helped prepare me for the business community, but the lessons outside the classroom regarding establishing and maintaining valuable interpersonal relationships have served me equally as well."

Generations of Laffitte family members hold degrees from Carolina. His great uncle Henry Lucius "Luke" Laffitte, '44, received the Algernon Sydney Sullivan Award in 2003. His parents Libby, '67, and Henry Laffitte, B.S. '65, MBA '73, and his sister Elizabeth Laffitte Hutton, an '01 summa cum laude graduate of USC's Honors College, are part of the Gamecock family, too.

The Moore School grad is most impressed with the growth of the business school.

"I was pleased to learn that while we as a university are committed to growing our student body population, we intend to

do so without sacrificing the caliber of students we're admitting," he says. "That's particularly important for a business school.

"In my opinion, future students of any university will need to evaluate the reputation of the school, the caliber of fellow students who are admitted into the program and the cost of the education in relation to the starting salaries for graduates. It seems the Moore School understands that and is committed to being positioned well."

In addition to being connected and supportive of the university, Laffitte is committed to giving back to the community. He is on the Friends of Epworth Board at the Epworth Children's Home and is a Salute from the Shore board member, a nonprofit that honors America's armed forces on the Fourth of July.

He recently completed the first of five seminars as a Liberty Fellow. Liberty Fellowship is a statewide leadership initiative founded by Anna Kate and Hayne Hipp, Wofford College and The Aspen Institute. Through the program, the Liberty Fellowship seeks to inspire outstanding leadership in South Carolina, empowering the state's leaders to realize their full potential. Fostering a values-based approach, Liberty Fellowship exposes rising leaders to diverse perspectives, critical thinking and intellectual and personal development.

Through Delta Dental, Laffitte supports the Land of Smiles and the S.C. Dental Association's Dental Access Days programs to provide dental access and educational resources to adults and children.

Growing Sustainability from the Roots Up

Small business entrepreneurship and marketing alumnus Harleston Towles, B.S. '11, uses his entrepreneurial skills on the job almost every day, but he's not pitching deals or crafting strategies from a conference room or an office. In fact, he doesn't even spend most of his work day indoors.

Towles, owner of Rooting Down Farms in Charleston, realized early on that he had an entrepreneurial spirit.

"When I was a kid, my grandmother would have these cocktail parties, and I would actually set up a bar and mix drinks and charge people for them," he says with a laugh.

Now, instead of drinks, he's mixing up organic vegetables from his farm on Johns Island to sell to local families and restaurants through a subscription service he started in 2013. Each week, he sends out about 40 bags of fresh produce to subscribers such as Evo Pizza, The Glass Onion and Hominy Grill.

"As a small business owner, having that feeling like you made it, like you've been successful — it doesn't get any better than that," says Towles.

When Towles was at the Moore School, he says the push for sustainability was starting to pick up. Learning about sustainable living in his business classes, as well as discovering through a genealogy project that his family has a history of

farming, inspired him to try it out for himself. It hasn't always been easy, but Towles enjoys being challenged. "A good challenge is what keeps me going," he says. "It keeps you on your toes."

That challenge doesn't stop when the crops are harvested. At that point is when what Towles calls "the hustle" comes in.

"It's great to see if you can make it to harvest, but then comes the sale and reaching out to people to buy this beautiful product," he says. "We've got an easily sellable product, but we've also got competition."

He's learned over the years that dedication is the key not only to success, but also to loving what you do. "You have to really immerse yourself in whatever you're going to do," he says.

Today, in addition to running Rooting Down Farms, he works at Clemson's Coastal Research and Education Center, doing the same things he does on his own farm: tending vegetables, maintaining the field and bringing in the harvest.



Above Radishes grown on Rooting Down Farms

Faculty and Student Achievement

Excellence in Insurance Education

In June, Moore School was named one of only 12 schools in the United States and 20 schools in the world to receive the Global Center of Insurance Excellence designation in its first year. This designation, awarded by the International Insurance Society, recognizes universities with the top insurance programs in the world.

In order to receive the designation, a university must offer an insurance major and have a certain number of qualified faculty members and graduates of the program to ensure that valuable connections can be made between the school and the professional insurance world.

Is Your Boss a Narcissist?

Self-absorbed. Attention-seeking. General lack of regard for others. These are some of the characteristics most often associated with narcissism. Now consider these: Innovation. Confidence. Willingness to take risks. These positive traits go hand in hand with the negative ones. Combined, these characteristics can contribute to great success in the business world, which is probably why they can be found in the CEOs of major companies.



Patrick Wright

Management professors Patrick Wright, Anthony Nyberg and Donald Schepker have been monitoring trends in executive development for the past five years. This year, in the annual survey they send to chief human resources officers, they included questions concerning narcissistic qualities of CEOs. The result: A little narcissism isn't inherently bad for business, but what it brings to corporate performance remains largely unknown.

Reading Between the Lines for Stock Insights

Call it reading between the lines. Recent research by School of Accounting chair and professor Mark Cecchini shows that certain words in a financial analyst report could imply that a company will do better in the market than one lacking those words. There isn't some magical combination of words that mark an incredible buy, but using natural language processing tools, he found that better stock picks could potentially be made by basing buying on certain combinations of words.

To support his hypothesis that there is subliminal information in what analyst reports say, Cecchini took buy-rated analyst reports and examined the buys a year after they were rated to see if they were actually good buys. The process allowed Cecchini to generate a "dictionary" of differences in language. He then took

that dictionary and applied it to a whole new sample to see if it provided any insights. By taking that sample portfolio and "trading" on it, he determined that money could be made using this method based on the positive returns that resulted.



Mark Cecchini

Insights into the World's Biggest Economy

"For the Chinese city that I study, the boom times are over and they're not coming back."

This could be considered a bold statement for international business professor Michael Murphree to make concerning the economy of Dongguan, China, but given the 2008 "double bind" of declining overseas demand and rising domestic costs, it's really not.

Through his research on China, the "workshop of the world," Murphree has watched its economy struggle to maintain previous levels of production growth since 2008. At the same time that the recession caused a decline in demand, the effects of the one-child policy and increased opportunities for and ambition in young Chinese men and women caused a decline in the labor supply. Many people thought manufacturing would largely move to Southeast Asia as wages rose, making manufacturing efficiency all the more important. That, however, has not unilaterally been the case.

Leadership in International Business

In April, Moore School international business professor Chuck Kwok was elected president of the Academy of International Business, the leading global association of international business scholars. In August, Kwok will begin presiding at all executive board meetings, appointing and instructing committees, and leading the strategic direction of the organization.

Nyberg Named Associate Editor for Academic of Management Journal

Darla Moore School of Business human resources Professor Anthony Nyberg has been chosen to be one of the next associate editors for the Academy of Management Journal. He started the three-year term in 2016.

In the last eight years, the Academy of Management Journal has published four of Nyberg's articles. One of his recent articles focuses on layoffs and their effects on relationship

performance. His research measured how detrimental staff turnover is based on how talented the people leaving were and how quickly they could be replaced.

Bliese Named Editor of Organizational Research Methods

Darla Moore School of Business management Professor Paul Bliese has been named the next head editor for Organizational Research Methods, published in association with the Academy of Management. He took over the position this summer and will hold it for three years. Bliese will be the sixth person to hold the editor position and the first from the Darla Moore School of Business.

The quarterly journal, ranked No. 2 of 79 in applied psychology and No. 9 of 192 in management according to the 2016 release of Journal Citation Reports, was first published in January 1998. Its articles highlight different ways to analyze and present data with a focus on improving statistics.

Student Earns Coveted International Scholarship

In April, International Business and Chinese Enterprise first-year student Nicolas Ferguson became the first Moore School student to be awarded the Boren Undergraduate Scholarship since 2010. This national scholarship provides up to \$20,000 for a year for a student studying a language related to national security.

Ferguson will be traveling to Hong Kong at the end of May where he will spend the next year and a half taking intensive Chinese language courses as well as business courses. The Boren scholarship will help cover things related to his studying abroad such as housing, transportation and books.

Applying Analytics Knowledge Close to Home

Looking for jobs or internships is hard. Where do you begin? What do you put on your resume? What skills do you emphasize in the interview? These are the types of questions Judy Wei, a fourth-year international business, global supply chain and operations management, and marketing student, started asking herself when she started college, just as many students had before her. She, however, decided to find her own answer.

Although she knew she wanted to pursue business, Wei has always had a passion for data analytics. She decided to complete a business data analytics concentration and has already begun applying her skills to analyze job descriptions on Handshake, the on-line job search engine used by the university. She's applied the analytics skills he learned at the Moore School to the data in the Handshake system for hidden insights to improve her job search.

Moore School Team Wins Navarra Case Competition

When you think "USC champions," you likely picture the University of South Carolina's women's basketball team winning the NCAA National Championship. However, USC is currently home to another team of champions — this spring the Moore School's undergraduate case competition team won the sixth annual University of Navarra International Case Competition in Spain.

What these two teams have in common — besides being champions — is that each member brought different strengths to the table to make the team unstoppable. While the women's basketball players forged together top-notch free throw shooting, dribbling and passing abilities to make a winning team, the five-person case competition team used their superior finance, analytics and presentation skills to make the choice of winner a no-brainer for the judges.

Business vs. Violence in Africa

When 2016 Darla Moore School of Business international business and marketing alumnus Alex Sullivan heard about the violence in Nigeria caused by Boko Haram from his friend Meghan Conroy, he didn't let the distance prevent him from joining her in taking action.

At the end of last year, Conroy, a 2014 anthropology alumna, began a nonprofit called "Project Cyma" with the goal of giving Nigerians alternatives to the violence and terrorism that surrounds them. Sullivan has been on board since early spring and hopes to continue to see the nonprofit grow.

Social Service in Hong Kong

Another kind of experiential learning — bridging cultural differences to language barriers — is an essential skill set for business in the global marketplace. Sophomore Andrew Bridges has added another wrinkle to his time in the Darla Moore School of Business' International Business and Chinese Enterprise (IBCE) program: community service.

Bridges has been studying at the Chinese University of Hong Kong since this past May. Along with practicing his Mandarin and taking exams, Bridges spent his Christmas holiday raising nearly \$1,000 for various charities and helping to feed the homeless.



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— U.S. News & World Report

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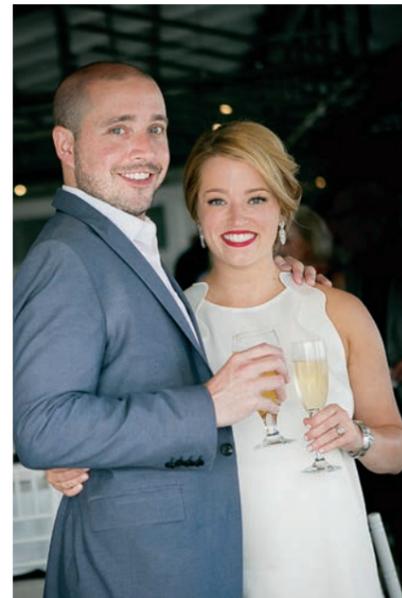

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McMUNNS ESTABLISH MOORE SCHOOL STUDY ABROAD ENDOWMENT TO GIVE STUDENTS 'EYE-OPENING' EXPERIENCES

When most people think about Christmas presents, they picture boxes wrapped up in pretty paper and ribbons, stashed under a Christmas tree decked out in ornaments and tinsel. But Ryan McMunn's gift to his wife the year they got married wouldn't fit under a Christmas tree. He knew it was her dream to establish an endowment at the Darla Moore School of Business, so he set up the Alexandra Wilcox McMunn Study Abroad Endowment as her Christmas present for 2014.



"She's such a giver," Ryan says of his wife, Allie. "She was so excited and so proud that we're at the point in our lives where we can give back something like this."

Allie graduated from the Moore School in 2011 with degrees in marketing and management. While here, she spent a semester abroad in Florence, Italy, studying fashion for her fashion merchandising minor.

"I hadn't left the United States before then, so getting to see 10 different countries in six months was a really eye-opening experience," she says.

Because of that experience, Allie wanted to create a way for other students to have the opportunity she had to study abroad and see business from other perspectives. She knew that an endowment was the best way to financially give back, but she thought she would have to wait a few more years before she was able to make that kind of commitment.

"I never thought I'd be able to do something like this in my 20s," she says. "I was thrilled when my husband told me he'd set it up."

Ryan has his own endowment at his alma mater, the University of Colorado, and has loved having such a profound impact on students' education.

"It's so meaningful," he says. "You can just see how appreciative they are."

Allie is looking forward to connecting with the first student to receive her endowment this year. "When you study abroad, you learn so much," she says. "I want to encourage students to take that opportunity however I can."

Allie and Ryan McMunn live in New York City. She runs her own interior design firm, One Bleecker, and he manages the Asian operations of Tricam Industries and runs his own business BRIC Language Systems.



ALUMNI STAFF UPDATE

The Moore School's alumni and development teams saw big changes this year as the group transitioned Susan Wheeler to the role of assistant director for alumni engagement. Wheeler joined the Moore School in April 2012 as campaign coordinator and later served as assistant director of development.

She has made significant contributions to the advancement program, including engaging a 30-member Young Alumni Board, implementing the school's mentorship program and providing support to the Business Leaders Community Fellows.

In her new role, Wheeler will continue to build the Young Alumni Board and work to broaden and deepen alumni engagement, including strengthening Moore Connect, the Moore School's alumni platform. She will also identify and execute a variety of alumni engagement strategies such as regional alumni events.

Wheeler has degrees from Agnes Scott College, BA '05, and Winthrop University, MBA '11.

"I look forward to working with the Moore School community to provide meaningful experiences for our alumni," she says.



BPF UPDATE

Michael Ian Fanning, who recently retired as Michelin North America's director of sustainable development, has been elected president of the Business Partnership Foundation at the Moore School. Fanning, who began his role as president in January, brings nearly four decades of communications and executive experience to BPF.

"After a 38-year business career with several multinational companies, I fully understand the importance of developing the next generation of leaders for a highly complex corporate world," Fanning says. "When I was approached about the opportunity to become president of the USC-Business Partnership Foundation, I sensed a terrific opportunity to both give back to the state of South Carolina and to help support Dean Brews' vision of a top-tier business school that will equip students for 21st century high-value employment."

The Business Partnership Foundation was established as a tax-exempt nonprofit in 1969 to serve as a partnership between business and academic communities.

FINANCIAL TIMES RANKINGS

The Financial Times ranked the International MBA program at the Darla Moore School of Business **No. 77** in the world and **No. 38** in the United States in their annual Global MBA Ranking. The Moore School International MBA is also ranked **No. 1** in the world for international course experience.

The Financial Times also ranked the Moore School International MBA program **No. 2** for international mobility and **No. 8** for salary percentage increase among U.S.-based MBA programs. Additionally, the school ranked **No. 2** in percentage of female students in the program.

In these rankings, the Moore School students' international immersion experience abroad placed it ahead of all MBA programs globally. The ranking was calculated using the most recent graduating MBA class's completed exchanges, research projects, study tours and company internships in countries other than where the school is based and where students are from.





SHUCK & SHAG

Shuck & Shag 2017 will be held on Sept. 15, the Friday night before the first home football game. The Moore School's third annual Shuck & Shag event brings together alumni, faculty, staff and friends for shucking oysters, shagging on the dance floor and celebrating the school's network of alumni.



NETWORK WITH MOORE

Dean Peter Brews has been meeting with alumni and corporate partners from New York to Atlanta this year, discussing alumni networks and the latest developments at the school. Joining Brews have been faculty and staff from the school's graduate programs, Executive Development and the Office of Career Management to discuss how alumni can stay connected to the Moore School. Upcoming networking events: Greenville, Oct. 5; New York, Oct. 19; Charleston Nov. 2; Atlanta, Feb. 22; Washington, D.C., March 22 and Charlotte in May.



DIVERSITY AND INCLUSION

The Moore School is committed to fostering inclusion and diversity based on equal opportunity, respect and accountability. To that end, the school started the Diversity and Inclusion Council headed by Alice Leri, associate dean of diversity and inclusion.

"We cannot keep ignoring the fact that we're different," says Leri, who joined the Moore School three years ago to teach international business. "People say we don't have to see differences, but the point is you need to see differences and accept them as they are to build a sense of community."

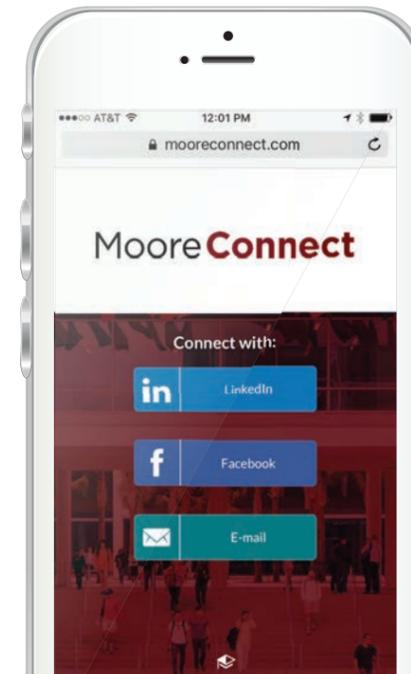
The council of students and Leri work to ensure that acceptance and understanding is widespread in the business school and foster a greater sense of community among its students.

"My father was in the military, which afforded me the opportunity to interact with a diverse group of people in military communities and throughout my travels overseas," says Jennifer Jasso, a Professional MBA student. "I joined the Diversity and Inclusion Student Council to help bring awareness to diversity issues and to help create an even more inclusive community at USC."



MOORE SCHOOL BUILDING: LEED PLATINUM

The Moore School building has earned LEED Platinum certification, the highest certification awarded by the U.S. Green Building Council. Championed by Darla Moore, for whom the school is named, the building opened in August 2014. It is the first public building in South Carolina to earn LEED Platinum. The Moore School joins business schools at Harvard and Stanford universities to earn the exceptional rating.



A NEW WAY TO CONNECT

In 2016 the Moore School launched Moore Connect, a new program that fuels alumni connections in a whole new way — and it's exclusively for graduates of the Moore School.

Moore Connect builds on alumni's academic credentials and infuses each member's personal network with Moore School alumni who can make introductions on their behalf, share information about job openings, offer unique industry insight and more. Alumni can also use Moore Connect to make business connections or reconnect with classmates.

"Moore Connect has been a great way for me as a non-local alumna to stay current with everything going on at the Moore School. It's also been really fun to reconnect with former classmates," says Rachel Broniak, B.S. '08, MACC '09, manager at Rödl Langford de Kock in Atlanta. "It's essentially free access to an exclusive database of very accomplished professionals with a common connection to Carolina who are willing to share their experience and expertise."

Alumni can get started at mooreconnect.com after verification.

Alumni News

1960s

Kae Harper Childs, B.S. '63, has been teaching shag dancing for USC's physical education



department for the past 10 years. Kae recently published her first book, "Life is a Dance."

Gelene Duncan Ellsworth, B.S. '64, was named 2016's Honorary Life Member of the Columbia Garden Club. Gelene was also given emeritus status from the Chi Omega Housing Corporation, of which she was a member for 17 years. She welcomed her first two grandchildren last summer.

Thomas Irby Kindel, B.S. '64, MBA '65, Ph.D. '70, is teaching in his 51st year in the classroom following retirement in 2009 as a marketing professor at The Citadel. Thomas and his wife, Dorothy, reside in Atlanta, Ga.

Robert R. Kurz, B.S. '67, has been elected trustee of the International Game Fish Association.

Miriam Taylor Mitchell, B.S. '64, MBA '93, has retired as risk manager for Beaufort County.

Elgia Gene Sheppard, B.S. '64, MBA '65, is currently enjoying retirement on Lake Blalock in Spartanburg, S.C. Gene's

youngest granddaughter is a first-year student at the University of South Carolina.

1970s

Gary Exley Crossley, B.S. '73, launched LovetoDine Out.com LLC, a mobile restaurant app, and website. In October 2016, Gary also started a new consulting project for the Conference Board of New York City for their economic data project on job openings.

Anthony R. Davis, MBA '73, has retired to Manakin Sabot, Va., after 28 years on Wall Street as a commercial bank securities analyst. Anthony had been employed by Wachovia, Dean Witter, UBS and Stifel Nicolaus.

Fredric Magner, MBA '72, has been named chair of the Board of Advisors of the Leventhal School of Accounting at the University of Southern California.

Leon Smith, B.S. '79, has been promoted to director of financial and audit support services for CALIBRE Systems Inc.

1980s

Kelly Durkan Bean, B.S. '88, MHR '98, has been named CEO of the Darden School Foundation Executive Education at the University of Virginia.

Mac Bennett, B.S. '80, president and CEO of United Way of the Midlands, was awarded the Order of the Palmetto,



At their recent reunion, the MIBS class of 1986 created an endowment to commemorate their 30th reunion to support international MBA students in perpetuity. The class is challenging all MIBS/IMBA classes to do the same.

South Carolina's highest civilian honor in March 2017.

Thomas S. Blair, B.S. '84, has joined Aligned



Energy as chief sales officer.

Jonathan W. Holmes, B.S. '84, is the co-founder and managing director of Mighty 8th Media, named in 2016 one of the top three



best places to work in Georgia.

Walter F. Ice, B.S. '81, has been promoted to senior consumer lender for FirstState Bank. Walter also serves as a vice president, BSA officer and CRA officer for FirstState Bank.

Lloyd Emerson Johnson, B.S. '80, MACC



'81, has been elected to chair of the AARP Foundation in Washington, D.C.

Matt J. McKernan, B.S. '88, MBA '90, has been named Senior Vice President-Global Enterprise Sales for InContact, the leading cloud-based solution for contact centers.

Luis Fernando Mercado, MIBS '88, has

been promoted to executive account manager at Idaho Molina Medicaid Solutions.

Anthony H. Pope, B.S. '86, has been named



chairman of the board for the Greater Summerville/Dorchester County Chamber of Commerce.

James L. Young, MIBS '86, has launched a new conference, the EnviroTech Summit, that promotes the use of modern technology



within the environmental industry. James is currently building database software applications for the construction and utility industry under the Terrain umbrella (terrain.com).

1990s

Robert Thomas Connolly, MBA '94, received



his doctorate in leadership through Creighton

University in 2016. Robert resides in Ho Chi Minh City, Vietnam.

Eric M. Desmonts, MIBS '92, has been appointed vice president - international for Drew Shoe Corporation.

Todd J. Duroche, MBA '99, with his wife, Charlene, and daughter, Emma, welcomed a baby girl, Olive Freya Durocher, into their family on August 31, 2016.

Travis A. Heneveld, MIBS '97, has been promoted to united nations account director for Motorola Solutions in Nairobi, Kenya.

Marcus Clyde Jones II, B.S. '92, has been promoted to southeast regional business



manager for orthopedics at BSN Medical.

Kevin Meredith, MBA '94, negotiated and closed a global licensing deal with Ubisoft, one of the world's top video game developers, in September 2016. In the agreement, all Ubisoft studios and affiliates worldwide can use SpeedTree virtual vegetation technology to develop their titles.

Tarra Mitchell, MIBS '99, has published "The Yoga of Leadership, A Practical Guide to Health, Happiness, and Inspiring Total Team Engagement."

Gail D. Moore, B.S. '92, JD '95, is an associate professor of accounting at Lander University where she received the Distinguished Faculty Award. She has also been elected co-chair

of Lander's College of Business.

Michael Oana, B.S. '92, received the honor of



Summit Brokerage President's Club Membership.

Douglas L. Quackenbos, MIBS '92, has joined the Darla Moore School of Business as a full-time lecturer in marketing. Douglas teaches B2B marketing and sales automation and process engineering, as well as global business development.

Joel Whitten 'Whit' Richardson III, MIBS '94, has been promoted to president of Turner Latin America.

William "Bill" Smith Jr., B.S. '94, MBA '98, has retired from Reclim LLC after 45 years in manufacturing. Bill looks forward to spending time with family, travel, woodworking and photography.

James "Jamey" G. Swigert Jr., MIBS '97, joined Panduit Corporation as a global product line manager in 2014. Jamey and his wife, Julie, reside in Chicago, Ill. with their sons Jack and Jacob.

Jeffrey Reid Thompson, B.S. '96, has been appointed executive



director of the Texas Municipal League Intergovernmental Risk Pool.

John H. Tilton, B.S. '90, has been appointed chief commercial officer



of Biohaven Pharmaceutical Holding Company Ltd.

Derek R. White, MIBS '93, has completed a research masters in innovation management degree at the University of Ottawa. Derek will relocate to London next summer.

2000s

Kevin M. Barksdale, B.S. '09, has become the premier account executive and broker development manager with Palmetto Benefit Solutions, which was named Colonial Life's Small Office of the Year.

Kendall Brooke Belk, B.S. '08, started as associate director of development and alumni relations with USC College of Pharmacy May 1, 2017.

Scott P. Brown, MBA '01, has been promoted to director of sales, national retail accounts (Publix Team), at Coca-Cola Co.

Michelle Z. Chapman, B.S. '06, has become a partner for Derrick, Stubbs & Stith.

James Harvey Cleveland, B.S. '04, JD/IMBA '09, has been elected as a shareholder of Haynsworth Sinkler Boyd, P.A.

Charles T. Cole, MBA '03, is the principal of Crescent Insurance Agency, an independent property



and casualty agency in Charleston, S.C. Charles resides in Riverland Terrace with his wife, Whitney, and two daughters. Charles and Whitney will

welcome their third child in July 2017.

Marlin J. DeBrametta, B.S. '06, has been promoted to production manager/analyst at Utilities Partners of America.

Jared DuPree, IMBA '08, has published a book titled "Whole Fit, Wellness for Life," addressing life balance, life enjoyment and career progression.

Joy Regys Gloster, B.S. '08, MBA '12, has earned an associate in information technology designation from The Institutes.

W. Ford Graham, IMBA/JD '06, has joined the Charleston office of



global law firm K&L Gates LLP as a lawyer in corporate and economic incentives/development practices.

Robin Poston Growley, B.S. '02, has been



promoted to senior vice president for Bank of America Consumer Debit Card and Payment Strategies Finance.

John Ming Huang, B.S. '09, has joined

MindSumo, a Google Ventures startup,



as the company's first marketing hire.

Kayleigh Anderson Hudson, B.S. '08, has been promoted to senior accountant at Young Life.

Shawn Arthur Kelley, MBA '09, is executive creative director at HMM Agency in Charlotte, N.C. Shawn is also producing his first film, a documentary based on the Vietnam War.

Lynsey Traynham Kmetz, B.S. '01, has joined Young Mayden LLC in the legal



search and consulting field. Lynsey and her husband, Jimmy Kmetz, B.S. '01, MACC '02, reside in Charlotte, N.C.

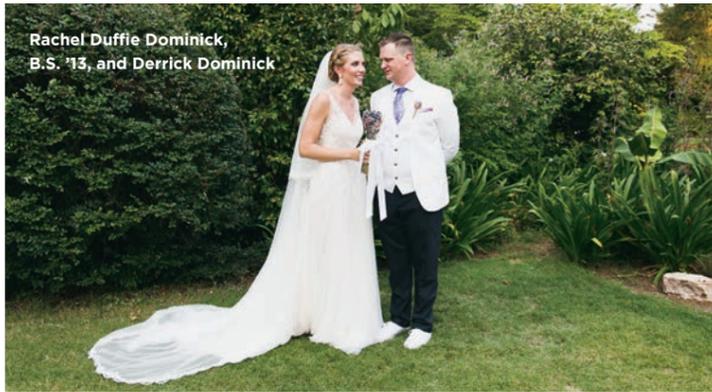
Ashley Sanderson Lamb, B.S. '04, has been



promoted to marketing coordinator at Sowell Gray Robinson Stepp & Laffitte LLC.



Kevin M. Barksdale (center)



Rachel Duffie Dominick, B.S. '13, and Derrick Dominick

Kate Qualman MacDonald, B.S. '08, has opened The Yoga Mac, a yoga studio in Kate's hometown of New Bern, N.C.,



in September 2016. Two months later, Kate married Jamie MacDonald on November 11, 2016, on the British Virgin Island of Saba Rock.

Kevin McCarrell, B.S. '05, JD '08, has been certified by the S.C. Supreme Court as a specialist in bankruptcy and debtor-creditor law. Kevin is one of only four practicing attorneys in Greenville, S.C., to receive the certification.

Somil Mehta, IMBA '09, was married on November 27, 2016, in Long



Island, N.Y., with International MBA classmates and friends in attendance.

Brent E. Stephens, JD '03, IMBA '05, has opened the Charleston Distilling Company in Charleston, S.C.

Ryan Thrasher, IMBA/JD '06, has been selected as commercial manager for Steel Dynamic Inc. Mexico.

Matthew F. Young, B.S. '08, MACC '09, and **Heather Hook Young**, B.S. '08, welcomed their first child, Asher Hook



Young, on August 27, 2016.

William Thomas Young III, B.S. '03, JD '06, has joined Gallivan, White & Boyd P.A. as an associate attorney in the firm's tort and personal injury team. Bill and his wife, Tavia, welcomed their first child, Jane Baty Young, on May 27, 2016.

2010's

Celia Bolen, B.S. '10, MACC '12, has received her licensing as a certified public accountant.

Micah P. Caskey, JD '11, IMBA '12, has been



elected to the S.C. House of Representatives in the 89th District. Micah serves on the Judiciary Committee.

Adam R. Chardukian, B.S. '10, International MBA '15, was awarded the 2016 CBC Global Consultant of the Year in the senior consultant bracket at Cognizant Business Consulting.

Rachel Duffie Dominick, B.S. '13, and **Derrick Dominick**, B.S. '13, were married August 6, 2016.

C. Andrew Dorsey, MHR '12, has been promoted to global talent acquisition leader for IBM's Cognitive



Engagement, Watson Internet of Things and Watson Education Units. Andrew is currently on international assignment in London.

John M. Florence, Jr., MBA '10, has been named corporate vice president, general counsel and secretary at Sonoco.

Gerald "Trey" Marvin Gordner III, B.S. '13, married **Andrea Martin**, B.S. '15, in March 2016. Trey resides in Washington, D.C., where he, through his company koios.co, has launched a product enabling free public library materials to appear as the top Google Search result.

Kelsey Hennighan, B.S. '12, was promoted to marketing manager for Spirit Communications in December 2016.

Lauren M. Hughes, B.S. '13, founded Craft Service Foods, an online retailer



specializing in heirloom, artisan and slow foods.

Blair Decker Rubio, IMBA '12, and **Juan Rubio**, IMBA '12, welcomed



Jonathan David Walker, B.S. '15, and his wife, Elizabeth Turner, B.A. '15

their daughter, Valentina Ryan Rubio, on January 20, 2017. Blair Rubio has been promoted to director of marketing for TIV, an interactive software company specializing in large-format touch-screen experiences for enterprise, live events and retail environments. Juan Rubio's State Farm agency celebrated two years in November 2016.

Jonathan David Walker, B.S. '15, and his wife, **Elizabeth Turner**, B.A. '15, were married August 6, 2016 in Spartanburg, S.C. Jonathan performed as Cocky from 2011 to 2015, and the couple invited Cocky to make an appearance at their wedding. Jonathan completed his MBA at Clemson University one day before the couple wed. Jonathan is now a development officer at the University of Georgia.

John S. Wilkinson, IMBA '10, has been named SBA Small Business Exporter of the Year for the state of South Carolina.

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DEATHS

1930s

Pearle Inez Langford (B.S. '39) on August 29, 2016

1940s

Stephen Charlie Altman (B.S. '47) on January 26, 2017

Joseph V. Askew (B.S. '49) on September 18, 2016

Betty Lou Atwell (B.S. '47) on February 19, 2017

Robert L. Bleakley (B.S. '44) on November 16, 2016

E. C. McGregor Boyle (B.S. '48) on January 5, 2016

Byron E. Burns (MHR '41) on February 1, 2017

Leon S. Goodall (B.S. '49) on November 23, 2016

Daniel B. Haralson (B.S. '48) on November 2, 2016

William Davis Huggins (B.S. '48) on October 29, 2016

Andrew F. Jones (B.S. '40) on November 1, 2016

Calhoun A. Mays, Jr. (B.S. '48) on December 7, 2016

D. D. Salley III (B.S. '48) on February 19, 2016

Charles H. Van Patten (B.S. '49) on March 9, 2016

Charles Raymond White (B.S. '49) on February 22, 2016

Paula Z. Wright (B.S. '43) on July 16, 2016

1950s

Ida L. Bennett (B.S. '59) on January 19, 2016

Dorothy V. Berry (B.S. '54) on April 11, 2016

H. Alan Campbell (B.S. '51) on March 22, 2016

Leon W. Castles (B.S. '55) on February 13, 2016

Joe J. Collins (B.S. '59) on May 2, 2016

Ben T. DeBerry (B.S. '59) on October 11, 2016

Charles D. Ficken (B.S. '54) on February 13, 2017

Emeric Fischer (B.S. '52) on April 7, 2016

Luther Fowler, Jr. (B.S. '53) on April 25, 2016

Carroll G. Gosnell (B.S. '55) on October 12, 2016

John L. Gramling, Jr. (B.S. '54) on April 11, 2016

George F. Hawkins (B.S. '50) on November 12, 2016

Moffatt T. Haynie, Jr. (B.S. '54) on January 17, 2017

Marvis K. Hemphill (B.S. '52) on January 15, 2017

David Clyde Henke (B.S. '53) on December 13, 2016

Walter C. Holshouser (B.S. '59) on October 15, 2016

J. Ray Hoover (B.S. '57) on November 29, 2016

Carey Huffman (B.S. '57) on January 5, 2016

Frank Hyatt (B.S. '58) on February 14, 2016

John E. Johnston (B.S. '56) on April 27, 2016

Charlie O. Jones, Jr. (B.S. '51) on April 21, 2016

James Powers Kennedy (B.S. '57) on October 27, 2016

Keith M. Kinard (B.S. '53) on March 15, 2016

William A. Lattimore (B.S. '51) on February 9, 2017

Van D. Lott, Jr. (B.S. '51) on February 5, 2017

Albert J. Lucas, Jr. (B.S. '56) on February 7, 2017

Robert Pryor Macklen (B.S. '58) on January 11, 2016

John W. Marlow (B.S. '51) on December 24, 2016

Zerno E. Martin, Jr. (B.S. '59) on April 3, 2016

Burnet R. Maybank, Jr. (JD '50) on April 5, 2016

John Robert McDade (B.S. '51) on May 7, 2016

Jack Littleton Morton (B.S. '57) on April 12, 2016

Wallace B. Permenter (B.S. '57) on January 18, 2017

Thomas J. Reynolds, Jr. (B.S. '59) on September 29, 2016

R. M. Russell (B.S. '58) on February 5, 2017

Mack Sarvis (B.S. '58) on October 10, 2016

James Bernard Sloan (B.S. '55) on August 12, 2016

Donald C. Spann (B.S. '57) on January 1, 2016

Matthew A. Stephenson (B.S. '57) on January 9, 2016

Bright L. Stevenson, Jr. (B.S. '54) on April 4, 2016

Edward W. Stubbs (B.S. '53) on September 11, 2016

J. Donald Unger (B.S. '55) on January 11, 2017

Joseph S. Van Patton, Sr. (B.S. '59) on October 5, 2016

Jim Gray Watson (B.S. '52) on January 23, 2016

Lewis R. Weeks, Jr. (B.S. '50) on February 10, 2017

Ralph M. Winn, Jr. (B.S. '50) on January 8, 2017

J. C. Wofford (B.S. '59) on April 6, 2016

1960s

Donald Dupree Blair (B.S. '64) on August 12, 2016

Ronald N. Brown (USC '66, MBA '73) on February 4, 2016

Milford Deal Burriss (B.S. '61) on March 4, 2016

J. William D. Burt (B.S. '68) on February 21, 2016

Edmund H. Carpenter, Jr. (B.S. '61) on February 20, 2017

Roger W. Chastain (B.S. '64) on August 24, 2016

Jack Thomas Clary (B.S. '61) on September 1, 2016

P. Donald Clary (B.S. '63) on August 23, 2016

Mary Catherine Cuning (B.S. '65) on July 21, 2016

J. Stuart Devlin (MBA '63) on February 3, 2017

Luther E. Evans (B.S. '62) on January 1, 2016

William L. Glenn, Jr. (B.S. '64) on October 22, 2016

Serena J. Harris (B.S. '61) on August 19, 2016

Larry M. Harvey (B.S. '68) on August 27, 2016

Jean A. Hatcher (B.S. '62) on September 17, 2016

Rebecca B. Hunt (B.S. '62) on January 24, 2017

David Gerald Laurey (B.S. '68) on September 24, 2016

Terry Edwin Lee (B.S. '66) on January 7, 2017

G. Bruce McPherson, Jr. (B.S. '62) on February 7, 2016

Donnie W. Nance (B.S. '66) on January 7, 2016

William C. Patterson (MBA '65) on April 24, 2016

Wayne Franklin Rush (B.S. '64) on February 27, 2016

Fred Gary Skinner (B.S. '66) on September 20, 2016

Barbara Deason Smith (B.S. '65) on March 8, 2016

DEATHS (CONT'D.)

Paul A. Smith, Jr. (B.S. '66) on January 13, 2017
 Jon Connor Starin (B.S. '68) on November 10, 2016
 Harold C. Steele, Jr. (B.S. '63) on January 23, 2016
 Sonny Still (B.S. '61) on November 3, 2016
 Don F. Teseniar (B.S. '60) on September 22, 2016

1970s

Hugh Thomas Arthur II (Ph.D. '71) on February 20, 2016
 Brian B. Barbee (B.S. '70) on April 13, 2016
 John Beam (MBA '76) on March 19, 2016
 William Presley Bennett (B.S. '70) on September 8, 2016
 Harold Grant Bittinger, Sr. (MBA '74) on March 5, 2016
 Julian L. Corley, Jr. (B.S. '71) on December 12, 2016
 J. Paul Detrick (B.S. '70) on September 16, 2016
 Blanton Maurice Drake, Jr. (B.S. '71) on November 13, 2016
 Thomas P. Duke III (B.S. '78) on September 3, 2016
 Donald G. Duncan (MBA '70) on October 25, 2016
 Jackie W. Earls, Sr. (B.S. '78) on January 6, 2017
 Otis Carlisle Edwards (B.S. '71) on November 13, 2016
 Ernest C. Euler (MBA '79) on February 23, 2016
 Richard C. Fadeley, Jr. (B.S. '70) on January 18, 2016
 Bill Finley, Jr. (B.S. '73) on September 8, 2016
 Lawrence D. Guerry (B.S. '76) on December 19, 2016
 Donald E. Heaney (B.S. '72) on September 2, 2016
 Benjamin T. Heath (B.S. '76) on September 14, 2016
 Dolan R. Hinson (Ph.D. '73) on February 18, 2017
 Paul Henry Huggins (B.S. '72) on October 22, 2016
 Robert Dennis Isaacson (B.S. '71) on March 27, 2016
 Georgia N. Jenkins (B.S. '79) on July 26, 2016
 Thomas Michael Knight (B.S. '75) on June 24, 2016

Robert Edward McManus (B.S. '79) on February 8, 2016
 T. Gary McMeekin (B.S. '73) on January 22, 2017
 John Thomas McMillan (B.S. '74) on November 2, 2016
 Robert Gene Miller (B.S. '72) on December 18, 2016
 James S. Mooney, Jr. (B.S. '71) on May 2, 2016
 John D. Nivens (B.S. '70) on August 13, 2016
 Robert S. Painter (B.S. '73) on May 3, 2016
 Jerry Alvertis Plyler (B.S. '77) on December 12, 2016
 W. E. Plyler (MBA '73) on November 10, 2016
 J. C. Pou III (B.S. '78) on March 12, 2016
 Kevin Michael Powers (B.S. '78) on February 1, 2017
 William Odell Pressley, Jr. (B.S. '74) on February 14, 2016
 Danny O. Rush, Jr. (USC '72, MBA '77) on April 8, 2016
 Francis K. Simons III (B.S. '72) on March 11, 2016
 Jack K. Stewart, Jr. (B.S. '77) on May 29, 2016
 David Regis Stoltz, Jr. (B.S. '77) on December 5, 2016
 John E. Stone, Jr. (B.S. '72) on September 23, 2016
 Darryl D. Vaughn (B.S. '96) on December 19, 2016
 Dwight Ruben Williams (B.S. '77) on January 13, 2016

1980s

John F. Adkins, Jr. (M.S. '89) on February 4, 2017
 Steven B. Anderson (B.S. '88) on September 20, 2016
 George T. Baker (B.S. '84) on October 20, 2016
 Joseph R. Byouk (B.S. '82) on December 4, 2016
 Ernie Derrick III (B.S. '80) on December 21, 2016
 William J. Duffy, Jr. (B.S. '82) on December 26, 2016
 Ralph E. Gandy (B.S. '85) on February 21, 2016
 Robert Edward Gibson (B.S. '80) on January 9, 2016
 Willard J. Goad (B.S. '83) on August 14, 2016
 Richard D. Hazen (B.S. '80) on July 17, 2016

George Preston Hipp (B.S. '82) on January 23, 2017
 Ellen M. Karavolos (MIBS '86) on August 26, 2016
 James A. Kilpatrick (B.S. '86) on January 23, 2017
 Arthur R. McCown (B.S. '80) on October 23, 2016
 Susan W. Montjoy (B.S. '83) on December 26, 2016
 Ann J. Morrison (M.S. '83) on July 20, 2016
 Joan R. Tipton (B.S. '81) on August 9, 2016
 Niren M. Vyas (Ph.D. '81) on March 15, 2016
 Betty M. Washington (B.S. '83) on September 5, 2016

1990s

Melissa D. Alston (B.S. '94) on November 17, 2016
 Jean-Luc E. Grosso (Ph.D. '95) on October 8, 2016
 Linda D. Pickering (B.S. '95) on January 28, 2016
 Souren R. Soumbatiants (MIBS '97) on September 30, 2016
 Horace E. Williams, Jr. (B.S. '91) on November 22, 2016
 Marie C. Xeras-Hernandez (MIBS '99) on December 7, 2016

2000s

Jeffrey Alexander Cox (B.S. '02) on February 14, 2017
 Robert Anthony Evatt (B.S. '07) on October 24, 2016
 Travis S. Quillman (B.S. '07) on August 30, 2016
 Lauren Peele Reynolds (B.S. '03) on January 31, 2017

2010s

Dan McIntosh Brown (B.S. '15) on August 8, 2016
 Casey Michael Burke (B.S. '12) on January 20, 2017
 Kyle M. Lord (B.S. '15) on April 28, 2016
 Ashley M. Skulski (B.S. '10) on April 16, 2016

FROM THE OCEANS TO THE MOUNTAINS

Moore School alumnus Allan McLeland, MBA, '93, is an adventurer at heart. The Sonoco vice president of human resources just completed his biggest adventure yet: climbing Mount Everest. At the end of May, he became the seventh person in history to complete the "Peak and Pond Challenge" as he successfully summited Mount Everest after having swum solo across the English Channel back in 2008. Now McLeland is one of just a few who can accurately testify as to whether the English Channel is the Mount Everest of swimming.





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