In 1969, a committed group of leaders came together to form the Business Partnership Foundation with the goal of building a world-class business school for South Carolina.

Over the past 40 years, the Darla Moore School of Business has worked to meet that challenge. We’ve built a reputation as a global leader in international business research and education, and we’ve been named by the Aspen Institute as one of the top 30 business schools for integrating social, environmental and ethical issues into the curriculum.

But we know that to stay true to this original vision and continue to challenge South Carolina students, we have to keep working. The rapid pace of change in business education and the new economic realities of university funding mean we must continually innovate and adapt.

This special publication highlights a few of the ways we are rethinking business education and reaching out to new partners. The programs profiled here are more effectively connecting our students, research and executive training to corporations, and they’re leveraging our best research and teaching in exciting new ways.

USC President Harris Pastides recently challenged the USC community to participate, innovate and lead. And just as we did more than 40 years ago, today the Moore School is embracing this challenge for South Carolina. I invite you to follow our progress, share your ideas and join with us as we meet whatever challenges the future brings.

Hildy Teegen
Dean, Darla Moore School of Business
Moore School students have long benefited from the top-flight experience and expertise of the school’s marketing faculty.

Now that wealth of knowledge is available to help businesses achieve their marketing goals through workshops, training and consulting provided by the Moore School’s Center for Marketing Studies.

“We have a big reservoir of marketing expertise in the Moore School, and as a professional school we want the business community to make use of the resources that are available here,” said Tom Madden, director of the center and former director of the school’s professional M.B.A. program.

The marketing center, which is part of the Moore School’s Corporate Solutions division, got a boost last year when Jeffrey Rehling joined the Moore School from the Edgewood Consulting Group, a New Jersey-based sales and marketing firm where he is a partner. Rehling, the center’s associate director, brought practical business development experience and a strategy for making the center the go-to place for businesses that need marketing expertise.

Rehling describes marketing as “building a relationship between a product or service and its customers.” To help businesses build these relationships, the center is specializing in three strategic areas — AIM (analyze, innovate, move) — which today’s marketing and sales leaders need to be successful.

“We have the analytical and statistical expertise with faculty and faculty-led student teams to mine data in unique ways that many companies aren’t doing today. We can help firms innovate in creative new ways to help them grow, and we can help companies move in development and implementation of plans to bring strategies to life,” he said.

The center is offering a seminar in May on strategic/creative briefs and a data mining seminar later this year, as well as seminars on shopper marketing and competitive strategy. In addition, the center is developing a non-degree online program in marketing analytics that is scheduled to start this fall.

“We have eight marketing faculty members lined up to offer course modules, which we think will be especially valuable for professionals who want to learn more about the analysis of marketing data,” Madden said.

The center is actively working on a number of initiatives, including a new custom product for a large financial institution and a shopper and store profiling data-mining project for a Fortune 100 health care company.

In addition to providing a valuable service for companies of all sizes, the center hopes it can also create better student experiences.

“We’ve worked with a number of regional marketing firms, which has provided good opportunities for our students because they get to see real-world problems and participate in finding solutions,” said Randy Rose, chair of the marketing department. “Our Marketing Scholars Program has placed a number of students in service-learning projects that benefit both the client companies and the students. We think it will result in better placement for our students.”

“The Moore School can help companies solve marketing and sales problems, and we can help identify and create growth opportunities and provide marketing guidance and analytical support,” Rehling said. “If we do that well, not only can we help businesses, but we’ll create better student learning experiences and ultimately further enhance the Moore School’s position as a business thought leader in South Carolina and around the world.”

For more information on the center or to submit a query on ways the center can help companies connect their products and services to end users, email Rehling at jeffrey.rehling@moore.sc.edu, or call 803-777-2904.
Best of both worlds

Center for Marketing Studies unleashes faculty and student expertise for business clients

Jeffrey Miller calls his experience in the Moore School’s Center for Marketing Studies “the best of both worlds.”

An M.B.A. student at the Moore School, Miller was on one of two graduate student teams assigned to help a Fortune 100 health care company maximize sales of a new product.

“It wasn’t just another group project or simulation. We worked on a real project with real financial implications for the client, and we put in more than what was expected,” Miller said.

The teams provided expertise and experience from faculty mentors and high-powered data analysis by the students, who did number crunching on some 25,000 retail locations.

“There’s potential for great synergy with something like the Center for Marketing Studies because it takes you out of the classroom and drives the academic principles into real-life scenarios,” Miller said. “There was a drive and a sense that we wanted to do a great job and contribute to the company, as well as to the Moore School and its relationship with the companies it represents,” Miller said. “It was the most exciting, rewarding and valuable experience I’ve had so far in the M.B.A. program.”
Points of Light

The Darla Moore School of Business will honor three alumni and one non-alumnus at this year’s Business and Leadership Awards Dinner April 19.

Distinguished Alumnus

James D. Samples Jr. is president of the International Division of Scripps Networks Interactive, a leading developer of lifestyle media, including popular television and digital brands HGTV, Food Network, Travel Channel, DIY Network, Cooking Channel and country music network Great American Country. Samples rose through the ranks of Turner Broadcasting to executive vice president and general manager of Cartoon Network Worldwide. A native of Atlanta, Samples earned a M.I.B.S. degree from the Darla Moore School of Business in 1987. He speaks Spanish and Portuguese and serves on the boards of the U.S. Fund for UNICEF, Arrowmont School of Arts and Crafts and Presbyterian College. He resides in Knoxville, Tenn., with his wife, Margaret (M.I.B.S. ’87), and daughters Kate and Anne.

Distinguished Young Alumni

Thack Brown, senior vice president and CFO for SAP Latin America and Caribbean, has financial responsibility for a $1 billion business unit of SAP AG. In addition to oversight of general finance and administrative functions, he also has responsibility for legal, global risk and compliance, IT, purchasing, and facilities. Brown is also on the Board of Directors of the American Chamber of Commerce, a nonprofit dedicated to improving the commercial environment in Brazil and business relations between Brazil and the United States. A U.S. native, Brown has lived, worked and studied around the globe. He is fluent in English, Spanish and Portuguese. He earned a M.I.B.S. degree from the Darla Moore School of Business in 1996, and his hobbies include leisure travel, squash and appreciating a bottle of good wine.

For a summer job, Raphael Miolane once waited tables at an Irish hotel. Now he is CFO, France and Spain, for Yum!, the world’s largest restaurant company. Miolane, a 2001 M.B.A. graduate of the Darla Moore School of Business, oversees financial planning and control, corporate development, performance management and IT in France and Spain. His efforts in improving the company’s operating margin there earned him the 2011 Peak Performer Award. Yum! is ranked No. 216 on the Fortune 500 with $11 billion in revenue. Miolane, who speaks French, English and Spanish, resides in Paris with his wife, Bénédicte, and their children, Camille and Louis.

Distinguished Service

Pamela Lackey, president of AT&T South Carolina, is responsible for the company’s regulatory, economic development, legislative and community affairs activities in the state. Lackey previously was a professional educator and senior executive assistant to the state superintendent of education, where she directed a division with responsibility for technology, curriculum standards, testing and professional development. Lackey is a member of the S.C. Ports Authority Board and serves on the Business Partnership Foundation at the Darla Moore School of Business and as a member of the state Chamber Of Commerce, the Palmetto AgriBusiness Council, the Palmetto Business Forum, the Central S.C. Alliance, the Governor’s School for the Arts, the Hollings Cancer Center Advisory Board and the United Way of the Midlands. In November, she was named the 2011 Business Leader of the Year by the S.C. Chamber of Commerce.
Building Moore

The $100 million campaign is focused on more than bricks and mortar

More than 4,600 friends and alumni of the Darla Moore School of Business have helped the school reach the halfway point in its $100 million Building Moore campaign.

Part of the $1 billion university-wide Carolina’s Promise fundraising campaign, Building Moore is in high gear with a concentrated effort to visit the top 25 cities and regions across the country. Former S.C. governor Jim Hodges, a 1979 Moore School graduate and member of the Business Partnership Foundation Board, is chair of the Building Moore campaign.

“This campaign is incredibly important for USC and the Moore School because less than 10 percent of the university’s budget now comes from state support,” Hodges said. “Tuition is maxed out, so this is a critical point for Carolina. The university and its business school are important assets to South Carolina and key to the state’s ability to compete in the global economy.”

Building Moore is driven by five strategic goals:

• enhance the school’s reputation as a world-class research institution
• enhance the school’s reputation as a thought leader in international business
• enhance the reputation of core academic programs
• implement an organizational structure, incentive system and discretionary resource base, technological environment; and physical infrastructure platforms to foster innovation, reputation enhancement and revenue growth to achieve research and teaching mission objectives
• launch and institutionalize a Corporate Solutions division to develop alliances in South Carolina and beyond, incorporating a range of nonphilanthropic activities deemed strategically valuable to partner and key client organizations.

“To be one of the top business schools in the country is our goal, but that will only be possible with the support of thousands,” Hodges said. “Serving as chair of Building Moore is a substantial commitment of time, but it’s too important to pass up. In this period of the university’s life, it’s truly important for the institution to find ways to be world-class in a couple of key areas, and the business school is one of them.”

The Moore School has more than 40,000 alumni, but many have not had contact with the school for some time. Hodges and other Building Moore volunteer leaders hope that many will step forward in the remaining three years of the campaign to show their support for the school.

Building Moore

Kickoff 11/11/2011
Concludes 6/30/2015
Goal: $100 million
$52 million raised in silent phase
$48 million remaining goal

Building Moore campaign leadership

Jim Hodges (BS ’79, JD ’82)
Campaign chair
BPF Board of Trustees

June Bradham
CFRE/president, Corporate DevelopMint
BPF Board of Trustees

Andy Miller (BS ’81)
President and CEO, Polycom Inc.

Umit Taftali (MBA ’87)
Founder and manager, Sunac Kiraç Family Office,
USC Educational Foundation Board

Honorary Member:
Leon Goodall (BS ’49, JD ’50),
Chairman emeritus, AFLAC
Thomas Hughes knows a thing or two about keeping students’ attention in class.

A 21-year veteran teacher of business law, Hughes strives to remember how it feels to be a student as a way to make sure his lectures resonate.

“I know the people here in the front row are after grades, and they’re great students,” he said. “But if I’m interesting to that person way up there in the back, I’ll be interesting to everybody.”

The fact that Hughes is still a student himself no doubt helps him keep it real.

“A perk for faculty and staff is that you can take one class each semester, and I’ve probably taken eight,” Hughes said. “I go for the subject matter, but I also get to see somebody else teach. I get to see what it’s like to be a student here.”

Hughes’ popularity among students is perhaps also related to his easygoing disposition. He recently got an email from a former student thanking him for his support and thought-provoking lectures.

“You want to hear that,” he said. “I will say that the affection is usually mutual. I really like my students.”

“For me, if you come in late [to one of my classes], it’s not a big deal. You know, things happen. You could have skipped the whole thing. I always assume that they’ve said to themselves, ‘Well I’m not going to miss this whole thing.’ I take it as a compliment.”

This isn’t the first time Hughes has been recognized for his teaching. A seven-time Mortar Board winner, Hughes was also named Professor of the Year by the business fraternity Delta Sigma Pi.

“It’s always nice to be recognized,” he said. “You never get tired of hearing somebody say, ‘Good job.’”

Although teaching requires occasional adjusting and transitioning, Hughes knows he is in the right place.

“I’ve seen a lot of people come and go because teaching wasn’t for them,” Hughes said. “But it has been for me.”

‘I know it’s tough. I know I’m demanding.’

Students enrolled in Nancy Buchan’s international business courses learn quickly that the spotlight isn’t pointed at their professor but on themselves instead.

“I try to make the students own the material. I also try to make my classes experiential, so that it is not me lecturing to them, but them immersing themselves in the class experience,” Buchan said.

“I want them to raise their own expectations of themselves. I let them know what’s possible, and I want them to think of the potential that they can achieve.”

Winning the Alfred G. Smith Jr. Excellence in Teaching Award at the Moore School is like winning an Oscar: it’s the school’s top teaching award presented annually to one tenure-track and one clinical faculty member. This year’s winners tell the secrets of their success.
Double jeopardy

Risk and Uncertainty Management Initiative takes strategic approach to plan for the unexpected

Flip on cable news any day, any time, and you’ll see that unexpected things happen; sometimes they are bad, and sometimes they are good. How and if your organization is prepared in advance for the unexpected can determine whether an event results in a disaster or a new opportunity.

That’s why the Darla Moore School of Business, which has a risk management and insurance program ranked No. 10 in the United States by U.S. News and World Report, recently launched its new Risk and Uncertainty Management Initiative. Organizations face risks and uncertainties from multiple sources. Therefore, the Moore School is working to establish a structure to address these issues from a cross-disciplinary perspective. The ultimate goal is to develop a Risk and Uncertainty Management Center.

“I view the Risk and Uncertainty Management Initiative as a large umbrella of activities within the Moore School and across the university that supports both academic and applied research and facilitates interactions among faculty and leaders in business, government and the community,” said Greg Niehaus, a Moore School professor of finance and insurance.

“Every discipline has issues related to risk and uncertainty. For example, supply chain vulnerabilities became apparent after the Japanese tsunami. Protection of reputation and brand value are important marketing issues, and political risk is an important issue for multinationals.”

Different disciplines hedge risks in different ways, using insurance, derivatives or investments in information and loss-mitigation efforts.

“You realize you can’t anticipate everything,” said Bruce M. Meglino, a professor of organizational behavior and management. “Therefore, you build resilience and flexibility within the organization. When the unknown happens, you have internal capabilities that allow the organization to control the situation.

“Resiliency also means that when unanticipated events occur, the organization is better able to seize the opportunities that such events often present. We want leaders to consider the risk profile of their entire organization instead of only the financial risk, the marketing risk or the management risk. To assess these multiple risks, managers have to think across all disciplinary and functional areas.”

“We plan to provide educational opportunities on risk and uncertainty management for students and for practitioners that will also be useful to community leaders and executives on risk and uncertainty management,” Niehaus said. “We will also provide applied research with real-world applicability.”

Speakers and conferences are being planned and are expected to launch this fall. Financial support and leadership from individuals, foundations and businesses are being sought for the initiative. For more information or to get involved, contact Ellen Roueche at 803-777-2664.

Buchan said she knows her courses have a reputation for being challenging yet valuable.

“Recently had a student write me and say that he still remembered my class, that it was the most valuable and that he would be coming into town and wondered if I would need a speaker,” Buchan said. “So you know, that’s what makes it worthwhile. I know it’s tough. I know I’m demanding, but I hope that I’m adding some value to peoples’ lives in terms of what they take away from the class.”

For Buchan, earning letters of support from students means as much as receiving a teaching award.

“It’s incredibly validating because I know now that a number of students wrote letters of recommendation for me,” she said. “It’s really special to know that they remembered me and said, ‘I learned something there. Here’s what she imparted to me, and this is why it was valuable.’”

Ultimately, Buchan wants her students to internalize the theme of her courses — understanding other cultures and understanding themselves.

“If I can make each of these students understand the social and political landscape more deeply, then I’ve done my job. If they can understand themselves a bit more deeply as well, then that’s fulfilling to me.”
Moore in time

1919
School of Commerce founded

1960
1st M.B.A. awarded

1962
Undergraduate AACSB accreditation granted

1965
School of Business Administration becomes College of Business Administration

1967
1st Master of Accountancy (M.A.C.C.) degree awarded

1970
M.B.A.-ETV (now Professional M.B.A.) launched

1973
H. William Close Building completed

1976
1st Master of International Business Studies (M.I.B.S.) degree awarded

1980
School of Business Administration becomes College of Business Administration

1982
1st Master of Personnel and Employee Relations (now Master of Human Resources) awarded

1983
Francis M. Hipp Building completed

1986
1st Master of International Business Studies (M.I.B.S.) degree awarded

1987
Riegel and Emory Human Resource Research Center opened

1990
Center for International Business Education and Research (CIBER) opened

1992
1st Master of Science in International Business awarded

1997
The Faber Center for Entrepreneurship opened

1998
Dedication of the Darla Moore School of Business

2004
1st I.M.B.A. degree awarded

2005
The Center for Global Supply Chain and Process Management (GSCPM) established

2006
1st Executive International Master of Business Administration (E.I.M.B.A.) degree awarded

2009
1st IBCE cohort begins

2011
Groundbreaking of new Moore School building

Moore Deans

1920-1946
George E. Olson

1946-1961
Samuel M. Derrick

1961-1966
James A. Morris

1966-1967
Olin S. Pugh, Acting Dean

1967-1993
James F. Kane

1993-1994
Susie H. VanHuss, Interim Dean

1994-1999
David L. Shrock

1999-2000
Rodney L. Roenfeldt, Interim Dean

2000-2007
Joel A. Smith III

2007-present
Hildy J. Teegen

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