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For address changes and alumni news, please contact us at alumni@moore.sc.edu or call 803-777-7602.

Illustrations on cover and pages 5, 9, 10 and 31 by Robert Ariail. About Robert Ariail: USC graduate and winner of the university’s Distinguished Alumnus Award, Columbia native Robert Ariail is a two-time finalist for the Pulitzer Prize and a recipient of the 2012 Vernon Award and many other awards. Ariail’s cartoons are syndicated in more than 600 newspapers nationwide.
Dear Friend,

As you may have already heard, this will be my last message to you as dean of the Darla Moore School of Business. After many years working in university administration — most recently as your dean — I’ve decided to return to the research and teaching that I love. The university has launched an international search for my successor, and I will stay on as dean until a replacement is named later this academic year. After a sabbatical next year, I plan to continue to serve the school as a member of our international business faculty.

It has been an honor being your dean, and the past five years have been the most gratifying of my career. With your help, and despite very challenging economic realities, we’ve made tremendous strides to improve our already strong reputation. We’re building the world’s first academically based telepresence network to connect our classrooms with academic and business partners all over the world. We’re developing novel collaborations that blend theory and practice in global supply chain management, risk and uncertainty management, entrepreneurship and other fields. We’re launching a new accelerated MBA program that allows students to select a specialized track of study in one of several fields. We’re also continuing to cement our reputation in undergraduate education with an incoming freshman class that has the highest average SAT score of any class in our history.

Corporate Solutions can be your strategic partner to help you grow through all your business challenges. We’re particularly glad to help our alumni become even more successful. To find out how Corporate Solutions can be your strategic partner to help you grow through all your business challenges.

Corporate Solutions brings Moore School knowledge and expertise to business through:

• Custom-made executive education solutions. Corporate Solutions provides business leaders and rising executives the expertise and knowledge necessary for maximizing success in diverse economic, cultural and political environments.

• Targeted organizational development programs. From senior leadership to organizational management, we design and deliver customized solutions targeted to what your business needs, wherever you are in the world.

• Business intelligence. The Moore School Division of Research offers our team of researchers and clinical faculty to work with you to develop the insights, strategy and solid analysis you need to thrive in a competitive marketplace.

• Executive Education. You, your executives and your managers can immediately put to use what you learn in our challenging Executive Education courses. To see our current course listing, visit www.LearnMoore.com. From its core mission of preparing students to be future business leaders to a commitment to the business community, the Moore School is bringing the world to South Carolina, and South Carolina to the world.

Corporate Solutions can be your strategic partner to help you grow through all your business challenges. We’re particularly glad to help our alumni become even more successful. To find out more, visit www.moore.sc.edu.

Hildy Teegen, Dean
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University of South Carolina / 3
Who could imagine a library without books? Librarians at the Darla Moore School of Business Elliott White Springs Business Library have envisioned one, and when the school’s new building opens in December 2013, a virtual, paperless library will open, too.

It’s a reality that reflects the changing needs of Moore School students and faculty, said business librarian Emily Doyle. “Unlike many other careers, business is a field where people will typically do more research on the job than they did as students,” Doyle noted. “So it really helps students if we can model the research experience they’re likely to have after graduation.”

In the business world, more research is conducted online, where data and other information can be updated frequently to reflect a rapidly changing environment, and can be accessed with ease from anywhere. And, Doyle said, today’s tech-savvy students are eager to make the shift to online research too. “All of our students want to use electronic resources these days. Our physical book circulation is very low and dropping all the time,” she said. “Usually when students call us looking for something, they want it electronically and instantly. So a paperless library will allow us to even better meet their needs by focusing on the resources they need most.”

No books, no paper

Business library pioneering all-digital approach in new building

By Leslie Haynsworth
When the new library opens next year, it will not look like a traditional academic library — and that, in many respects, will enhance students’ research experiences even further. Instead of endless rows of bookshelves, the library will have a lot of open space where students can study, research or just catch up on the latest business news between classes. It will not have copy machines, but it will feature classroom space where librarians can provide instruction on how to conduct research, not only for students but also for the business community at large.

“Librarians currently provide instruction and subject expertise, but we haven’t had classroom space before,” Doyle said. “We think it will allow us to do a lot more to help people do advanced and specialized kinds of research.”

That kind of assistance is something the business librarians will have more time for in their new facility. Maintaining a physical collection of books — checking them in and out, shelving them, keeping them in good condition — is more time-consuming than curating an electronic collection. So the paperless library will free up library staff to offer more of the help they’re uniquely qualified to provide, such as subject matter expertise and specialized help using information resources.

Because most of its resources will be virtual, the new library will have more time for in their new facility. Maintaining a physical collection of books — checking them in and out, shelving them, keeping them in good condition — is more time-consuming than curating an electronic collection. So the paperless library will free up library staff to offer more of the help they’re uniquely qualified to provide, such as subject matter expertise and specialized help using information resources.

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Timing, as all business leaders know, can be everything. And the timing for the Faber Center for Entrepreneurship’s newly expanded role in helping members of the USC community launch business start-ups couldn’t be more perfect.

Thanks to a strategic vision that capitalizes on the Darla Moore School of Business’s existing strengths in key areas such as international business, intellectual property and global supply chain management, the Faber Center is poised to dramatically accelerate its capacity to catalyze new business ventures. That, in turn, will position it to become a model for entrepreneurship centers everywhere.

First established in 1997 with a gift from alumni Tim and Karen Faber, who, as founders of U.S. Personnel, are themselves successful entrepreneurs, the Faber Center has provided Moore School students with hands-on exposure to entrepreneurial concepts and practices.
Faber Center interns get value-added education

IMBA students Anosh Baxter and Kinjalk Saikia both came halfway around the world to study at the Darla Moore School of Business because of the Moore School’s strong reputation in international business.

Since arriving, both have also found that the Moore School’s focus on intellectual property and the opportunities available to them at the Faber Center have added even more value to their degrees. That added value is exemplified, they say, by their experience assisting with the Business Power conference that the Moore School co-sponsored with the National Knowledge and Intellectual Property Management Task Force this past June.

Baxter and Saikia were intern- ing at the Faber Center when executive director Dirk Brown offered them the opportunity to help with the conference and attend it for free. Both jumped at the chance to hone their IP skills, which they had already recognized as preceding a competitive advantage to business leaders in the international marketplace.

“I came here because Moore was ranked in the top three in the world in international business,” Baxter said. “But even so, I didn’t realize what an asset it would be to study with classmates who are from all over the world. We’ve learned so much from each other.” The Faber Center itself is another tremendous asset for Moore School students, Saikia said.

“I came here because I see an opportunity for the University of South Carolina to really leapfrog what other programs have done,” Brown offered them the opportunity to help with the conference and attend it for free. Both jumped at the chance to hone their IP skills, which they had already recognized as preceding a competitive advantage to business leaders in the international marketplace.

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12/12 Faber Center School of Business

12  |  Darla Moore School of Business
Small Business Development Center, the S.C. Manufacturing Extension and the Office of Research and a host of other programs such as the presence and established partnerships with the Technology Incubator Engineering and Computing and the University’s Innovista Research across campus, not only at the Moore School but also in the College of and at the Moore School’s expertise in international business, I could

teach technology company Neoconix and founding CEO of Pandoodle, a year ago from Silicon Valley, where he had been CEO of electronic curriculum that sparked Brown’s decision to relocate to Columbia a

“i came here because i see an opportunity for the university of south carolina to really leapfrog what other programs have done.”

The center has also assisted members of the USC community with the business start-up process. The center has also assisted members of the USC community with the business start-up process.
Imagine throwing out the welcome mat for 55,000 runners to race through Disney's theme parks and resorts while the parks are in full operation — without disturbing the guests.

That's what Chris Prunty (BS '99) does as sports manager for the Walt Disney Company's runDisney. Prunty and his team put on marathons, half-marathons and adventure races, with five race weekends in Florida and two race weekends in California every year.

“We have a bit of a challenge putting on large-scale events in theme parks, where we're responsible for delivering a great experience for our race guests with minimal impact on our theme park guests,” Prunty said. He's on the event management side of the business, with a focus on the operation of the races.

In addition to the runners, there are thousands of volunteers who must be recruited, trained and managed. And then there are the Disney cast members, parking lot managers, Disney security, local police, traffic officials and the highway patrol. Prunty and his team go on weekly walk-throughs to be sure nothing is left to chance.

“We're focused on the minute details of each event and are on a year-round planning cycle,” Prunty said.

Each race weekend has a different theme, with races and activities to appeal to the whole family — from kids' races where everybody wins to 26.2-mile marathons that attract competitive runners from all over the world. And, like most things Disney, these aren't your usual races. The routes feature entertainment and encouragement along the way.
“You can high-five with Mickey and get your photo taken with Goofy,” Prunty said.

Depending on the race theme, Disney might even issue runners special gear to wear on top of their running clothes, giving these races an even more unique character. Groups of smiling but serious women can be spotted running on course in pink tulle skirts and princess crowns.

“We have bands and cheerleaders along the racecourse to take your mind off the fact that you are running and to make it enjoyable for everyone,” Prunty said.

Prunty and his team send runners on challenging but fun routes that can take them through Cinderella’s Castle, Epcot, the Animal Kingdom and more.

“The biggest help was the real-world application that we did in a lot of our courses,” Prunty said. “A lot of the case studies and group work that we did was very similar to what we do here. We were working in a group setting to tackle challenges.”

Additionally, the business background has helped me tremendously with the financial side of things — creating budgets and working with the finance team.”

Prunty’s background in marketing has also proved essential: “I’m an event manager so a management background has served me well.”

And when Prunty goes home at night, he has yet another event to manage. He and his wife, Kim Hartwell (USC ’99), have two-year-old twins among their four children, who are ages one through five. Kim, who holds a degree from the School of Journalism and Mass Communications, works for Disney in media relations.

“Our kids think it is cool that Mommy and Daddy work with Mickey Mouse. They are a perfect age. They love going to theme parks and going on rides,” he said.

In an ever-changing global environment, business education must constantly evolve, too. That’s especially true of leading-edge programs like the International MBA (IMBA) at the Darla Moore School of Business.

As home to one of the top-ranked programs in the world, the school has a responsibility to offer students an education that is up-to-date, relevant and valuable. That’s why, in fall 2013, the Moore School will introduce a significantly enhanced IMBA curriculum, adapted to the most pressing needs of businesses operating in today’s global economy.

The new focus is “a continued evolution of the program that retains its external validity while adapting to the current marketplace,” said international business professor Randy Folks, a key architect of the original Masters in International Business Studies (MIBS) program that established the Moore School as a leader in the field almost 40 years ago.

Those external verities — which will continue to set the Moore School apart from other, more recently developed graduate programs in international business — include a strong emphasis on cross-continent consulting experience and an international perspective that’s embedded in all coursework across the core curriculum.

Key goals behind the redesign include giving candidates more flexibility in building a course of study that reflects their professional goals and maximizing graduates’ ability to succeed as business leaders in a complex and competitive global business environment.

“We are fortunate to have a stellar faculty with tremendous international business expertise and a leading reputation in the field,” said Moore
School Dean Hildy Teegen. “This curriculum will keep us at the forefront of international business education and enhance the program’s ability to reflect cost Moore School values like experiential learning and a multidisciplinary approach.”

The new focus was the result of a yearlong effort that included significant input from alumni, executives, current and prospective students, faculty and education experts.

“It was clear,” Teegen said of the impetus for the change, “that a fundamentally different global landscape is emerging that requires business schools to rethink how to design an education experience that effectively prepares future international leaders.”

One of the most notable changes is an enhanced experiential learning experience. To begin, there is a re-emphasis on fluency in a foreign language. “That, Folks said, reflects emerging trends in a global market that is now demanding greater competence in language.

Language immersion has always been a notable feature of the program, but it is currently optional. While some IMBA students have continued to develop fluency in a new language, the re-introduction of language study as a formal requirement more clearly signals the Moore School’s commitment to a truly international outlook.

The program will also feature enhanced international corporate experience. All IMBA students will complete a five- to six-month corporate consulting project abroad. That’s longer than most current IMBA internships and significantly longer than the overseas work experience available at most other universities. Between the language immersion and the corporate consulting project, students will spend an average of nine months abroad.

Most time working in an international environment, said Marcelo Frias, the Moore School’s director of recruitment and market strategy for full-time MBA programs, creates an even more comprehensive immersive experience.

“You’re not just seeing how things are different. You’re also learning what gives rise to those differences, which better equips you to add value to the host organization,” Frias explained.

The language and corporate consulting experiences are integral parts of a broader academic objective of the International MBA program, which is to develop what Kendall Roth, the Moore School’s senior associate dean for International Programs and Partnerships, calls students’ “business cultural fluency.”

“We want to use these in-country experiences to prepare a new generation of business leaders who are ready to work in a complex, uncertain and changing multi-cultural world,” Roth said.

“Therefore, we developed a new international business core curriculum that introduces students to frameworks for understanding economic and sociopolitical systems as well as the forms of corporate governance emerging around the world. We are introducing students to methods for analyzing cross-national differences in local institutions, cultures and norms.”

Students will receive much of this training through an innovative “globalization and culture” course that they will take concurrently with their overseas consulting projects. The course will keep students connected to Moore School faculty, who will provide mentoring and support throughout the internship experience.

Through the course, “candidates will be continually challenged to think about what skills they’re using on the job and how their experience is different than it would be if they were doing the same work elsewhere. We want to create a lot of opportunities for that kind of reflection and comparative analysis,” Folks said.

It all adds up to an international curriculum that sets a Moore School International MBA apart. “You can get a sound business education at a lot of schools,” Roth said. “But what the Moore School has always done exceptionally well is to put that business education into a comprehensive global perspective.

“It’s our belief that you have to see the holistic picture — not just functional systems but also the whole culture, and the way government and the business sector interact — if you’re going to be successful in today’s international marketplace. The Moore School is distinctive in the degree to which we bring all those considerations to the table, and the new IMBA curriculum will only further our ability to do so.”

It’s also a curriculum that resonates with corporate needs. As James Hewitt (MIBS ‘94), Citi’s senior vice president and global head of customer acquisition strategy, noted, “At Citi we look for talent that not only has core business skills covered but also possesses a global perspective and preparation to rotate across geographies.”

The International MBA is designed to produce just that talent pool.

Another key change in the program — a more customizable core curriculum — is designed to meet the needs of International MBA students who have typically already been in the workforce for several years. The traditional one-size-fits-all approach is not always the best strategy, Frias said. “Because our candidates have significant work experience, some are already well-versed in the core competencies we teach.”

The program’s ultimate goal, Roth said, is to equip its graduates with the ability to thrive in virtually any environment.

“We’re not so much imparting a body of knowledge as imparting a process,” he said. “We want students to know what questions they need to ask when they’re in a new environment and where to find the answers. You may come here and study Spanish and do a consulting project in Mexico — but what you learn from that experience about how to function in an international setting should be transferrable no matter where you end up, be it Ghana, India, Vietnam or Germany.”

The recently created international activities office, which is already serving current IMBA candidates, is building expertise on different regions of the world, focusing on corporate consulting projects and final employment opportunities.

“It’s our philosophy,” Roth said, “that even as globalization seems to make the world more similar, cultural differences actually continue to matter a great deal, and understanding them gives you a significant competitive advantage.”

“So while most international MBA programs focus on globalization and the cosmopolitan mindset of doing business anywhere, we’re emphasizing deep contextualization and the localization of business practices. That’s what we’ve always done well, and it’s what continues to set our graduates apart.”

Hildy Teegen

“A fundamentally different global landscape is emerging that requires business schools to rethink how to design an education experience that effectively prepares future international leaders.”
Payne, a sophomore international business major, followed in Roth’s footsteps as the year’s winner of the NCAA’s Elite 89 award for having the highest GPA among all the players in the College World Series championship—an award Roth received in 2011.

“How do they pull that off? A lot of it is to do with being able to tap into an existing culture of success and being part of a particularly supportive community,” Payne said.

“Michael Roth paved the road on how to handle the work load and continue to practice and play at a high level without letting my grades slip,” Payne said. “And most of the professors I’ve had at USC and in the Moore School have been extremely supportive and have worked with me when I have to miss class for games and work around my strenuous baseball schedule.”

Being a student athlete, Payne said, can have its drawbacks, “but it also has many advantages.”

For one thing, he has found the academic resources USC provides for student athletes to be top-notch. For another, it requires the development of time management skills that will be an asset no matter where his career path takes him.

Above all, being a student athlete at the Moore School means Payne is simultaneously gaining an outstanding education and living out a lifelong dream.

“The College World Series has been a dream of mine ever since I saw the games on TV at a young age,” he said. “There are really no words for how it feels to be playing there after watching it on TV for so long. I remember thinking to myself after hitting a triple against Florida in Omaha, ‘I can’t believe how it feels to be playing there after watching it on TV for so long.’”

At USC, he found the Moore School to be an ideal place to pursue his degree.

“Carolina students Patrick Harrington, Erik Payne and Michael Roth earned berths on the SEC’s spring Academic Honor Roll, helping USC lead the conference in academic achievement by first-year student athletes for the fifth year in row. Here’s a list of equally impressive academic accolades garnered by Moore School student athletes in 2011-12:

- First Team Capital One All-American — Michael Roth (BS ‘12), baseball, international business and marketing
- SEC’s H. Boyd McWhorter Male Scholar-Athlete of the Year — Michael Roth (BS ‘12), baseball, international business and marketing
- NCAA’s Elite 89 award for the highest GPA in the World Series Finals — Erik Payne and Michael Roth

If you keep up with Gamecock sports, you know what the Moore School’s scholar-athletes accomplished on the playing field last year. Here’s a list of equally impressive academic accolades garnered by Moore School student athletes in 2011-12:

- First Team Capital One All-American — Marcus Rivers (BS ’12), track and field, management and international business
- SEC’s H. Boyd McWhorter Male Scholar-Athlete of the Year — Michael Roth (BS ’12), baseball, international business and marketing
- NCAA’s Elite 89 award for the highest GPA in the World Series Finals — Erik Payne, baseball, international business and marketing

Both the Moore School’s Master of Accountancy (MACC) and Master of Taxation (MTAX) degree programs are reaching significant milestones this year.

The MACC program, which graduated its first class in 1987, is celebrating its 25th anniversary, while the MTAX degree, whose first alumni finished in 1982, is now 39 years old.

Small class sizes, a strong record of job placement and solid preparation for the CPA exam have become hallmarks of the MACC program. That established record of success makes the value of graduate work in accounting at the Moore School apparent to many prospective students today.

But what drew those first students to the program in its early days? And how has the degree been valued since then?

For David Smith, a member of the first class of MACC students, graduate work in accounting seemed like the best way to prepare for the CPA exam. A positive experience as an undergraduate accounting major at USC made the newly minted MACC program an appealing option.

“It was just great to be one of the first to participate in a new degree program,” he said. “I believed the degree would improve my career opportunities and it did. It was challenging to study and compete with other highly motivated students. It created a great learning environment.”

When Tom Tennyson, senior vice president and CFO of Springfield Industries, joined the first class of MTAX students at the Moore School, he was looking for specialized knowledge in a field he found interesting. The thing he learned, though, was that the program could never teach him everything he needed to know as a tax accountant.

“Tax is very complicated and is always changing,” he said. “So you can’t learn it all in the classroom. What you have to learn is how to learn, how to find what you need to know and to solve problems as they arise. These skills — knowledge acquisition and problem solving — are central to what I do now, and they’re the main things I got out of the MTAX program.”

Smith parlayed his MACC degree into a diverse and successful career in accounting, working first for a national CPA firm in Charlotte, then a large firm in Columbia, then in state government, where he was deputy state auditor, and in sole practice in Lake City.

“The program greatly increased my basic knowledge of accounting and taught me to make business decisions by analyzing a particular problem and obtaining all the facts before making a final decision,” he said.

Tennyson, who found the MTAX program to be so well-organized and well-taught that it never occurred to him to look elsewhere, found the program to be well-organized and well-taught that it never occurred to him to look elsewhere. The program greatly increased my basic knowledge of accounting and taught me to make business decisions by analyzing a particular problem and obtaining all the facts before making a final decision,” he said.

Tennyson, who found the MTAX program to be so well-organized and well-taught that it never occurred to him to look elsewhere, found the program to be well-organized and well-taught that it never occurred to him to look elsewhere.
Exams, which were previously all multiple-choice, feature a mix of multiple-choice questions and problems that allow students to show in more detail what they’ve learned, and student work is graded individually by instructors.

School of Accounting lecturer Janice Ferguson, who coordinates both classes and delivers the lectures for Accounting 226, said the initial goals were to create a classroom environment where students were more comfortable asking questions and to reduce the need for machine grading. But other advantages have emerged.

“Students tell us they really like the flexibility of being able to watch lectures whenever they want instead of being locked into a set time each week,” Ferguson said. “And with fewer senior faculty teaching these classes, we’ve also been able to shrink class sizes for some of our upper-level accounting courses.

“Plus, the experience our graduate students gain through leading these recitation sections is sending them out into the workforce with a lot more confidence in their leadership and communication skills. So we think the new format is a win-win for our students and our instructors.”

The Moore School’s Page Prize accepted submissions that predominately explored the topic of environmental sustainability. Starting in 2011, the school expanded its call to include teaching innovations that also explore the social side of sustainability (e.g., poverty alleviation).

An ongoing database of winning curricula/syllabi is available on the Moore website for adoption by business faculty around the world.

For more information about the new AMBA degree program, please visit www.mooresc.edu or contact us at gradinfo@mooresc.edu.

Same extraordinary impact, faster pace

Moore School launches Accelerated MBA program

Beginning next summer, students at the Darla Moore School of Business will have a new option for earning an MBA, completing their coursework in just 11 intensive months.

The Accelerated MBA (AMB) degree offers a business-driven and highly focused experience designed to prepare students to be leaders in ever-more-challenging business environments.

In addition to providing a solid MBA foundation, this dynamic degree will help candidates develop functional expertise in a specialty concentration that best fits their particular interests and career trajectory. Business specialty options include global supply chain and operations management, human resources management, corporate accounting, entrepreneurship and marketing analytics.

An additional option allows students to pursue a general business track while earning a joint MBA/JD degree.

“This degree takes advantage of the Moore School’s global reputation, while allowing students to specialize in a particular area of business,” Dean Wales Jones said. “It’s more career-oriented, more tightly focused and more intensive.”

Candidates will spend half of the program taking foundational and global business core courses with some of the world’s top business school faculty who are thought leaders in their respective fields. From there, they’ll move on to specialty courses in the area that most closely aligns with their individual career goals.

The program’s accelerated pace means students will get back to work quickly and be prepared to make a big impact. That’s more, because they will only be out of the work force for a year, they greatly reduce the opportunity cost of returning to school. Same world-class quality, faster pace.

For more information about the new AMBA degree program, please visit the masters program pages at www.mooresc.edu or contact us at gradinfo@mooresc.edu.
Moore students will usually work with one of our two graduate assistants. The We know it’s difficult — we’ve all been there — so we do our best to help playing in the background. The folks in the CBC are all professional writers. is usually some reasonably good coffee brewing and a Pandora station Sounds painless enough.

Whatever they need, we’ll tailor something for them.

Ideally, a student will plan ahead a little and make an appointment a week or so before they have an assignment due. Then they can drop in and we’ll assess their individual situation. Maybe they just need a few minutes with us to generate ideas or clarify how to get started. Or they might need several hours of help over a few days to work out major organizational or business coaching if they have an important speech coming up.

So how does the CBC work?

We also rotate one faculty member to manage things in the CBC and help with the more complicated projects, faculty projects and articles, things like that. They’re a great group, a diverse group. Lisa Bailey has that role right now, and she practiced law for years before going back to get her Ph.D. in English. The rest (of the faculty) have professional or technical writing experience in addition to their academic credentials. Most have had leadership roles in other university writing centers. You won’t find a business school on the planet with a better communication faculty.

Those faculty teach the required communication course, right? How does that work?

The class is Management 250. It’s the foundational business communication course that every undergraduate business major takes. Students produce business presentations and all kinds of written documents. They also explore emerging communication issues, and, probably most importantly, they get a strong introduction to business research. They learn how to find and analyze research sources. We try to at least introduce them to the idea that they need to be critical consumers of data and information.

What do you mean by analytical writing?

Essentially the students are asked to be more critical readers and writers. For example, a student might be assigned to read a case study or a Business Week article and present it to the class. In her written work — and in her oral presentation for that matter — she’ll be expected to analyze the data or the claims being made by the writer, make an argument about how effective those claims are, and then apply them in a professional setting. She couldn’t get away with just producing a book report. She can’t just say, “Here’s what Warren Buffet says about investing.” She’d also have to say, “Here are the holes in his argument” or “Here’s why it makes sense.” She’d have to make her own claims and substantiate them, just like she’d do at work someday.

So what’s next for communication at the Moore School?

In the short term, we want to do a better job of getting students into the CBC for the first time. We get a lot of repeat business; we know if we can get somebody in the door that first time, they’ll keep coming back until they graduate. We’ve got to convince students that using the CBC doesn’t mean they’re remedial. It means they’re being smart and proactive. They’re doing what all professional writers and speakers do: getting critical feedback on their work and making it better. We also have to let them know that the CBC is a cool place to study. I mean, we have coffee, music and free professional writing advice. How do you beat that?

In the longer term, we’re exploring ways to stress written communication beyond Management 250. There are maybe a handful of schools that do this really well, and we’re going to be one of them. Writing is a skill like playing golf or the piano. The more you do it and the more feedback you get, the better you become. It’s a lifelong process — and we’re here to help.

“You won’t find a business school on the planet with a better communication faculty.”

The class has changed recently…

Oh, yeah. I think if our alumni came back and took Management 250 today, they would find it a bit more challenging.

A couple of years ago, we started looking at the Collegiate Learning Assessment (CLA) research — this is, in my view, the best measure of college effectiveness we’ve seen in a long time. The CLA told us that the Moore School had a good model for teaching writing, but that we needed to challenge students more. Now our undergrad class includes more writing, especially more analytical writing, and more reading beyond the basic b-com texts.

Breaking the grass ceiling Darla Moore and Condoleezza Rice first women invited to join Augusta National

Darla Moore and Condoleezza Rice were invited to join the club that’s home of the Masters Golf Tournament. Moore issued a statement that was quoted on August 29, 2012, in The New York Times: “I am honored to have accepted an invitation to join Augusta National Golf Club. Augusta National has always captured my imagination, and one of the most magically beautiful places anywhere in the world, as everyone gets to see during the Masters each April.”

“I am fortunate to have many friends who are members of Augusta National, and to be asked to join them as a member represents a very happy and important occasion in my life. Above all, Augusta National and the Masters Tournament have always stood for excellence, and that is so important to me. I am extremely grateful for this privilege.”

We at the Darla Moore School of Business have always been proud of our name sake and her accomplishments, and we congratulate her on this latest recognition of her extraordinary achievements.
IMBA Photo Contest winners:

1. "Reflections," by Yuri Bhanage
   Category: Artistic
   Description: The lighting in the 180-million-year-old limestone caves near Guilin, China reflected in the water seems too magical to be real.
   Location: Reed Flute caves, Guilin, China

2. "Postcard Perfect," by Morgan McCutchin
   Category: Places
   Location: Mt. Rigi, Switzerland

3. "Spirit of the Peacock Dance," by Amberle Fant
   Category: People
   Location: Kunming, China
   Description: The Yunnan minorities believe that one must dance to fully live. Members of the Dai minority dance in the moonlight lit stage to illustrate the spirit of dance.

4. "Clowning Around," by Anastasia Fedoseeva
   Category: Experiences
   Location: Morretes, Paraná, Brazil
   Description: Service project in Morretes, Paraná, planting trees with students of a rural school in partnership with Brazilian NGO "Civis Mundo" and educating them through storytelling about the importance of preserving the environment.
Nearly 400 alumni and friends of the Darla Moore School of Business gathered to honor three alumni and one long-time friend of the Moore School on April 19 at the 27th anniversary of the awards. The event also offered sponsorship opportunities to help underwrite student scholarships.

From left, Joe Anderson (MBA ’67) and Gary Lackey

Prior award recipients

Recipients of this year’s awards, from left, Thack Brown (MIBS ’96), senior vice president and chief financial officer, SAP Latin America and Caribbean [Distinguished Young Alumnus]; Pamela P. Lackey, president, AT&T South Carolina (Distinguished Service Award); Raphael S. Miolane (MBA ’01), chief financial officer, France and Spain, YUM! Restaurants International (Distinguished Young Alumnus); and James D. Samples, Jr. (MIBS ’87), president, international, Scripps Networks Interactive [Distinguished Alumnus]

From left, Dr. Travis Pritchett, Andy Lowrey (MBA ’87) and Dr. Rod Roenfeldt

From left, Lisa Bishara and John Marshall Mason (JD/IMBA ’05)

Event Sponsors

Cocktail Reception Sponsor: Certus Bank
VIP Party Sponsor: BB&T
Awards Ceremony Sponsor for Distinguished Alumnus: BlueCross BlueShield of South Carolina
Awards Ceremony Sponsor for Distinguished Young Alumnus: SAP
Awards Ceremony Sponsor for Distinguished Service: BB&T
International Food Station Sponsor (China): Cox Industries Inc.
International Food Station Sponsor (U.S.): First Citizens Bank
Dessert Party Sponsor: Elliott Davis LLC
Lounge Sponsor: Big Sky Associates Inc.
Growing up in Sumter, S.C., Wilfred Neal never thought about attending USC or studying accounting until an older friend encouraged him to do both. That advice put Neal on a path to professional success in a field he enjoyed, led his younger brother Edwin to follow in his footsteps, and instilled in both of them a love of the university and a deep appreciation for the Moore School’s ability to recognize and nurture future business talent. "Neither of us would be where we are today without our USC education," said Wilfred Neal, who, after a 26-year career with Duke Energy, is now CFO for the United Way of the Central Carolinas in Charlotte. It was, added Edwin Neal, who is group controller for Community Bank at Wells Fargo, "the quality of instruction they received in the business school that really made a difference. "When they saw something in you, they tried to bring it out," he said. "We were prepared for leadership and life, not just for a job."

Wanting to create similar opportunities for students from the Sumter area and beyond, the Neal brothers have established a generous scholarship fund that will help make a Moore School education possible for qualified undergraduate and graduate students regardless of their financial situation. "We’ve always wanted to do this," said Wilfred Neal. "because we know there are a lot of students who can’t afford college without help."

"We want others to be able to experience what we did," Edwin Neal said. "We were raised to see education as a way to better not just yourself but your community. So we don’t want financial concerns to be a barrier to any student’s chance for a good education."

Supporting Moore School students, the Neals believe, offers a particularly good return on investment. "The Moore School prepares leaders," Edwin Neal said. "It trains students to compete in the business world with graduates from anywhere."

And, he added, alumni, who know the value of a Moore School education, are particularly well positioned to keep that legacy of excellence alive. "To make sure the school can continue to attract the best students and faculty, we should give back," he said.

Thus, his brother noted, does not necessarily entail making a big up-front commitment. "It doesn’t have to be a large gift. You can start small," Wilfred Neal said. "Even small contributions can lead to big things. The key is to give to the Moore School so they can keep putting out the quality students they do."
What You Can Do

Our alumni and friends will make the critical difference in the success of the Building Moore campaign. There are many ways to get involved and have an impact on the campaign and on the future of Moore. Here are a few ways you can help:

- Volunteer as an alumni ambassador, help with new student recruitment, be a source for student jobs and internships, speak to a class or group of alumni or engage with the Moore School in another way that is meaningful to you.
- Follow your passion when giving to the Building Moore campaign. What excites you about what’s happening at the Moore School? New programs, student research, faculty development, the new building or something else?
- Tell others about the campaign and why you are inspired to take part.
- Connect with other alumni by participating in regional events and by keeping us updated on your career progression and changes in your contact information.
- Join our LinkedIn and Facebook groups, and contribute your thoughts, news and ideas. Search for Moore School of Business Alumni.
- Reach out to our Corporate Solutions division for customized executive education, organizational development programs, targeted economic impact research and more.

Get in touch with us to find out more. Call Jane Bargothi, senior director of development, at 803-777-7602, email us at alumni@moore.sc.edu or visit www.moore.sc.edu. You can also check out the progress of the Building Moore campaign at http://mooreschool.sc.edu/buildingmoore.aspx.

Naming Opportunities

Want to make your mark on the Moore School? Or honor a mentor or loved one with a gift that will also help transform the lives of thousands of Moore School students?

Now, as we begin to finalize construction of our new building, Moore School alumni and friends have a unique opportunity to secure naming rights for classrooms, offices, public spaces — even the rooftop pavilion.

Just a few of our naming opportunities are spotlighted below. To see the full list or to explore the possibility of making a gift, contact our advancement office at 803-777-7602 or alumni@moore.sc.edu.

- Performance Hall: $5,000,000
- Wing: $750,000
- Grand Staircase (2): $200,000
- Deep U Case Room: $400,000
- Shallow U Case Room: $400,000
- Discussion/Recitation Room: $200,000-250,000 depending on size
- Roof Top Terrace: $100,000
- Roof Top Pavilion: $1,500,000
- Department Chair Office: $100,000
- Faculty Office: $50,000
If you had just graduated from college and had an opportunity to raise money for a good cause and gain valuable professional training while doing something you loved, would you take it? Event if it meant you had to carry bear repellent and risk getting chased by bison?

When Michael Hunter (BS ’11) graduated from the Darla Moore School of Business with a degree in marketing and supply chain management, he decided to put both his passion for the outdoors and his marketing education to good use by embarking on an ambitious fundraising project.

Over the course of 18 months, he and a friend planned to bicycle more than 25,000 miles and climb to the highest points in all 50 states. Along the way, they would raise money for Big City Mountaineers, a Colorado-based organization that provides mentoring and life-changing outdoor activities to underprivileged urban teens around the country.

“At first it was just something we thought would be a cool idea and fun,” Hunter said. “It was a little while later that we realized we would be the first people to ever climb the 50 summits in one trip solely based on human and 

 Things didn’t go quite as planned: Hunter’s cycling partner injured his Achilles tendon a month into the journey and had to call it quits, leaving Hunter to go it alone—which he did until March of this year when he decided it was time to settle down and get a job. He’s now in Denver training as a financial advisor at Edward Jones.

“Things didn’t go quite as planned: Hunter’s cycling partner injured his Achilles tendon a month into the journey and had to call it quits, leaving Hunter to go it alone—which he did until March of this year when he decided it was time to settle down and get a job. He’s now in Denver training as a financial advisor at Edward Jones. But in his seven months on the road, Hunter accomplished a lot: he biked 6,118 miles through 19 states and reached 18 peaks (conditions in New Mexico were too hazardous for an ascent). He was chased by 67 dogs, rode through a herd of bison and mended six flat tires. He raised more than $15,500 for Big City Mountaineers.

Now that he’s no longer spending eight to ten hours a day pedaling across the country, Hunter continues to put his marketing skills and his love of the outdoors to work in support of his favorite charity. This summer, he participated in a Big City Mountaineers fundraiser called Summit for Someone, which gave him the opportunity to reach another state’s high point: Washington’s Mount Rainier.

And he has developed an impressive multi-platform campaign to spread the word about his own experiences helping Big City Mountaineers and encourage others to do the same. The website, blog, Twitter feed and Facebook page he created to chronicle his bike trip have generated significant media attention, causing the charity’s profile across the nation.

It all started, Hunter said, because “when I graduated, I wasn’t quite ready to join the real world, and I felt like there was so much I hadn’t seen, and this was the perfect time to do that.”

By embarking on the life-changing experience of travelling soils across thousands of miles of American roads, Hunter has also been able to make a significant difference in the lives of others, helping Big City Mountaineers provide similar experiences for teens who lack the resources to undertake them on their own.

Learn more about Michael Hunter’s 182 days on the road at http://cycleforthesummit.wix.com/cycle-for-the-summit.
Please stay in touch! If you have any ideas for stories or alumni profiles by sending your suggestions to alumni@moore.sc.edu. If you're in an area where there is a smaller cluster of alumni, you can certainly still get together and network. Our programming won't be as formal but we hope to help you get the word out. Start by posting to our main regional alumni a chance to get more involved. The reviews have been enthusiastic and excellent, so come join in.

To find:
- Regional Alumni
- FAD (Friends of Accounting)

Join:
- Darla Moore School of Business
- Morgan B. Coker School of Business Outstanding Alumnus Award recipient.
- Columbia Business Monthly as one of the “50 Most Influential 2011.”
- Mac Bennett (BS ’80) has been named by Columbia Business Monthly as one of the “50 Most Influential 2011.”
- Rita Bragg Cullum (BS ’77) has been elected to the Carolina Alumni Association’s Board of Governors, as large regional representative.
- Olivia B. Lawhorne (BS ’85) was sworn in as chief public defender for S.C.’s 12th Judicial Circuit (Florence District 7).
- Robert R. Kurz (BS ’68) has been named chairman of the Board of Trustees of the State Farm, in October 2011.
- Rick Mendoza (BS ’80) has been appointed to the Board of Directors of Myriant Corporation.
- Assistant U.S. Attorney for the Southern District of Texas John B. McArthur (BS ’78) has been appointed as the new United States Attorney for the Southern District of Texas.
- Ernest G. Lawhorne (BS ’76) has been named general counsel and executive vice president of Charlie Farrell (BS ’72) has been named to the Board of Directors of Myriant Corporation.
- John Griffith (BS ’11) of Clayton, Mo., has been appointed to the board of directors of Clayton Automation, Inc.
- Charlie Farrell (BS ’72) has been named to the board of directors of Clayton Automation, Inc.
- Judy Jones (BS ’77) is a partner at the Charlotte law firm of Rainey, Kohn & Barrett.
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Sight and sound from the MIBS Class of 1977 and their spouses legged their third trip abroad together, this time touring Prague and the Czech Republic. The group previously attended a wedding in India in 2008, hosted by the Shaks, and toured Japan in 2010, a trip hosted by the Sekines.

Adolf Rodriguez and his wife, Susana, were our gracious hosts and tour guides during our venture into central Europe. It was interesting to see Prague from a Colombian point of view. Adolfo and Susana have been expats in Prague for more than four years and are more familiar to know the city and surrounding areas very well.

Our group included Ted Burgess and his wife, Del; Kevin and Nancy Corrigan; Larry Froelich; Shigeru Sekine and his wife, Toshiko; Bob Stricker and his wife, Lucie; and Rajan Shah and his wife, Mita.

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Robert Vilmar (BS ’68) and Anne Messenger were married in Oct. 2011, at Richardson House and Garden in Columbia.

Benjamin B. Harbuck (BS ’10) was elected the University’s chief financial officer (CFO) on June 29, 2012, at Bank of America, Charlotte, N.C.

Kelsey Williams, John D. Williams, Jr. (MIBS/JD ’02) and Erin Whitaker (BS ’00) were married Nov. 30, 2011, at Champions Church in Charleston.

Margaret Ussery Goldsmith (BS ’42) on June 11, 2012, Columbia, S.C.

Mary K. Shuler (BS ’06) was selected by The Festival in September 2011.

Mary E. Shuler (BS ’10) and Nicholas H. Field were married March 2, 2012, at Moore Chapel at First Baptist Church in Columbia.

Erin Whitaker (BS ’00) and Elizabeth Hoefer (BS ’06) and Robert L. Gaines (BS ’50) on June 03, 2012, Islandton, S.C.

Mary E. Shuler (BS ’10) and Nicholas H. Field were married March 2, 2012, at Moore Chapel at First Baptist Church in Columbia.

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Estate planning is today’s gift for tomorrow’s generation.

Become a member of the University of South Carolina’s Carolina Guardian Society and discover the benefits of giving wisely.

To learn more about including the Moore School in your estate plans, visit www.sc.planyourlegacy.org or contact one of our planned giving experts.

Bequests
Charitable Gift Annuities
Charitable Trusts
Insurance

Estate planning
Charitable Trusts
Insurance

Moore Alumni

High-quality hometown hospitality for the 12th annual Homecoming BBQ enjoyed some balloon art, fun with Cocky and winning fabulous door prizes.

Audrey Mckell (MBA '10) helps Cocky chow down on the Tiger.

Ann Liles shows her Gamecock spirit on the Tiger.

Audrey McCall (MBA '10) helps Cocky chow down.

Homecoming 2011 Alumna and friends who attended the Moore School’s 3rd annual Homecoming BBQ enjoyed some balloon art, fun with Cocky and winning fabulous door prizes.

1 Audrey Mckell (MBA '10) helps Cocky chow down on the Tiger.
2 Ann Liles shows her Gamecock spirit.
3 Grandchildren of Doug (BS '66) and Ellen Senterfeit.
4 Kate Robertson (MBA '12) with Cocky.
2012 FAD Fall Kickoff

The School of Accounting celebrated 30 years of FAD (Friends of Accounting) on Sept. 13 with alumni, friends, faculty and students.

1. Past FAD presidents
2. From left, Tenley Desjardins (BS ’11, MACC ’12), Haley Roberts (BS ’10, MACC ’11), Professor Jimmy Burkett (MTAX ’95) and Ross Alberghini (BS ’11, MACC ’12)
3. From left, Sarah Noone (BS ’10, MACC ’10) and Brittany Stuck (BS ’09, MACC ’10) check out the program

MBA ’92 20-Year Reunion
Columbia, S.C. Sept. 14-16

1. From left, back row: John Travis, Megan Rockton, Peter Leahy, Michael Graf and Patrick Rayfield
2. From left, front row: Kris Budish and Christine Wagner

MIBS ’92 20-Year Reunion
Napa, Calif. June 15-17

1. The class relives old times and shares exquisite wine at the grounds of Quintessa Winery

Regional events
1. South Florida Alumni 3rd Annual Family Picnic on April 21
2. Atlanta alumni meet at the World Chamber of Congress event on June 14
What would you say if you had the chance to make a real change in the quality of our university and its impact here in South Carolina and around the world? I said, “Yes.”

Yes to leading an unprecedented campaign to raise $1 billion for Carolina’s Promise, which will make sweeping improvements in student and faculty support, vital University programs, capital projects and research initiatives. I was pleased to accept the responsibility and am certain that with the leadership efforts and engagement from USC President Harris Pastides, we’ll achieve our goal.

In that regard, I was asked to share my story of how my career brought me from this great university to the highest leadership level in the Fluor Corporation, a Fortune 125 company and one of the world’s largest publicly traded engineering, procurement, construction, maintenance and project management companies.

While I’m proud of each accomplishment along the way, I’ve never forgotten the support and encouragement I received that helped shape my leadership style — especially my education and experiences at Carolina and the guidance and encouragement I received from the members of the faculty and administration of the university and business school.

But it wasn’t all about learning. I made lifelong friends at Carolina, the kind of friends who cheer your accomplishments in the good times and support you when times are challenging — which we all have had. These interactions, like so many of life’s experiences, were vital in preparing me to enter the business environment confidently and effectively. But the one thing I learned here was leadership.

My Fluor career has taken me to all parts of the globe, including leadership assignments here at home, in Europe and in the Middle East. And it’s particularly exciting for me to see the Moore School provide today’s future business leaders with exceptional insight into the complexities of managing and competing on a global scale.

Leadership is the difference between good performance and excellent performance. It’s that trait, and the university’s ability to develop leaders, that sets USC and the Darla Moore School of Business apart. We have a tremendous capability to drive economic value globally, which greatly enhances the development of the state of South Carolina.

For these reasons, I’m dedicated to the continuing growth of Carolina and very pleased to lead the Carolina’s Promise campaign. It was a personal commitment that was an honor for me to accept and a responsibility that I willingly enjoy.

I’m pleased to work closely with President Pastides to build a stronger, more capable University of South Carolina. But we need your help. I want to encourage you to make a promise to support our university in every way you can. There is a great future ahead for all of us.