

PETER J. BREWS, PhD

I: PROFESSIONAL EMPLOYMENT

January 2014 – present: Dean, Darla Moore School of Business (DMSB) at the University of South Carolina in Columbia, SC (UofSC).

Leadership of UofSC's premier college/academic brand, serving 5,300 undergraduate and 800 graduate students with 177 faculty and 105 staff and an operating budget exceeding \$110M.

DMSB holds three #1 US News & World Report rankings, comprises 25% of UofSC's #1 ranked Honors College and 20% of its student body, holds the top UofSC 6 yr. graduation rate despite being among the most rigorous of UofSC programs, and reported UofSC's highest and second highest [Salary/Debt ratio by major/field of study](#) in mid-2020 College Scorecard data (Management Science and Quantitative Methods, and International Business at 2.74 and 2.67 respectively). DMSB is also UofSC's most difficult school/college to gain admission to, and for the Class of 2021 the top 15% average salary exceeded \$83,000, with this top 15% the size of UNC Kenan Flagler's undergraduate cohort which in 2020 enjoyed an average salary of just over \$72,000. More importantly, the undergraduate Class of 2021 had the highest overall average salary ever at \$58,940 and a record job placement of 90 percent. Three of the school's nine undergraduate majors had average starting salaries exceeding \$60,000. Finally, COVID-19, while impacting DMSB, has not slowed its momentum. DMSB Fall 2020 undergraduate/graduate enrollment exceeded 2019, and undergraduate numbers for Spring 2021 are higher than in Spring 2020. Most importantly, in January 2021 undergraduate applications were over 35% higher than on the same date in 2020.

Over my 8-year tenure the school has been rightsized and balanced (faculty and staff increased by 40, freshmen admits capped at 1,500), the undergraduate program transformed, every master's program reviewed, and the #1 ranked International MBA restructured. Further, Executive Education is contributing after years of losses before my arrival, and research investment has increased considerably as research outputs have been maintained or extended. Student soft skills, experiential learning, and student services have also been invested in, and to increase internships/job opportunities and engage the school's 52,000 alumni more deeply, career management staff doubled and alumni engagement staff expanded. Yet despite these investments, over Financial Years (FYs) 2014-19 operating costs declined 14% and due to budget-neutral adjustment staff costs grew marginally while numbers increased 25%. Finally, using the full-cost RCM budget model introduced at UofSC and prompted by program-level managerial accounting work I did at DMSB soon after my arrival, the school's direct (controllable) costs dropped from 62.5% to 57.6% of revenues from FY 2017-19, increasing the school's surplus after full cost allocation by almost 2% over the period. Other notable steps taken over my tenure include the creation of 5 academic centers and 2 endowed chairs, installation of an Associate Dean of Diversity and Inclusion and a Dean's Diversity and Inclusion Student Council, and introduction of a mostly privately funded [Rising Scholars Program](#) that offers professional and academic support to ensure the success of underrepresented/first-generation undergraduates. Lastly, a mid-2018 retreat refined [DMSB strategy](#) and developed new statements of [DMSB mission, purpose \(Changing lives through education\) and core values \(Excellence, Integrity, Teamwork and Resilience\)](#). A result of its scale, academic depth and diversity, rigor, and expectation of excellence from all, the school offers choices few match.

Data and analytical proficiency are now table stakes for most high-value jobs in business and elsewhere, and DMSB appears to be the first U.S.-based business school requiring every undergraduate leave data proficient, analytically capable, functionally grounded and equipped with the soft and professional skills needed for high-value 21st-century work. Though acquiring data and analytical proficiency is a choice for graduate students (and one most make), for undergraduates it is required. At DMSB, students learn to disrupt through data.

DMSB is far better positioned in 2021 than it was in 2014, and the changes implemented over this time were driven by the fact that in the mostly privatized U.S. higher education context where savings and debt (and not public funds) cover costs, educations that provide the means to amortize the debt taken on must be offered. Around half of DMSB undergraduates borrow and with debt averaging \$41,000 per student, DMSB cannot be a finishing school for the disengaged, underprepared or underperforming. While continuing to serve top students with excellence as it always has done, the needle has been substantially moved for the average student. Adding an overall general excellence to existing niche excellence in areas such as International Business (DMSB has 80 academic partners across 6 continents, all top business schools, and annually sends ~ 850 students abroad), Human Resources Management, and Supply Chain and Operations Management, and building new competencies in functionally-based business/data analytics and with its undergraduate placement/salaries at Top 25 levels, DMSB is on its way to matching Top 25 business schools. This was not the case 8 years ago.

Key outcomes/accomplishments

Undergraduate program transformed and enhanced: The undergraduate program transformation began with a move from a 2-yr. (Junior/Senior) to a 4-yr. program and the lifting of sophomore progression from 2.8 to a 3.0 GPA as rigor

increased. With a quantitative course added to the business core, faculty were also asked to expect more from students. From Fall 2016 freshmen completed courses in Accounting, Economics and Statistics, with the earlier start allowing completion of more major courses before key internships between Junior and Senior year. With a required course and three electives that focus on analytics in majors, a Business Analytics Concentration was introduced in Spring 2017, providing further opportunity to build data analytic capabilities while deepening functional knowledge. The final step was establishment of a [DMSB Data Lab](#) in Spring 2019. As part of the final core quantitative course, sophomores now master the basics of coding in R and have the opportunity to use SQL and Power BI for data management and visualization in completing demanding capstone projects supervised by the lab, all to prepare for the analytics they encounter in their majors.

Undergraduate student quality/engagement improved: Following introduction of the 1,500 Fall 2016 admissions cap average freshmen SATs increased from 1216 in Fall 2015 to 1298 by Fall 2019, and student engagement improved substantially. For example, in Academic Year (AY) 2015-16 fewer than 100 students were referred to the UofSC Student Success Center, where free tutoring, study skill and supplemental instruction are offered. After the 4-yr. program introduction 4,167 referrals were made, reaching 4,606 in AY 2017-18 and declining to 3,087 in AY 2018-19. Further, 7 students selected the [Business Analytics Concentration](#) in Spring 2017, 167 in Spring 2018, 329 in Spring 2019, and 726 are enrolled for Spring 2020. Better employment outcomes than the record setting May 2019 (see below) were hoped for when the first 4-yr. cohort graduated in May 2020, and improvement in the 4-yr. graduation rate and declines in 5 and 6-yr. graduations are expected to follow in 2021-22. With among the most demanding undergraduate program on campus, DMSB's 6 yr. graduation leads UofSC at 81%, and freshman to sophomore progression has risen from 69% in AY 2016 to 79% in AY 2019.

Research excellence maintained and sustained: With 5 of 7 departments in the top 25 worldwide for research productivity, DMSB hosts UofSC's second and third most cited scholars per [Google Scholar](#) with 4 others in the top 30. To maintain this stellar research and retain top scholars discretionary research investment grew 41% from FY 2014-19, with summer support alone increasing by 59% while the faculty receiving support only grew by 19%. Average summer support for DMSB's top researchers grew from \$25,353 to \$34,504 per capita, a 36% increase.

Career management enhanced and improved: In AY 2014-15 85 companies offered internships/jobs in DMSB Fall/Spring Expositions, attended by 1,590 students. With career management staff doubled from 8 to 16, by AY 2018-19 154 companies (81% increase) and 2,481 students (56% increase) participated in the two school Expos, representing close to half the undergraduate student body. As a result, placement statistics have improved substantially, many to record levels in AY 2020-21.

Historic placement/salaries achieved: In 2014 undergraduate placement 90 days after graduation was 62% and the average salary of those reporting was \$47,920. By 2018 they were 67% and \$56,100, and in May 2019 reached 84% and \$57,837, both highest in DMSB history. Notably, the undergraduate graduating class was also the largest in school history. Unfortunately, in May 2020 the placement percentage dropped to 81% due primarily to COVID-19; over 90% was expected before the pandemic. The [2021 Undergraduate Major Report](#) provides placement/salary data for 2021 graduates, and the undergraduate Class of 2021 had the highest overall average salary ever at \$58,251 and a record job placement rate of 90 percent. Three of the school's nine undergraduate majors had average starting salaries exceeding \$60,000. [Comparative Business Fields of Study College Scorecard Data](#) provides data on how salary/debt levels of DMSB graduates compare with 13 business schools in a sample of universities including UNC Chapel Hill, Georgia, and Florida. This FY 2017/18 [College Scorecard data](#) also shows DMSB's Supply Chain and Operations Major had the highest salary to debt ratio of all UofSC undergraduate fields of study at 2.74, while International Business was second at 2.672, tying with Chemical Engineering at 2.671.

Just as impressively, after restructuring the FT MBA program in early 2017 average FT MBA placement rose from 71% in 2018 to 84% in 2019, and with 95% of FT MBAs completing Business Analytics Certificates MBA salaries increased from \$82,692 in 2018 to \$95,398 in 2019. However, similar to undergraduate placement/salaries, FT MBA placement declined to 70% in 2020 due to COVID-19 though salaries remained strong at \$95,954. Impressively, for the Class of 2021 placement returned to a record 98% and salaries remained strong at an average \$91,226. Placement/salaries for specialized graduate programs remain strong and include Masters in Human Resources (100%/\$82,976), and Masters in Accounting (98%, and a record \$55,981).

Diversity and inclusion extended and expanded: [D&I has been a priority](#) over my tenure. Notably, DMSB has 12 gifts with expendable for underrepresented students, 9 with \$1,179,500 in investment created since 2015. In AY 2019-20 128 students from underrepresented populations (African American, American Indian, and Hispanic) and first-generation students received 174 scholarships/fellowships totaling \$395,000. In AY 2020-21 120 students received 128 scholarships/fellowships totaling \$339,000, while in AY 2020-21 142 students received 226 awards totaling \$469,000. Moreover, in FY 2020-21 over \$550,00 of DMSB private and state funds were committed to D&I expenditures. Further, in February 2020 245 registered for DMSB's second [African American Leadership Conference](#), representing UofSC/DMSB, Allen University, Benedict College, Claflin University, and SC State University, and

students from 3 high schools, all to expose African American students to DMSB. In addition, in September 2019 DMSB entered a [MOU with Midlands Technical College](#) that permits 2+2 pathways to MTC associate's degrees and DMSB bachelor's in Supply Chain and Operations Management and [my Juneteenth message](#) in June 2020 captured DMSB's response to the social justice/D&I issues facing our country in 2020, detailing tangible steps to be taken in response. Finally, in Fall 2021 MOUs with Richland I and II school districts were entered into, following sponsorship from Dominion Energy to create the Dominion Energy High School Pipeline Program to expose underrepresented students in the Midlands area to careers in business, and after emailing 2,300 of DMSB's 3,300 black alumni 200 attended the launch of DMSB's Black Alumni Alliance in Sept. 2021.

Students from underrepresented populations are in high demand and in short supply; attracting them and providing resources/programs to ensure their success have been DMSB priorities for years. DMSB has 3 staff FTEs allocated to D&I, apparently the largest group among UofSC Columbia schools and colleges.

Fundraising sustained: From FY 2014 to the present over \$40M in new gifts and pledges and \$100M in maturing gifts have been added to DMSB funds, and the DMSB Endowment as at 30 June 2021 stood at \$206M. Further, DMSB donors gave \$87M to UofSC's first \$1BN campaign, which closed in 2015. Last year, \$2.1M was awarded to over 750 students in fellowships/scholarships; this year over \$2.5M was awarded, including \$300,000 to students for COVID-19 related financial emergencies.

Alumni/community engagement reach record levels: Alumni events and attendance have increased to record levels, along with alumni engagement. For example, 175 registered for the annual 2015 Charlotte alumni event and by 2019 registrations were 493 (an 181% increase), and comprised the largest non-athletic UofSC event held outside of Columbia in history. Similar growth has been noted in Atlanta, Charleston, New York, and Greenville. Further, in AY 2018-19 events were held in 12 cities (up from 6), primarily to form alumni hubs connecting students/graduates with internships/jobs in cities across the U.S. In AY 2019-20 15 cities were visited, 13 where students indicated they wished to work and an alumni base existed. DMSB's 52,000 alumni, 26,000 based in SC, 24,000 across the U.S., and almost 2,000 internationally, are being mobilized.

Exemplary alumni/community engagement is seen in the [Centennial Gala Dinner](#) that kicked off DMSB's centennial celebration in May 2019. At the event the school's 100th Anniversary was celebrated and benefactor Darla Moore awarded a Centennial Distinguished Service Award for her contribution to the school. Governor Henry and First Lady Peggy McMaster, Senator Hugh Leatherman, Representative Weston Newton, Secretary of Education Molly Spearman, Mayor Steve Benjamin, President Harris Pastides and First Lady Patricia Moore-Pastides and several UofSC Board of Trustee members and over 400 DMSB alumni, faculty, staff and close friends attended, along with 50 students. Ms. Moore was lauded in a video at the gala as a formidable businesswoman, a generous philanthropist and a supportive mentor to students. Notable appearances in the video included former U.S. President George W. Bush, former Secretary of State Condoleezza Rice, lifestyle entrepreneur Martha Stewart, and well-known Harvard business professor Michel E. Porter. Attendees received [100 Years of Business Education at the University of South Carolina](#), a high-quality coffee table book memorializing [DMSB's first century](#). Finally, \$490,000 in pledges were received for the Darla Moore Second Century Fund launched at the gala, providing all an opportunity for all to honor and tangibly express gratitude for Darla Moore's philanthropy.

Further, I have attended many AACSB/SEC/[SBAA](#) dean's meetings, have completed 3 AACSB Reaccreditation Reviews (missing one in Europe due to a broken arm), have represented DMSB in England, Europe, Asia, Africa and Latin America, and have worked widely with media including, among others, Chris Williams at Carolina Business Review (3 TV appearances), SC Public Radio/NPR ([Tut Underwood/Mike Switzer](#), 3 radio appearances), [WIS News Columbia](#), and interviews with Financial Times/Economist journalists in London. [The Post and Courier](#) and the [Greenville Business Magazine](#) recently published articles on my work as DMSB dean.

Engagement across UofSC deepened: DMSB engages with programs/colleague across the UofSC campus. Faculty teach on the recently introduced College of Engineering [Engineering Management program](#), and DMSB offers a PharmD/PMBA with the UofSC College of Pharmacy and a [JD/MBA](#) with the UofSC Law School. Moreover, DMSB's [Folks Center for International Business](#) co-sponsors high-profile [government/academic/business speakers](#) with the UofSC's [Walker Institute](#), [Rule of Law Collaborative](#) and most recently with the College of Information and Communications. In addition, and building on emerging cross-department strengths in business analytics, an MS in Business Analytics (MSBA) for non-business STEM UofSC undergraduates was launched in Fall 2021. To prevent resource over commitment, the MSBA introduction was deferred until the undergraduate transformation was fully in place. The undergraduate Class of 2019 success with the [DMSB Data Lab establishment](#) indicated resources were available to support a new graduate program in analytics.

Service to South Carolina extended: DMSB not only serves SC students, families, and businesses by changing student lives and graduating thousands annually prepared for their first jobs and for their careers. Two DMSB economists, Professors Doug Woodward and Joey VonNessen, present the [Economic Outlook Conference](#) annually to

business and others leaders of the state. Typically attended by hundreds of delegates, this premier event has been offered since 1981. Drs. Woodward and VonNessen have also performed Economic Impact studies for SC-based organizations as well as for UofSC. Moreover, the [South Carolina Small Business Development Corporation](#) (SC SBDC) executive director reports administratively to the DMSB dean and works in offices provided by DMSB. The SC SBDC provides consulting services to ~ 5,000 entrepreneurs annually, underserved populations being a focus.

Over the past 7 years over 400 International Business students have worked on class projects as consultants for SC SBDC clients, providing free services to small businesses across SC.

Finally, starting mid-2014 DMSB has offered 80 courses in 5 programs to almost 2,000 Army soldiers and civilians, most from Fort Jackson's U.S. Army Finance and Comptroller School (FCS). Army Shared Services, Army GFEBs, Army DFAS, and Army CYBER Command at Fort Gordon, GA, have also sent participants. A new [FCS 5-year MOA](#) was signed on 16 Sept. 2020 cementing the partnership further, and Army Special Forces and Army SIGNAL Command at Fort Gordon, GA, have recently shown interests in DMSB courses.

COVID-19's impact absorbed, DMSB emerging even stronger: As colleagues in Public Health, Pharmacy, Medicine, Nursing, and Student Health worked to prepare UofSC for a safe Fall 2020 reopening, DMSB prepared for the Fall following an unprecedented summer. This preparation pertained as much to COVID-19 as to DMSB's future, given it involved undergraduate recruiting and building new teaching capabilities. While DMSB developed COVID-19 and building protocols in support of UofSC policy, two DMSB specific challenges appeared: protecting enrollment and ensuring [Fall 'new normal' classes](#) were delivered at DMSB's usual excellence. Since the cap's imposition in Fall 2016 undergraduate applications had exceeded places by a wide margin, but this was not the case in 2020, requiring development of [marketing collateral](#), including an Undergraduate Programs Brochure, [Comparative Fields of Study College Scorecard Data](#), and messages to [in-](#) and [out-of-state admitted students](#) and to returning students (the latter mostly explaining new Fall class formats). As a result, Fall 2020 enrollment exceeded Fall 2019.

Relying on technology used in DMSB's #1 ranked PMBA program, over the 2020 summer faculty and staff worked diligently to master face-to-face (F2F) teaching with livestreaming. This permits live high-quality teaching from anywhere to anywhere, met all COVID contingencies, and mitigated parent/student concerns about 'online' asynchronous education. In Fall 2020, 68% of undergraduate classes were F2F with livestreaming, 28% virtual F2F/asynchronous hybrids, and only 4% traditional asynchronous online with no F2F elements. F2F livestreaming delivers similar student outcomes to traditional classes, with student satisfaction equally high. Over the Fall 2020 semester both faculty and students indicated classes exceeded expectations. Armed with these new capabilities, DMSB will emerge stronger after the pandemic.

Board membership

Member: South Carolina Floodwater Commission, appointed by Governor McMaster.

Co-chair: South Carolina Floodwater Commission Economic Development Task Force.

Member: UofSC's Business Partnership Foundation Board, formed in 1969 primarily to make DMSB among the best business schools in the world, and to solicit contributions that enhance DMSB and administer the school's \$206M endowment and gifts.

Member: Midlands Business Leadership Group (MBLG), comprising 57 top business executives representing leading business organizations/associations in the SC Midlands, including BB&T, Wells Fargo, TD Bank, South State Bank, Colonial Life, Aflac, Blue Cross Blue Shield of SC, Providence Health, Prisma Health, Lexington Medical Center, Dominion Energy, formerly SCANA, Nexsen Pruet, Nelson Mullins, McNair Law Firm, Elliot Davis, United Way of the Midlands, Midlands Technical College and the Greater Columbia and Lexington Chambers.

Member: MBLG Industry Cluster Working Group, MBLG Regional Competitiveness Initiative.

Member: United Way Revenue Committee, tasked to find new revenue opportunities for United Way of the Midlands.

In my personal service to the SC community I have partnered with business and community leaders to create economic development plans for metropolitan areas/counties, and in developing a mostly rural county's economic development plan I interviewed 11 employers to gain insight into how schools, community colleges, universities and businesses serve communities in the SC context.

July 2000 – December 2013: Professor of Strategy and Entrepreneurship and OneMBA® Program Associate Dean (July 2006 – July 2013) at Kenan-Flagler Business School (KFBS), the University of North Carolina at Chapel Hill (UNC).

Overall duties and research record: Duties included teaching Global Context to FT and Executive MBAs and Global Strategy to OneMBA® students and participation on open enrolment and custom KFBS executive education programs. Research centered on how strategic planning contributes to firm performance and is moderated by environmental volatility; how the Internet-enabling of business operations affects firm strategy, structure, and performance; and on sustaining global competitiveness in the Post-Industrial world. I was the first researcher in the world to show as business

operations are Internet-enabled firms become more focused, external partnering increases, hierarchy flattens and headcount reduces, but that while operational performance improves competitive performance does not. Nobel Laureate Oliver E. Williamson's Transaction Cost Economics explains why firms form as they do, and by reducing transaction costs Internet-enabling allows firms to operate more in the open market and less in vertically integrated hierarchies, changing organizational form, structure and performance as Williamson predicted. As all firms were Internet-enabling operations at about the same rate, I was the first to confirm the Internet-enabling of business operations were table stakes for being in business and not investments producing any competitive advantage.

My strategic planning research showed both long term and incremental short term strategic planning associates with high firm performance in unstable environments, resolving a decades-long controversy between the 'Planning School' (who supported formal strategic planning) and the 'Learning School' (who rejected formal long term planning as an advisable practice especially in volatile environments). Further, my findings showed in unstable environments high performing firms do long term formal strategic planning but change plans iteratively when needed. Most surprisingly, my research identified that in stable environments little planning is done, and in addition, for firms emerging from stable/regulated environments (such as banks/utilities in the 1970s/80s, or higher education today), it took a decade to see positive correlations between newly developed planning capabilities and competitive performance. As firms move from stable to unstable/demanding environments it takes time to learn to plan. My findings are relevant to universities who until recently operated in more stable environments, with little need for planning or much allocative efficiency.

OneMBA® Program originator & Associate Dean: Months after joining KFBS in July 2000 I proposed the idea of a consortium operating as equal partners offering a global Executive MBA. This structure emerged from my experience with Duke's Global Executive and Global Executive MBA Programs, where rather than being a partnership of schools the Fuqua School recruited students and organized the program and international residencies with partners, always maintaining final control. Pioneering another program soon after joining KFBS would have made a tenure track appointment infeasible, and I declined to become the OneMBA® internal champion. I was, regardless, closely involved in the program's establishment, meeting with Deans and leaders from Monterrey Tech-EGADE (Mexico) and Fundação Getulio Vargas (Brazil) to invite them to join the consortium. I also helped raise start-up funds and taught on every Opening Week in Washington DC from 2002-2013. An unexpected illness of then Associate Dean and following urgent KFBS requests I became OneMBA® Associate Dean in 2006. Responsibilities included managing the KFBS cohort and working with partner schools in the program's delivery. Priced at over \$120,000 for KFBS students when last offered by KFBS in 2018, the program generated many US\$MM for KFBS and remains the only 5-school equal partnership offering an executive MBA with residencies in North America, Latin/South America, Europe, and Asia.

Member of Chancellor Emeritus Moeser's Faculty Learning Community on Strategy and Leadership team (the FLC team) – Early 2010 – December 2013: The FLC team, convened by former UNC Chancellor James Moeser, worked annually with a select group of UNC Deans and other senior leaders managing prominent initiatives/projects/units with widespread impact across UNC. I was invited to join the team owing to my academic background in strategic management/strategic planning, my work in strategic planning consulting and executive education on strategy formation/implementation, and my educational entrepreneurship and academic leadership at UNC and at Duke.

KFBS representative on the UNC International Affairs Advisory Council (IAAC) - October 2009 – December 2013: The IAAC met under UNC's Executive Associate Provost and Chief International Officer, to 'plan and monitor' UNC's pan-university global endeavors.' IAAC membership provided many opportunities for university-wide service.

September 1994 to June 2000: Assistant Professor at the Fuqua School of Business, Duke University.

Duties included teaching Strategic Management and International Business/Global Strategy on the full-time and Executive MBA programs (GEMBA□ and WEMBA). Delivered over 160 days of executive education in open enrollment and custom executive education programs in the United States and 11 foreign countries. Academic program director of open enrolment and custom executive programs, including the Global Executive Program.□ **September 1993 - August 1994: Assistant Professor at Babson College.**

Appointment included teaching Strategic Management and International Business on Graduate and Undergraduate academic programs, and participation on executive education programs offered by the School. **August 1989 -**

August 1993: International Management Consultant and Visiting Professor.

Immigrated to America as Management Consultant and Visiting Professor for client firms and universities in the United States and elsewhere while completing a PhD at the Katz Graduate School of Business (KGSB), University of Pittsburgh. Taught Strategic Planning and Control and Introduction to International Business to FT and Executive MBA students at KGSB. Also taught Developments in Global Capital Markets and Advanced Corporate Finance at Barclays de Zoete Wedd, the New York-based investment banking arm of Barclays Bank PLC. This 4-yr. executive education contract financed my U.S. immigration and my University of Pittsburgh PhD as a full fee-paying student.

June 1983 - August 1989: Senior Lecturer, Graduate School of Business, University of the Witwatersrand, Johannesburg.

Appointment included teaching Strategic Management, Financial Management, Business Law, and an elective on Mergers and Acquisitions to MBA students, and Economics to other graduate students. Extensive participation in executive education in the areas of finance, strategic management, economics, and business law. Research centered on corporate growth through merger or acquisition, and on takeover regulation in South Africa.

January - March 1984: Finance Director/CFO, Servix (SA)(Pty) Ltd.

Duties involved overall direction of the company's financial function (CFO); resigned for reasons unrelated to my ability to fill the position or do the job.

April 1980 - December 1983: Manager, Corporate Finance, Barclays National Merchant Bank Ltd.

Provided investment banking, merger/acquisition and corporate finance advice to clients, as well as performing loan underwriting for borrowers seeking finance. As part of U.K. based Barclays Bank PLC, Barclays National Merchant Bank Ltd. was a leading South African investment bank.

II: HIGHER EDUCATION

Degree Obtained	Institution
Doctor of Philosophy in Business Administration (PhD)	Katz Graduate School of Business, University of Pittsburgh, United States of America
Doctor of Philosophy in Business Administration (PhD)	Graduate School of Business, University of Witwatersrand, Johannesburg, South Africa
Master of Science in Industrial Administration (MSIA)	Krannert Graduate School of Management, Purdue University, United States of America
Higher Diploma in Company Law (H Dip. Company Law)	School of Law, University of Witwatersrand, Johannesburg, South Africa
Bachelor of Laws (LL. B, equivalent to a JD)	School of Law, University of Witwatersrand, Johannesburg, South Africa
Bachelor of Commerce (B. Comm)	Faculty of Commerce, University of Witwatersrand, Johannesburg, South Africa
Majors: Economics and Law; minor: Accounting	

FINANCIAL/BANKING DIPLOMAS AND COURSES COMPLETED

Foreign Exchange II	Barclays National Bank Limited
Diploma in Advanced Financial Management	South African Chartered Institute of Secretaries
Diploma in Banking (Part I)	South African Institute of Bankers

III: PUBLICATIONS, CONFERENCE PRESENTATIONS AND RESEARCH THESES SUPERVISED

In Refereed Journals

1. "The Structural and Performance Effects of Internetworking," with C. Tucci, Long Range Planning, 40(2), 2007, 223-243.
2. "Strategic Planning in Unstable Environments," with D. Purohit, Long Range Planning, 40(1), 2007, 64-83.
3. "Great Expectations: Strategy as Creative Fiction," Business Strategy Review, 16, (3), Autumn 2005, 4-10.¹
4. "Exploring the Structural Effects of Internetworking," with C. Tucci, Strategic Management Journal, 25(5), 2004, 429-446.
5. "Internetworking: Building Internet Generation Companies," with C. Tucci, Academy of Management Executive, Special Issue: Building Effective Networks, 17 (4), 2003, 8-22.

¹ Business Strategy Review, now London Business School Review, is similar to leading U.S. practitioner journals such as Harvard Business Review or Sloan Management Review. Edited by London Business School, leading business thinkers from around the world, academic and managerial, debate current issues and present cutting-edge research and ideas in the journal.

6. "Star Trek Strategy," Business Strategy Review, Autumn 2003, 14 (3), 34-43.
7. "Becoming an Internet Generation Company," (with C. Tucci), Sloan Management Review, Intelligence Section, Spring 2002, 12-14.
8. "Learning to Plan and Planning to Learn: Resolving the Planning School/Learning School Debate," (with M. A. Hunt), Strategic Management Journal, 20, 889-913, 1999.
9. "Screening and Evaluating Potential Merger or Acquisition Candidates: Some Suggestions for a Critical Process," The South African Journal of Business Management, 24(1), 1-10, 1993.²
10. "South Africa, Hi-Technology and the Future: Affordable Imperative or Fantastic Folly?," The Investment Analysts Journal, 31(3), 1988.
11. "Corporate Growth through Mergers and Acquisitions: Viable Strategy or Road to Ruin?," The South African Journal of Business Management, 18(1), 10-21, 1987.
12. "Defining Corporate Opportunity: In Search of an Acceptable Approach," The South African Company Law Journal³, Vol. 10(1), 4-10, 1986.

In Professional Journals/Book Chapters

1. "Working at the Creative Core: Tomorrow's workers will need to drive innovation at rates faster than others can replicate, they must become members of the Creative Core," BizEd, AACSB International, Vol. XV, Issue 1, January/February 2016, 36-41.
2. "Although daunting, multi-school partnerships are the way ahead," Financial Times, Monday 26 November, 2012.
3. "Strategy and Strategic Management in Africa," in *Doing Business in Africa*, Oxford University Press, Fall 2006.
4. "Star Trek Strategy," Financial Times, Handbook of Management, 3rd Edition, Fall 2004.
5. "The challenge of the web-enabled business," Financial Times, Management Insights, 12, 24 November 2000, 3-4.
6. "Future Socio-Political Scenarios for South Africa and their Implications for the Economy and Business," Embark, Graduate School of Business, University of the Witwatersrand, Johannesburg, 1988.
7. "Managers and the Law," Embark, Graduate School of Business, University of the Witwatersrand, Johannesburg, 1988.
8. "The Keys to Survival," Of Interest, Nedfin Bank Summer 1985.

Case Studies Published

1. Eastman Chemical Company: Update from 2006/7, 2011, updating the 2006 cases on the company, all used in custom executive development and education at Eastman Chemical Company from 2006 - 2013.
2. TNT: Sustainable Enterprise for the 21st Century, 2009, written under supervision by Professor Carol Seagle, detailing CEO Pieter Bakker's and TNT's approach to dealing with Global Warming/Climate Change, and TNT's steps to eliminate hunger in developing economies.
3. Dan River, Inc.: Re-organizing for the 21st Century, 2008, co-written with Alex Gray, describing the restructuring of the third largest U.S. based textile company in the face of global competition.
4. Cemex: High Tech Cement, 2008, co-written with Elena Miller, updating the Cemex case written in 1998.
5. Eastman Chemical Company: Background for Case Studies, 2006, co-written with Jordan Guinn, providing a history of Eastman Chemical Company and an overview of the chemicals industry in which it operates.
6. Eastman Chemical Company: Doing Business in Europe, 2006, co-written with Loren Berlin, describing the strategy of the company in entering and doing business across the European Union.
7. Eastman Chemical Company: Doing Business in China, 2006, co-written with Jordan Guinn, describing the strategy of the company in entering and doing business in the Asia Pacific Region, and especially China.
8. Turnaround at Siemens Building Technologies, 2005, co-written with Allison Phillips, describing the challenges faced by Dr. Heinrich Hiesinger, CEO of Siemens Building Technology (then becoming CEO of Germany's ThyssenKrupp) as he managed the turnaround of Siemens Building Technologies.
9. SAS Institute, Inc: The Power to Know, 2005, co-written with Priya Dalal describing the growth and strategic successes and challenges facing the world's largest private software company.
10. The Political Economy of Industrialization, 2004, describing the challenges and trade-offs faced when nations industrialize and diversify economically. How regime type influences early industrialization is also covered.

² The South African Journal of Business Management was at the time the top South African business journal; entry was competitive.

³ The South African Company Law Journal was at the time a top South African law journal; entry was competitive.

11. Network Centric Operations @ Boeing, 2004, co-written with Tomas Kindem describing how the Boeing Company used network-centric operations and ideas to transform its military and civilian aircraft businesses.
12. PPD: Managing change in the CRO business, 2004, co-written with Ted Hofmann describing the strategic challenges facing PPD and the CRO industry.
13. Turnaround @ Siemens Medical Systems, 2003, co-written with Brad Spickman, describing the turnaround of Siemens Medical Systems under CEO Dr. Erich Reinhardt.
14. Internetworking @ Cisco.com, 2002, co-written with Elise Carner, describing the updates and improvements in Cisco's internet-based organizational model since the first Cisco case written in 1999.
15. ehr @ Siemens, 2001, co-written with Valerie Cook, describing the internet-enabling of the human resources function in Siemens Corporation of North America.
16. Cisco Systems: Empowering the Internet Generation, 1999, co-written with Dr. Glenn A. Bugos, describing Cisco Systems' strategy to become the worldwide leader in networking for the Internet, while also emerging as the firm with the most Internet-enabled business operations globally.
17. Cemex: High Tech Cement, 1999, co-written with Dr. Glenn A. Bugos, describing Cemex's globalization and transition from an Industrial to Post Industrial Competitor in the worldwide cement industry.
18. Citibank Global Consumer Banking, 1997, co-written with Dr. Glenn A. Bugos, describing Citibank's strategy to globalize consumer banking.
19. Imperial Industries, Incorporated, 1992, dealing with the financial evaluation and management buyout of a US based electrical appliance manufacturer, spun-off in the restructuring of a US conglomerate.
20. Quaker Oats/Stokely van Kamp Acquisition, 1991, co-written with research associate Dr. Peter Crosbie, dealing with acquisition strategy formation, and the financial evaluation of a potential acquisition candidate.
21. The Southern Life/Anglo American Life Merger (Part A), □ Wits Business School, 1991. Prepared by case writer Jacqui Myburgh, under direction, dealing with the post-merger integration of two South African Life Assurers.
22. Bits and Pieces, Incorporated, □ Barclays Bank PLC, 1990, dealing with the financial evaluation and leveraged buyout of a U.S. based food processor and manufacturer.
23. Form-Scaff Industries (Part A), □ Wits Business School, 1989. Prepared by case writer Joel B. Barolsky, under direction, dealing with the formation and implementation of acquisition strategy at the firm level.

Teaching Notes Published

1. The Political Economy of Nation Building, July 2008, 22 pages.
2. Star Trek Strategy: Real Strategy at Work, January 2000, 20 pages.
3. Recent Developments in International Capital Markets: March 1988, 13 pages.
4. The Economic Environment of Business: June 1985, 57 pages (updated January 1996).
5. The Legal Environment of Business: July 1985, 44 pages.

Conference Presentations

1. "Exploring the impact of information technology on firm performance: IT and organizational alignment," with C. Tucci and A. Afuah, at the 66th Annual Meeting of the Academy of Management, in Atlanta, GA, August 2006.
2. "Building Internet Generation Companies: Dispatch from the Front Lines of the Old Economy," with C. Tucci, at the 22nd Annual Strategic Management Conference, October 2002.
3. "Benign Environments and Bad Planners, Malignant Environments and Magnificent Planners: Re-conceptualizing the Environment/Planning Relationship," at the 60th Annual Meeting of the Academy of Management, in Toronto, Canada, August 2000.
4. "Learning to Plan and Planning to Learn: Resolving the Planning School/Learning School Debate," at the 57th Annual Meeting of the Academy of Management, in Boston, Massachusetts, August, 1997.
5. "The Planning Specificity/Firm Performance Relationship: Does Environmental Stability Matter, and If So, How?," at the 15th Annual Strategic Management Society Conference, in Mexico City, Mexico, October 1995.
6. "Regime Type, Regime Industrialization Strategy, and Industrialization Success," at the International Business Doctoral Consortium, 52nd Annual Meeting of the Academy of Management, Las Vegas, NE, August 1992.
7. "Measuring Corporate Culture: A Proposed Methodology," at the 8th Annual Strategic Management Society Conference, October 1988.

8.

Master's Theses Supervised at the Graduate School of Business, University of the Witwatersrand, Johannesburg

Research Thesis Title	Student
In the Area of Law/Corporate Governance	
An Evaluation of the Capital Maintenance Rule with respect to Section 38 of the Companies Act	H.S. Eiser
The Selection and Function of Non-executive Directors	D.R Miller
Problems and Abuses with Respect to Takeovers	Z. Katzen
The Functioning and Effectiveness of Boards of Directors of Selected Quoted Companies	A.G. Schmidt
Disclosure in Takeovers	C. Domnick
In the Area of Finance	
Growth, Capital Structure and Systematic Risk	V.C. Patel
Business Failure in the Venture Capital Market	S.L. Braver
The Creation and Management of a Venture Capital Fund	H. Kagan
The Informal Venture Capital Market	M. Morfett
Risk Assessment in Venture Capital	S. Pienaar
Lending Practices of Commercial Bankers	B. Botma
Real Estate Disclosure by Industrial Holding Companies	G.R. Edmonds
Funding Strategy, Company Size and Asset Structure	G. Nolan
The Assessment of Management Buyouts	M. Jeena
The Developing Interest Rate Swaps Market	T. Sprinz
Towards the Deregulation of Capital Markets in South Africa	J. Clark
An Analysis of Management Buyouts between 1985-1987	V. Gollan
In the Area of Corporate Strategy	
The Integration of Management of Acquired Companies	D.C. Hensman
The Reasons for Mergers and Acquisitions	A. Oberholzer
The Implementation of Mergers and Acquisitions	D.J. Cooke
Corporate Acquisitions and the Integration of Control Systems	D. Scott
Towards Measuring Corporate Culture	N.E. Blom
General	
Manufactured Housing in South Africa	J. Murray
The Effect of Trade Sanctions on SA Exports	E. Sawady
Management Attitudes Towards the JSE	H. Harris
Perceptions and Framing: How they Effect Negotiations	L. Mitchell
Black Community Perspectives on the Role of Business	C. Mjoli

Editorial Board Membership

Journal of Asia-Pacific Business: 2008 – present

Ad hoc Reviewer

Strategic Management Journal

Organization Science

Journal of Management Studies Long

Range Planning

MIS Quarterly

IV: HONORS AND ACHIEVEMENTS

2011 Teacher of the Year, Executive MBA Weekend Class of 2011 at KFBS.

2008 First recipient of the 'Above and Beyond' Award given by KFBS Executive Development to faculty 'going beyond the call of duty in their efforts for Executive Development, with a particular focus on faculty who help build our business and extend our ability to have an impact on the business community.' 2005 Teacher of the Year, Executive MBA Evening Class of 2005 at KFBS.

- 2004 Teacher of the Year, Executive MBA Weekend Class of 2004 at KFBS.
- 2003 Research Allstar, KFBS.
- 2002 Teaching Allstar, KFBS.
- 2001 Teacher of the Year, Full-time MBA Class of 2001 at KFBS.
- 1999 Daimler/Chrysler Award for Innovation and Excellence in Teaching, Full-time MBA Class of 1999, Fuqua School of Business, Duke University (Best MBA Elective Teacher).
- 1998 Certificate of Appreciation for Outstanding Teaching and Dedication to Students, Full-time MBA Class of 1998, Fuqua School of Business, Duke University.
- 1997 Three stars rating (with two other professors at the Fuqua School of Business) in BusinessWeek's 1997 Guide to the Best Business Schools.
- 1993 Highest rated faculty on the Program for Management Development, Graduate School of Business, The University of Cape Town, February 1993.
- 1992 Highest rated faculty on the Duke Advanced Management Program, Fuqua School of Business, Duke University, August 1992.
- 1991 Most Outstanding Professor on the 87th Management Program for Executives, Katz Graduate School of Business, University of Pittsburgh, Summer 1991.
- 1990 Highest rated faculty on the EMBA Program and the Management Program for Executives, Katz Graduate School of Business, University of Pittsburgh, 1990.
- 1988 South African Association of Business Management Gold Medal for Article of the Year in the 1987 edition of the South African Journal of Business Management.
- 1986/7 Dean's List, Krannert Graduate School of Management, Purdue University, (Fall and Spring semesters).
- 1986 Rotary Foundation Graduate Scholar, Krannert Graduate School of Management, Purdue University.
- 1986 Teacher of the Year, Graduate School of Business, University of the Witwatersrand, Johannesburg.
- 1984 Outstanding National South African Jaycee of the Year.
- 1974 Desmond Davis War Memorial Scholar, King Edward VII School, Johannesburg (highest award given to 12th grader, providing full academic scholarship for an undergraduate degree at any South African university).
- 1974 Prefect, King Edward VII School, State Colors in cricket 1973 and 1974.
- 1969 Head Prefect, King Edward VII Preparatory School, Johannesburg; Captain of cricket and soccer teams, State Colors in cricket 1968 and 1969.