2005 / 2006 ANNUAL REPORT
This annual report brings you up to date on our partnerships, education, research and outreach activities at the David F. Miller Center for Retailing Education and Research in the Warrington College of Business Administration, University of Florida.

The Center website at [www.cba.ufl.edu/crer](http://www.cba.ufl.edu/crer/) provides detailed descriptions of the Center’s objectives, activities, programs, education and publications. In addition, it lists the Center’s sponsors and links to each of their websites. All printed materials are available upon request by contacting the David F. Miller Center for Retailing Education and Research at 352-392-7166 ext. 1255; 352-392-4379 fax.

**CENTER HIGHLIGHTS**

The David F. Miller Center for Retailing Education and Research is very proud of our contributions to the retail industry. Through the Center’s activities to stimulate student interest in retailing careers, the University Of Florida provides some of the best students and future leaders to retailers. In addition, the Center undertook a number of activities to facilitate the teaching of retailing in colleges and university and the practice of retailing.

Here are some of our highlights from this past year:

**Programs to Stimulate Student Interest in Retail Careers and Prepare them for Entry Level Positions**

- The Miller Center for Retailing Education and Research continues to be the leading campus for recruiting management trainees for many of our sponsors. Last year, 35 retailers recruited at the University of Florida for management trainees.
- 133 interns were placed in paid internships this past summer ---- the largest number of interns placed by any university in the country.
- Over 300 students enrolled in the five sections of our retail management class.
- Over 500 students attended the four workshops on retail career opportunities, how to interview resume writing, backpack to briefcase and dress for success.
- 30 recipients of the Walgreens Certificate in Retailing Leadership were honored at a reception and dinner to award the Leadership certificates.
• Awarded over $24,000 in scholarships to students interested in pursuing careers in retailing.
• Organized the first student tour of New York City. A total of 16 students visited and spoke to executives from: JC Penney, Brown Shoe, Famous Footwear, Macy’s, Bloomingdales, Women’s Wear Daily and Toys R Us.
• Sixth edition of Retailing Management published by McGraw-Hill. This edition will be used in over 200 colleges and Universities and 75,000 students over the next three years.
• Updated “Best Practices for Recruiting UF Students” – a guide for recruiters with ideas and suggestions to make their visit more productive.
• Developed two resume books (one for each semester) that are distributed to sponsoring companies. The resumes are also available on a secure website and updated throughout the semester.

Out Reach Activities

• The Retail Smarter Symposium conducted in June continues to be the largest retail conference hosted by a University.
• The Retail Center website (www.cba.ufl.edu/CRER) is continuously enhanced making it more user friendly for both students and retail organizations.
• Published quarterly Retail Index reports in cooperation with the Florida Retail Foundation and UF Bureau of Economic and Business Research.
• The Graduate Advisory Board continues to grow. As of June 2006, 99 former students assist the Miller Center in recruiting hints and topics for focus groups.
• Published a monthly newsletter emailed to 1,000 people teaching retailing in colleges and universities.
• The Center produced Retail News Newsletter highlighting our Symposium, internships and Center news. Newsletters are forwarded to over 2000 retail executives.
• Freshman entering the Warrington College of Business attend “First Year Florida” which are sessions to acclimate students to this campus. The Center presented information about Retail Careers to over 150 students.

Research

• The Center launched the Retail Talent Development Study to investigate current retail firms’ HRM practices for recruiting, selection, training/development, evaluation, relationships to the retention of talented management trainees in early career stages and to set benchmarking best practices for retail talent development.

• The Center has undertaken a study of factors affecting retail career choice and a study of perceptions about retail industry.

• Have undertaken a national survey of furniture shopping behaviors and decision-making in a conjunction with the system development of online virtual showroom for furniture shopping.
Support

- The activities of the Miller Center for Retailing Education and Research continue to be sponsored by 40 retailers and other companies involved in the retail industry. Four new sponsors joined the Retail Center in the 2005-2006 fiscal year: Payless Shoe Source, Target, Florida Retail Development and L & M Mass Solutions.

PROGRAMS TO STIMULATE
STUDENT INTEREST IN RETAIL CAREERS AND PREPARE THEM FOR ENTRY LEVEL POSITIONS

Retailing Course

The Retail Management course is a senior level, elective course offering an intense overview of the retailing industry. Five sections were taught during the 2005-2006 academic years with over 300 students enrolled in the course. The course covers material related to all of the decision areas of retailing including retail strategy, location, human resource management, supply chain management, information systems, customer relationship management, merchandise management, sourcing, buying, communications, pricing, store management, visual merchandising, and customer service. Lectures are supplemented with industry speakers, field trips, comparison shopping exercises, and case studies. Students are taken on store tours of the local Dillard’s and Sears stores to understand the importance of visual merchandising and its direct relationship to sales. Students also visit the distribution center for Dollar General located in Alachua, Florida and the Nordstrom distribution center here in Gainesville. This field trip made the study of supply chain management an easier concept to grasp.

Over the summer, this course was taught on campus for those students staying in Gainesville. At the same time each class was filmed enabling over 119 students in the state of Florida to view the class on-line. The on-line option allowed a total of 142 students to participate in this class.

Sears Holding Seminar Series

The Center for Retailing offers a diverse education to students interested in retailing careers. Each Friday, the Center with a generous endowment from Sears Holding sponsors the Sears Holding Seminar Series. This course has attracted over 200 students in each semester.

Each semester, the Seminar Series includes speakers from positions in Store Management, Buying and Planning because these positions should be most familiar to students upon graduation. Beyond this, topics can vary each term based upon “what’s hot” in retailing and speaker availability. The Center for Retailing provides an exciting line-up of speakers and topics each semester. Speakers respond positively to the student
participation because of the developed questions, enthusiasm and interest in the industry. The speakers for the fall and spring semester are below:

“Transformation”, SEARS HOLDINGS

“Changing Gears: A New Strategy for Stores”, Chip Franklin, Operations Manager Southeast, BRIDGESTONE/FIRESTONE

“Merchandising”, John Lostroscio, VP Divisional Merchandising, OFFICE DEPOT

“Supply Chain Management” Jim Labounty, SVP and Director of Supply Chain Management, JCPENNEY

“Brand Transition”, FEDERATED DEPARTMENT STORES

“Customer Service”, Joe Scarlett, Chairman, TRACTOR SUPPLY

“Strategic Planning and Implementation”, Jim Cossin, Director of Strategic Support, PUBLIX

“Advertising”, Lary Sinewitz, Executive Vice President, BRANDSMART USA

“Backpack to Briefcase”, Steve Schultheis, WAL-MART

“The Effective Manager”, Al Steinberg, District Manager, DILLARDS

“EZ Stores”, Jeff Owen, Senior Director Process and Improvement, DOLLAR GENERAL

“Sears Holdings Corporation-Imagine the Possibilities”, Mike Ryan, Vice President of Stores-Sears Essentials and Sears Grand, SEARS HOLDINGS

“A Direct Sales Approach to Retail”, Gene Lunger, Vice President of Sales, CITY FURNITURE

“Planning”, Chris Crabtree, Manager Planning & Distribution – Handbags & Accessories, MACY’S FLORIDA

“What is Human Resources in Retailing”? Brett Avner, Sr. Vice President of Human Resources, CHICO’S

“Community Affairs and Social Responsibility”, John Gremer, Director Community Affairs, WALGREENS
“The Evolving Role of eCommerce for Store Based Retailers”, Conrad Szymanski, President, BEALL’S DEPARTMENT STORES

“Retail Design”, Keith Curtis, VP/Director of Design, MILLERZELL

“Marketing in the Retail Arena”, Ken Hall, Sr. Vice President of Marketing, PETSMART


“Relationship between Vendor and Retailer”, Keith Duplain, Senior VP and GM, NATURALIZER

“Competitive Positioning”, Mike Gravely, Regional Vice President, KOHL’S

Internships

The David F. Miller Center for Retailing Education and Research supports the largest internship program in the United States. In the summer of 2006, 133 students participated in retail internships with sponsoring companies. There are some additional students who intern with non-sponsoring retailers.

Retailers involved with our internship program are: Dillard’s, Walgreens, Save-A-Lot, Grapevine Group, Target, Belk, Nordstrom, JCPenney, Wal-Mart, Bealls, Brown Shoe, Macy’s, PetSmart, Sears, City Furniture, NPD, Kohl’s, BrandsMart, and Follett. Students accepting internships thru the Retail Center are majoring in the following areas: Accounting, Sociology, Marketing, Finance, General Business, Philosophy, Economics, Psychology, Communications, Advertising, English, Criminal Justice, History, Management, Food and Resource Economics, Decision and Information Sciences and Spanish.

Internships are for positions in management, buying, planning and product development internships as well as loss prevention, sales, marketing and finance. Although students were located throughout the country, most students secured their internship in their Florida hometown. During the internships, Florida interns were visited once by the Center staff to review their intern training progress as well as discuss their future involvement in the Center’s activities and in retailing. The students were also invited to attend the annual Retailing Smarter Symposium held in Orlando to interact with visiting retailers and other students.

Students who participate in this program simultaneously register for an accompanying course that supplements what they are experiencing on their internship. Assignments challenge students to complete exercises on retail math; they learn to evaluate their internship and their performance in a progressive series of questionnaires; they are required to choose a research project to conduct during the last half of the internship. Students participating in the corporate internships are offered an education in the support side of the industry. Many are rotated throughout the headquarters to experience finance, human resources, marketing, buying and planning.
Workshops

The Center sponsors workshops attracting up to 200 students during the spring term alone. Workshops are organized by the Center but are taught by two representatives from our sponsoring companies. The Career Opportunities in Retailing workshop occurs one week before the Career Showcase. The speakers in this workshop cover positions available for graduates and career advancement opportunities as well as the security of the positions, training, compensation and job responsibilities.

The How to Interview worship is a one-hour workshop that is popular among students from all majors. The workshop has a powerful reputation enough to encourage the American Marketing Association to require their students to attend this workshop each semester. The Dress for Success workshop educates students on appropriate attire for interviewing and business casual events. The Backpack to Briefcase workshop educates students how to effectively transition from a college campus to the business world.

Walgreens Certificate in Retailing Leadership

The Walgreens Certificate in Retailing Leadership is a certificate that attracts some of the College’s brightest and most driven individuals. Students who achieve the requirements for the Certificate have completed a retailing management internship under the supervision of the Miller Center. In addition to taking the retailing courses, the Sears Holdings Seminar Series and the Intro to Retail Systems and Management, they have successfully completed the four introductory courses for the Warrington College of Business Students: Intro to Marketing, Management, Finance and Computer Programming and have maintained superior academic standards determined by the Warrington College of Business. The Walgreens Certificate has attracted interest from students studying marketing, finance, DIS, management, business administration, psychology, economics, public relations and industrial engineering.

Student Advisory Board

Interns who successfully completed the internship program were invited to apply for the Student Advisory Board (SAB). These students act as ambassadors to the retailers helping them with recruitment at the Career Showcase and during information sessions. The SAB also works within the Center to create a strong outreach to campus organizations. Throughout the year, the SAB participated in many activities that promote the Center and participating retailers: SAB members attended focus groups of each participating retailer to assist in presenting the benefits of the internship and training programs. Some of the activities engaged in by the SAB were:

- Assistance in supporting recruiting efforts during the Career Showcase both in September and January
- Assist their companies with Information Sessions scheduled the evening before interviews by sharing intern experiences
- Gather, organize and develop resumes for the Grapevine Group resume book
- Speak at student organizations including BACC and AMA to educate students about retailing careers and internships
- Speak in classes such as Intro to Marketing with enrollment of 1500 students per semester
- Update website, photographs and text
- Maintain and update brochure about obtaining an internship
- Act as mentors to students pursuing internships
- Develop and execute all Center workshops throughout the year
- Write articles for the Retail Report
- Facilitate focus groups for represented companies or for Center issues
- Assist in the development and execution of the Retailing Smarter Symposium
- Assist office staff in copying, mail-outs, research and writing and computer projects

The 2005 – 2006 Student Advisory Board Members and the retailer with which they had an internship:

Grant Alexander, Beall’s
Marielos Brown, Macy’s Central
Craig Burton, Save-A-Lot
Alvin Cano, Grapevine Group
Jackie Daniels, Nordstrom
Christine Federico, Famous Footwear
Dan Gordon, Nordstrom
Anna Greer, Dillard’s
Crystal Hamilton, JC Penney
Jenny Hwang, Brown Shoe
Jacqueline Kania, Walgreens
Liza Kollen, Beall’s
Amber Liu, Dillard’s
Jean McCarthy, Dillard’s
Michael McLaren II, Office Depot
Megan Metcalf, Dillard’s
Michelle Meyer, Sears
Michelle Nichols, Famous Footwear
Kiran Patel, Walgreens
Jennifer Peek, Walgreens
Michael Rodriguez, City Furniture
Antim Shah, Walgreens
Denielle Toms, Nordstrom
Richard Villanueva, Firestone Complete Auto Care
Karl Zaffke, Walgreens
Student Scholarships

The Center awarded $24,000 to outstanding students during their summer internship. The recipients of these scholarships were:

$3,000 - Kathleen Brown Outstanding Retail Student of the Year
Kiran Patel: Marketing, Interned with Walgreens

$2,500 – Beall’s Scholarship
Grant Alexander, Management, Interned with Beall’s Department Stores

$2,500 – JCPenney Scholarship
Crystal Hamilton, Marketing, Interned with JCPenney

$2,500 – JCPenney Scholarship
Jean McCarthy, Business Administration, Interned with Dillard’s

$1,000 – JCPenney Scholarship
Craig Burton, Management, Interned with Save-A-Lot

$1,000 – JCPenney Scholarship
Jenny Hwang, Marketing, Interned with Brown Shoe

$1,000 – JCPenney Scholarship
Megan Metcalf, Finance, Interned with Dillard’s

$1,000 – JCPenney Scholarship
Danielle Toms, Sociology, Interned with Nordstrom

$1,000 – JCPenney Scholarship
Richard Villanueva, Management, Interned with Firestone Complete Auto Care

$2,000 – Strategic Mindshare Consulting Scholarship
Marielos Brown, Economics, Interned with Macy’s Central

$1,500 – Sears Holdings Scholarship
Michelle Meyer, Marketing, Interned with Sears Holdings

$1,500 – Sears Holdings Scholarship
Claudine Orta, Marketing, Interned with Sears Holdings

$1,000 – Build-A-Bear Workshop Scholarship
Melissa Combs, English/Business, Interned with Build-A-Bear Workshops
$1,000 – The Grapevine Group, Inc. Scholarship
Alvin Cano, Agribusiness/Marketing, Interned with The Grapevine Group

$1,000 – Walgreen Company Scholarship
Jennifer Peek, Marketing, Interned with Walgreens

$1,000 – Walgreen Company Scholarship
Antim Shah, Marketing Interned with Walgreens

$1,000 – Walgreen Company Scholarship
Karl Zaffke, Management, Interned with Walgreens

$2,500 – Bill & Patti Alcorn Scholarship
Claudine Orta, Marketing

$2,500 – Bill & Patti Alcorn Scholarship
Karl Zaffke, Management

Job Placement and Career Counseling

An important function of the Center is to introduce students to the retailing industry and to provide career counseling and support through coursework, “open door” policy for guidance and supervision. The Center is able to do this through classes, workshops, visiting executive forums, research opportunities, showcase participation and internships. Retailers who participate in the internship program can experience a higher turnaround from the internship program to permanent trainees. Many of the sponsoring retailers have also reported a high retention rate for University of Florida graduates.

Promoting Retail Careers

We share student intern activities and company information with students’ parents. With the permission of the students, the Miller Center shared company information with the interns’ parents in the hopes of gaining the parents’ support and approval of the company and the retail industry. An amazing byproduct occurred as calls from parents, faxes and personal visits occurred as never before. It was noted that parents were very interested in being involved with the retail intern and assisted in getting assignments into the office by due dates.

Presentations were made in the First Florida freshman classes to talk about the industry, the retail management internship opportunities and how to navigate through the showcase to get a retail internship. These classes reach 80% of the incoming Business freshmen and the Miller Center is one of the few campus organizations to reach students through this forum.

The Center continues to contact students throughout the semester via email about information sessions, visiting executive presentations, local part-time positions, interview
dates and workshops. Access to students occurs through the Career Resource Center’s Gator Careerlink system which oversees over 10,000 resumes.

The Grapevine Group Student Resume Book

The Grapevine Group Resume Book was developed twice during 2005–2006 to offer students the opportunity to incorporate their resumes into one source to be presented to sponsoring retailers upon their arrival at the Career Showcase. Resumes are predominantly from the Warrington College of Business, but are not limited to this. Students involved are seeking work within the retailing industry and are able to provide a wide range of work and academic experience. The resume book is printed only once per semester yet updated weekly throughout the semester. Students who have obtained positions are deleted from the book and new students are featured. These updated versions of the text are displayed on the Center’s website www.cba.ufl.edu/crer and can be accessed by sponsoring retailers by password only.

Graduate Advisory Board

The Graduate Advisory Board consists of 99 (and counting!) individuals who worked with the Miller Center for Retailing as undergraduates and made significant contributions to the workings of the Center while they studied here at UF. Members understand the function of the Center, the University and the retail industry. Because of this special knowledge, members are contacted quarterly for their unique opinions on issues and ideas currently confronting the Center. This year they have assisted the Miller Center in recruiting hints and topics for focus groups.

Best Practices for Recruiting UF Students

The Miller Center has continued to share the Best Practices booklet to new sponsors to help guide sponsoring recruiters through the complex recruiting season here at the University. Best practices include the most productive ways of contacting students, negotiating Showcases, speaking in classes, interviewing, offering information sessions, participating in focus groups and internship programs. Special emphasis is placed on utilizing the resources of the Center.

Retailing Management, 6th Edition

The sixth edition of Dr. Weitz’s Retailing Management textbook was published by McGraw-Hill in May 2006. The objective in preparing this sixth edition continues to be stimulating student interest in retailing courses and careers by capturing the exciting and challenging opportunities facing the retailing industry, and industry that plays a vital economic role in society. To achieve these objectives, many people, working for sponsoring retailers, ranging from management trainees to CEOs are featured in profiles. This edition will be used by over 200 colleges and Universities and 75,000 students over the next three years.
In preparing the sixth edition of Retail Management, the textbook was revised to address three important developments in retailing: (1) the increased use of technology and analytical methods, (2) the globalization of the retail industry, and (3) the growing importance of ethical and legal considerations.

**Use of Technology in Retailing**

Retailing is evolving into a high tech industry as retailers increasingly use communications and information systems technologies and analytical models to increase operating efficiencies and improve customer service. Some of these new technology applications identified with a technology icon in the margin and discussed in the sixth edition are:

- Use of web sites to sell products and services to customers (Chapter 3).
- Providing a seamless multi-channel (stores, web sites, and catalogs) interface so that customers can interact with retailers anytime, any where (Chapter 3).
- Store of the future using technology to provide a more rewarding shopping experience (Chapter 3).
- Application of geographic information system (GIS) technology for store location (Chapter 8).
- Internet applications for effective human resource management (Chapter 9).
- Integrated supply chain management systems (Chapter 10).
- RFID technology to improve supply chain efficiency (Chapter 10).
- Analysis of customer databases to determine customer lifetime value, target promotion towards a retailer’s best customers, and undertake market basket analyses (Chapter 11).
- Implementation of marketing programs to increase customer share of wallet (Chapter 11).
- CPFR (collaboration, planning, forecasting and replenishment) systems for coordinating vendors and retailer activities (Chapter 12).
- Sophisticated inventory management systems (Chapter 13).
- Reverse auctions for buying merchandise (Chapter 14).
- Use of profit optimization decision support systems for setting prices in different markets and taking markdowns (Chapter 15).
- Development of targeted promotions using customer databases (Chapter 16).
- Internet based training for store employees (Chapter 17).
- Decision support systems for scheduling sales associates (Chapter 17).
- EAS technology to reduce shoplifting. (Chapter 17).
- Creation of planograms to optimize the sales and profits from merchandise categories (Chapter 18).
- Digital signage to reduce cost and increase message flexibility. (Chapter 18).
- In-store kiosks, mobile devices, and the Internet to improve customer service (Chapter 19).
Globalization of the Retail Industry

Retailing is a global industry. With a greater emphasis being placed on private label merchandise, retailers are working with manufacturers located throughout the world to acquire merchandise. In addition, retailers are increasingly looking to international markets for growth opportunities. For instance, Carrefour, France’s hypermarket chain and the second-largest retailer in the world is focusing its growth investments in 25 countries, but not in France. Some of the global retailing issues, identified with an icon in the margin, examined in this edition are:

- Retail efficiencies on different economies (Chapter 1).
- Illustrations of global expansion by retailers (Chapter 2).
- Cultural impacts on customer buying behavior (Chapter 4).
- Keys to successful entry into international markets (Chapter 5).
- Evaluation of international growth opportunities (Chapter 5).
- Differences in location opportunities in global markets (Chapter 7)
- Regulations affecting customer data collection in world markets (Chapter 10).
- Employee management issues in international markets (Chapters 9 and 17).
- Global sourcing of private label merchandise (Chapter 14).
- Cultural differences in customer service needs (Chapter 19).

Legal and Ethical Issues Confronting Retailers

Retail institutions are pervasive in our society and thus have a major impact on the welfare of their customer, suppliers, and employees. Given the importance of their societal role, retailers need to consider the impact of their decision on a broad range of stakeholders. Some of the social welfare, ethical, and legal issues examined in this sixth edition are:

- Framework for ethical decision-making (Chapter 1).
- Managing diversity and the glass ceiling (Chapter 9).
- Privacy considerations in collecting and using customer data (Chapter 11).
- Legal issues affecting purchasing and pricing merchandise (Chapter 14, 15).
- Sexual harassment and discrimination in hiring and promotions (Chapter 17).
- Provision of employee benefits (Chapter 17).
- Ecologically friendly store design and operations. (Chapter 18).
- Store design in light of the American with Disabilities Act (ADA) (Chapter 18).
- Three new cases that deal with legal, ethical, and social welfare issues
OUTREACH ACTIVITIES

2006 Retail Smarter Symposium

The Retail Smarter Symposium continues to have an excellent group of presenters. This year’s event was located at the Rosen Centre in Orlando. Over 250 participants were in attendance at this year’s event and still hold the distinction as the largest Retail Conference hosted by a University. The speakers were as follows:

*Dan Stanek, Executive Vice President/Retail Forward, Inc.
*Tim McGeehan, Executive Vice President, Retail Sales/Best Buy Co.
*Craig Apatov, EVP and Chief Sales & Marketing Officer, Miller Zell
*Robert Kennedy, SVP & GM Consumer Products Group, Miller Zell
*Steve Hyland, Director of Retail Merchandising, Coca-Cola North America
*Patrick Hare, Senior Director, In Store Merchandising and Sales Communications, Snacks and Cereal Segment, Kraft Foods North American Commercial
*Chris Little, Associate Product Director, Vistakon
*Donna Fenn, Author, “Alpha Dogs”
*Marianne Wilson, Senior Editor special Projects/Chain Store Age
*Chiqui Cartagena, Managing Director, Multicultural Communications Meredith Integrated Marketing
*Kimberly Strong, Human Resources Director, Target Stores
*Donald Germano, Senior Vice President/General Manager, Kmart Retail, Sears Holding Corporation
*Christopher Kay, Former Chief Operating Officer, Executive Vice President of Operations and General Counsel of Toys “R” Us
*Cory Lipoff, Executive Vice President, Hilco Merchant Resources, LLC

Florida Retailer of The Year Presentation

Annually the Florida Retail Federation presents the Florida Retailer of The Year at their Fall Board Meeting. The Florida Retail Federation presented their awards at our Symposium luncheon. The program was well received and plans are under way to schedule this event each year during our Symposium.

Welcome Bags

We provide each participant with a Retail Center welcome bag. The welcome bags were distributed as each individual registered. Famous Footwear and Naturalizer, Divisions of Brown Shoe sponsored the Welcome Bag for our 2006 Symposium. Brown Shoe has also committed to design and sponsor our welcome bags for the next 2 years.
Florida Retail Index

In conjunction with the Florida Retail Federation, the Center continues to prepare a quarterly report on the outlook for Florida retailers. The report, based on a telephone survey of over 150 retailers with stores in Florida, basically applies the questions used to the University of Florida and University of Michigan Consumer Confidence Index to assess the expectations that Florida retailers have for the coming quarter. When the report is completed, a press conference is held for the Florida business press. The press coverage and articles about the report continue to grow.

New Release of Web Site

The enhancements of our web site can be seen at www.cba.ufl.edu/crer/. In redesigning our web site, we have added excitement through pictures and decreased the verbiage and therefore have made it easier to navigate. New to our website this year is the addition of company videos. Recruiters have been invited to add to the video library to share information about working with the Miller Center, recruiting, internships, etc for the students to review. This new service is open to all sponsoring companies as a new way to offer company information to interested students.

Each Student Advisory Board member has been added along with a biography about the student. Having this available for students to review assists in the recruiting process. These board members are approachable and offer yet another way for interested students to access information about retail career and the opportunities offered by specific companies.

Retail Newsletter for Retail Course Instructors

Each month, the Retail Center publishes a newsletter sent to 1,000 and emailed to 1,000 people who are teaching retail courses in 2 and 4 year colleges and university around the world. Each newsletter has some interesting information about retailing that can be shared with students in class, some teaching ideas and exercises, and eight to ten, one page abstracts of recent articles on retailing issues. To facilitate the use of these abstracts for class discussion, discussion questions are provided along with suggestions for structuring the discussion.

Research Initiatives

Facing the growing need for talented managers and the high costs of turnover in the competitive retail industry, it is extremely important that HRM programs are able to identify and attract potential high performers and prevent the loss of these talented managers. Retailers’ demand for bright and motivated young people is heating up as retailers recognize their financial performance and long-term sustainability rely on the talents of store managers and merchandise managers. To meet demands for structured study on retail talent development, the David F. Miller Center for Retailing Education
and Research has initiated series of studies related to human resource management issues in retailing.

**National Survey of HR practices for Retail Talent Development**

**Goals:** (1) To investigate current retail firms’ HRM practices for recruiting, selection, and training/development, and evaluation and their relationships to the retention of talented management trainees in early career stages and (2) to set benchmarking best practices for retail talent development.

**Project Description** - The center launched the first benchmarking study of Retail Talent Development. The objective of this study is to uncover the characteristics of effective retail talent development programs – programs that effectively recruit and develop retail managers—that lead to the retention of talented management trainees in early career stages. A national survey is being taken by a retail organization’s HR representative who has knowledge of the organization’s recruiting and training program for developing managers. Upon the completion of the study, the center will produce a benchmarking report. The study will set benchmark practices that allow retailers to evaluate and improve their HR programs for talent development. This project is sponsored by the National Retail Federation (NRF) and the National Association of Colleges and Employers (NACE).

**Y Generation’s Career Choice Decisions**

**Goal:** To understand what career expectations college students have for retail as a destination career and what factors determine their career choice. The following three studies are being undertaken to address Y Generation’s career expectations and career choice decisions.

**1. College Students’ Career Choice Decisions**

The center conducted a study of job choice decision to understand how college students use starting salary, 5-year salary, training, benefits, company atmosphere, and work-life balance in making job choice decisions. A focus group revealed that all these attributes were found to be very important in job choices. A conjoint approach was used to understand what attributes are important in job applicants’ mind in making trade-off decisions. Junior and sophomore students who took introductory business courses participated in the study. The findings are interesting but preliminary to conclude because the importance of job choice attributes might be changed when job choice decisions become more relevant for graduating seniors. The center continues collecting data using seniors and other universities as well as disciplines such as retail programs.
2. Generation’s core competency and career expectation

Generation Y is a very distinctive, one-of-a-kind generation that is pursuing its life and activities its own way. They make choices differently than their parents and previous generations did and are accustomed to solving problems with methods that didn’t even exist a decade ago. This unique generation is setting its own rules and establishing a new norm. As a result of this, the Miller Center is conducing a study to have a better understanding of what college students are now expecting for their career development as well as what factors help them to be motivated to perform effectively.

3. Perceptions about Retail Industry

In general, negative perceptions about retailing as a destination career have prevailed. Perspectives on retailing as a destination career, however, are changing as young college students are starting to see a renewal of opportunity from rewards and fast promotions in the retail industry. To understand how young generation perceives the retail industry as a destination career compared to other industries (i.e., sales, banking, and marketing) with different starting salaries, promotions, and training opportunities, a conjoint study was conducted.

SUPPORT FOR CENTER ACTIVITIES

Four New Sponsors

40 retailers and service providers to the retail industry support the center. This year we added three new sponsors joined our Center in 2005/2006 – Payless Shoe Source, Target, and Florida Retail Development and L&M Mass Solutions.

Executive Advisory Board

The David F. Miller Center for Retailing Education and Research attributes a large part of its success to its Executive Advisory Board members. The Board provides invaluable direction, advice and financial support. The Board meets twice a year and its members’ serve as lecturers, speakers and mentors.

William J. Alcorn, Sr. Vice President, Controller & CPO, JC Penney
Beth Angelo, General Merchandise Manager/VP, Body Shop
Robert Beall, Chairman and CEO, Beall's, Inc.
Robert Carter, Executive Vice President, CIO, Federal Express Corp.
Maxine Clark, Chief Executive Bear, Build-A-Bear Workshop  
Cynthia Cohen, President, Strategic MindShare Consulting  
Perri Corlew, Store Manager, Nordstrom  
Mary Beth Garcia, VP Business Development, Novations VMS - MOHR Learning  
Jim Gary, Regional Vice President for Southeast Region, PETsMART  
Mark Hoskins, District Team Leader, Target  
Marlin Hutchens, Vice President, Store Operations, Walgreens  
Truman Hyde, Recruiting & Retention Manager, Southeast Zone, Firestone Complete Auto Care  
Ira Kaplan, Sr. VP & CFO, Claire’s Stores, Inc.  
Judy Kelly, Divisional Vice President of Store Human Resources, Macy’s Central  
Michael P. Kercheval, President and CEO, International Council of Shopping Centers  
Gary King, Chief Information Officer, Chico’s  
Doug Koch, Senior Vice President and Chief Talent Officer, Brown Shoe Company, Inc.  
Keith Koenig, President, City Furniture  
Scott Koerner, Senior Vice President, Merchandising, Office Depot  
Michael Kratofil, Vice President Global Market Development, Sunbeam Products, Inc.  
Mike Krouskos, President, L & M Mass Solutions  
Larry Levine, Corporate Vice President, Operations, BrandsMart  
Cory Lipoff, Executive Vice President, Principal, Hilco Merchant Resources, LLC  
William Lucas, President & General Manager, Retail Business Group, The NPD Group, Inc.  
Bruce Mager, Group Vice President Stores, Human Resources, Macy’s East  
Richard A. McAllister, President, CEO, Florida Retail Federation  
David Miller, Former Vice Chairman, JC Penney  
Sandy Miller, CEO, Miller Zell, Inc.  
Tracy Mullin, President, National Retail Federation  
Theodore Passig, Senior Vice President – GMM/International Business Development Payless Shoe Source  
Laura Phillips, Vice President, DMM for Grocery, Wal-Mart Stores, Inc.  
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John Thomas, President, Pinch-A-Penny  
Suzanne Travers, President/CEO, The Grapevine Group, Inc.  
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