

FLORIDA INTERNATIONAL UNIVERSITY
COLLEGE OF BUSINESS ADMINISTRATION

R. KIRK LANDON UNDERGRADUATE SCHOOL OF BUSINESS
AIVAH H. CHAPMAN, JR., GRADUATE SCHOOL OF BUSINESS

ANNUAL REPORT 2003-2004





WE ARE LEADING THE WAY IN INTERNATIONAL BUSINESS EDUCATION.



OUR MISSION: The College of Business Administration at Florida International University in Miami, Florida, exists to create enduring educational value for our students, for our alumni, and for the business, professional, and academic communities we serve. ☞ **FOR OUR STUDENTS**—whom we prepare to succeed in a rapidly-changing, technology-driven global business environment; ☞ **FOR OUR ALUMNI**—to whom we provide opportunities for continuing professional development and a legacy that appreciates as our excellence grows; ☞ **FOR THE BUSINESS AND PROFESSIONAL COMMUNITIES**—to whom we offer knowledgeable graduates, educational programs, research, and collaborative projects; ☞ **FOR THE ACADEMIC COMMUNITY**—to whom we bring new knowledge by creating an environment that nurtures high-quality research and the development of future scholars.

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Editor: Sally M. Gallion

Design: StolkDesign, Inc., Arlington, VA

Photographers: Kiko Ricote
Richard Edward

If you would like additional copies or more information, contact Sally Gallion at 305-348-6631.

Address: 11200 S.W. 8th Street
Ryder Business Building, Suite 310
Miami, Florida 33199-0001

The Year in Review: [A Letter to Our Friends](#)



I am excited to be bringing to you the College of Business Administration's first annual report, in which we share with you the highlights of 2003-04 and acknowledge the generous contributions of friends like you throughout the past few years. In this year's annual report, we focus on how the College is positioning itself to be a premier international business school. The realities of business today demand students with a global perspective, and we believe that the College has a distinctive competitive advantage in providing this perspective. Globalization is something that is woven deep within the fabric of our College and is reflected in our faculty, curriculum, programs, and research.

In 2003-04, the College boasted the largest graduating class in our brief history—we were founded in 1972. We awarded 1,617 baccalaureate degrees and 604 MBA and masters degrees. Today more than 6,000 undergraduates, approximately 230 MBA students, and 250 master's students are enrolled in the College and we are proud to call nearly 25,000 alumni our own. Our goal is to create experiences for our students that help them understand the turbulent, rapid-fire realities of the global business environment.

We have focused on enhancing and building excellence in our international business undergraduate program through the launch of the International Business Honors program—the first in the country solely for international business students. Enrollment in our innovative one-year Advanced Diploma in Business Administration program—designed to provide a post-graduate course of study for international students, particularly those with a three-year bachelor's degree, to help them prepare and qualify for an MBA—continues to grow. More of our students are participating in our study abroad programs. This past year, we offered five different study abroad programs to ten countries that attracted more than 90 students. Our International MBA—now in its fifth year—continues to attract international students. In fact, more than 60% of the students in this program come from outside the U.S. And, we welcomed our first students from Instituto COPPEAD de Administração, Universidade Federal do Rio de Janeiro, Brazil, and Universidad de los Andes, Colombia, into our graduate, international Dual Degree program. Through our partnership with eleven international business schools, students can earn an MBA from their “home” institutions and a Master of International Business from the Chapman Graduate School of Business in two years.

As one of only 33 business schools with a U. S. Department of Education grant for a Center for International Business Education and Research (CIBER), the College has a long history of promoting international business education and research. Through our FIPSE Europe and FIPSE NAFTA agreements, we have been able to provide our students with opportunities to spend a semester abroad. This past year saw an expansion in our international executive education and sponsored research activities. We partnered with IAE, Universidad Austral, to offer special seminars to executives from ExxonMobil Latin America both here in Miami and in Buenos Aires. And in partnership with Winrock International, the College was awarded \$850K to promote international trade capacity development in Honduras and Guatemala.

Underlying our success is an extraordinary faculty that brings rich experiences from around the world. Among the approximately 100 full-time faculty—nine of whom are new to the College this academic year—many are world-renowned researchers who lead their fields in new directions, represent the College in many international conferences and meetings, and hold leadership positions in international professional associations. In 2003-04,

our faculty published 16 books, 61 refereed journal articles, and 51 book chapters and refereed proceedings. Throughout this report, we highlight examples of professors who are contributing to our increasing reputation as a premier international business school.

This past year brought several reasons to celebrate. Our international business programs—both at the undergraduate and graduate levels—received national recognition in *US News & World Report*. Our International MBA again was recognized by *BusinessWeek* in its bi-annual report on the best MBA programs. And, for the third year in a row, the Chapman Graduate School of Business was on *AméricaEconomía's* list of schools with the top 50 MBA programs for Latin American students. In December 2003, the Ewing Marion Kauffman Foundation awarded a \$3M grant to establish the Pino Global Entrepreneurship Center. Through this Center, the College will be able to offer a number of exciting new programs to foster global entrepreneurship among our students.

We received unprecedented support from corporations, alumni, and individuals who, in some cases, are not Florida International University graduates. In recognition of a \$5 million gift from R. Kirk Landon, we named our

Landon Undergraduate School of Business this past year. Thanks to generous support from people in our community like you, the College's momentum continued to build during 2003-04 and carries over into the current one.

As the current academic year unfolds, we are committed to enhancing our growing reputation as a school of choice for international business. Delivering the programs that make us so special and distinctive is costly. Right now, we do more with fewer resources than almost any of our competitors. We are preparing for a capital campaign that will be launched next year to raise the resources necessary for us to continue to move forward. We hope that we can count on the continued support of Florida International University's College of Business Administration family and friends to help us achieve the goals of this ambitious new campaign.



Joyce J. Elam
Executive Dean
College of Business Administration



At the Crossroads: Linking the Americas to the Global Economy

All business today is international in scope and all players—from multinational corporations to local companies—are affected by the global economy. In the College of Business Administration at Florida International University, we recognize our responsibility to prepare individuals who can contribute and succeed in this global business arena.

Our location in Miami—the gateway from the world to the Americas—is the first of many factors making us ideally positioned to understand and foster a global viewpoint in our students. Our graduates—from executives in worldwide corporations to entrepreneurs to business leaders right here in South Florida—are thoroughly grounded in the special requirements of conducting business in an international context.

Much of the preparation business students undergo occurs informally, a natural consequence of the rich cultural mix of the College's population, filled with young, eager scholars of varied heritages, and experienced, renowned faculty members from all corners of the globe. In fact, the faculty and students represent more than 100 nations, primarily from the Americas but also from Europe, Africa, and Asia. Interchanges in and outside the classroom promote respect for cultural differences as our students strive toward common goals.

We facilitate communication among members of our diverse constituencies—while preparing students for the realities of business—through our commitment to the strategic use of information technology. By having made significant investments in technology—including the creation of a wireless environment and multimedia classrooms—we have created a state-of-

the-art technology infrastructure on our campuses to support teaching and learning and to mimic the environment in which our students will work. We also have woven technology into our course delivery, refining a technology-enabled approach to learning that spans web-assisted and technology-mediated instruction in a traditional classroom setting to intensive coursework delivered over the Internet.

Because we recognize that entrepreneurship is a critical engine for economic growth in South Florida, the Americas, and many other parts of the world, we cultivate the entrepreneurial spirit of our students. More than twenty percent of our alumni—armed with the knowledge to support their bold visions—work as entrepreneurs or in family-owned businesses, many with a global reach. Our affiliation with the Kauffman Collegiate Entrepreneurship Network—a network of more than 120 colleges and universities with an interest in advancing entrepreneurship—along with the activities of our new Pino Global Entrepreneurship Center—give incipient entrepreneurs the opportunity to develop the skills to create, sustain, and grow their own businesses.

We also recognize that business leaders—regardless of their career path and place of work—must understand the larger context in which business unfolds. To nurture that understanding and prepare our graduates to lead, we have built civic engagement into our curriculum and in a service learning course that is the only business school course in the country dedicated entirely to the subject. These efforts have resulted in our business school becoming one of the top three schools nationwide in service learning. Students learn how to apply the business and managerial skills they

learn in their business courses to social and economic problems.

More than 1,000 Latin American headquarters of multinational companies are at our doorstep. As a hub for flourishing enterprises in technology, logistics, finance and international commerce, travel and tourism, international banking and real estate, and a growing cable television and entertainment industry, Miami offers a wealth of international business knowledge. And we tap it often. Many of our graduates are employed at leading companies within these industries and, along with their colleagues, give generously to the College of their expertise and experience. They serve as advisory board members, mentors, speakers, and instructors; they network with students; and their companies provide internships and full-time positions that give our students first-hand knowledge of the demands and rewards of conducting business in the 21st century.

Our College stands at the geographical crossroads that connects the Americas with the rest of the world. Our global point of view begins with our location and is reflected—both implicitly and explicitly—in every aspect of campus life. It is what enables our graduates to be effective business people in South Florida, the Americas, and beyond.



Our Programs

The College has built on the strong international foundation created by the people who study and teach here through courses and special programs designed to ensure that graduates understand the special opportunities and challenges of globalization.

For example, our international business programs are widely recognized for their innovative, cutting-edge instruction and curricular excellence. We offer technology-enabled programs to facilitate worldwide delivery so that students from anywhere can become students of ours. Students can maximize their use of our technology strengths by completing an all-online Bachelor's in Business Administration with a major in International Business or in Finance.

In addition, many of our undergraduate, graduate, and professional programs have strong international components and are frequently delivered in other countries. We offer several programs specifically focused on international business, including our undergraduate International Business Honors program, our International MBA, and our Master in International Business. Finally, the College regularly explores opportunities to offer graduate dual degrees with partner institutions in other countries, enabling students to study both in their home countries and in Miami.

Through study-abroad opportunities in nearly twenty countries and major grants, students enhance their classroom knowledge immersed in the practical realities of how other countries conduct business. This combination of the academic and experiential further readies them to fulfill the requirements of becoming business leaders in a global business environment.



R. Kirk Landon Undergraduate School of Business: Fostering and Exemplifying Excellence

Undergraduate Program Profiles

Bachelor of Accounting (BACC): The College’s highly-regarded School of Accounting prepares undergraduates to fulfill the strong demand for skilled accountants in public practice, industry, and government. Separately accredited by AACSB International—the Association to Advance Collegiate Schools of Business, the School consistently turns out sought-after graduates who place in the top five in the all-important CPA examination scores.

Bachelor of Business Administration (BBA): Students can opt to take a number of majors or pursue several academic tracks. Two majors, Finance and International Business, also are offered completely online, adding convenience to quality.

- **Finance:** A finance major establishes the foundation for students to pursue graduate studies in all areas of business and readies them to tackle positions in corporations, financial institutions, brokerage firms, investment banks, and government.
- **Human Resource Management:** Human capital is one of the most important assets of a business, and students who pursue this major learn to manage people—and their sometimes problematic interactions—wisely. Courses that cover topics from staffing and recruitment to compensation to unions give graduates the wide range of skills they need to keep employee relationships on a secure footing.
- **International Business:** This major provides students with intensive, in-depth background in such areas as finance, strategic management, and marketing—among others—as they function in international enterprises.
- **Management:** The management major gives students a broad overview of organizational management through a flexible program of courses emphasizing the most up-to-date knowledge in the profession—whether the area is human resources, business ethics, strategic management, or any other business discipline.
- **Management Information Systems:** The College’s strong focus on technology and this major prepare graduates for entry-level positions that support an organization’s decision-making processes. It positions them for success by enabling them to apply their understanding of the impact information systems have on business enterprises and their bottom lines.

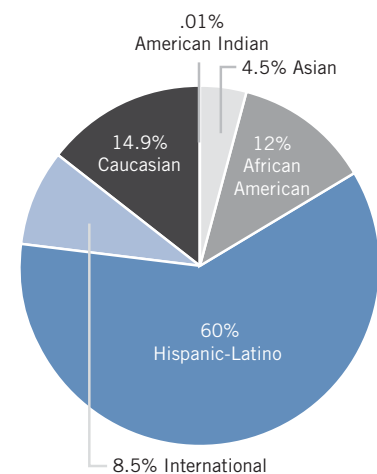
Undergraduate Student Profile

Total Enrollment:	5,927
Full Time Students:	3,343
Part-Time Students:	2,584

Male	47%
Female	53%
Multi-ethnic	85%
International Students	504

Countries Represented

Argentina	Israel
Bahamas	Italy
Barbados	Jamaica
Belize	Jordan
Bolivia	Kuwait
Brazil	Lebanon
Bulgaria	Mexico
Cayman Islands	Morocco
Canada	The Netherlands
Chile	Nicaragua
China	Panama
Colombia	Peru
Costa Rica	Poland
Croatia	Puerto Rico
Cuba	Slovakia
Cyprus	South Korea
Dominican Republic	Spain
Ecuador	Sweden
El Salvador	Trinidad & Tobago
Egypt	Turks and Caicos Islands
France	Turkey
Germany	United Kingdom
Greece	United States
Grenada	Uruguay
Guatemala	Venezuela
Haiti	Virgin Islands
Honduras	(British and U.S.)
India	West Indies



Student Organizations Alpha Kappa Psi American Marketing Association Beta Alpha Psi Beta Gamma Sigma Chapman Graduate Student Association Collegiate Entrepreneurs Organization Delta Sigma Pi Financial Management Association FIU Accounting Association Information Technology Society International Business Student Honors Society The Miami Benefit Club at FIU Real Estate Student Association Student Government Association BBA+ Weekend Association

Top 20 Internship Providers to Undergraduate Students

1. Walt Disney World
2. General Electric
3. IBM
4. Cordis (Johnson & Johnson)
5. HDR Engineering, Inc.
6. Florida International University
7. Merrill Lynch
8. Sony
9. Regions Bank
10. Smith Barney
11. Northwestern Mutual Financial Network
12. MUN2 Television
13. Motorola
14. PricewaterhouseCoopers
15. Ernst & Young LLP
16. MTV Networks
17. John Hancock
SOBE Office Supply
Dresdner Bank LatinAmerica
Commerce Solutions
Royal Caribbean Cruises, Ltd.
18. Bank United, FSB
Caterpillar Inc.
ESPN International
19. Morgan Stanley
20. Rechannel Communications
Spectre Entertainment Group, Inc.
Standard New York Securities
Univision Network
The Weinbach Group, Inc.
Burdines-Macy's

– **Marketing:** By majoring in marketing, students acquire a broad foundation in marketing concepts and practices while also learning about e-marketing, integrated marketing communication, retail marketing, and international marketing.

– **Real Estate:** Real estate is a thriving industry in South Florida and throughout the region. A new real estate major, offered by the Jerome Bain Real Estate Institute through the College's Department of Finance, prepares students to achieve the highest degree of professionalism in this expanding area of opportunity. The major's five-course core curriculum includes electives in related areas such as building construction, architecture, and public administration.

– **Business Environment Track:** The large issues that provide the context for business—such as stakeholder management, public-private partnerships, business ethics, and disaster and emergency management—are thoroughly covered in courses in this track.

– **Entrepreneurship Track:** The College has a strong commitment to shaping entrepreneurs and an impressive record of having done so. This track prepares students for the challenges of entrepreneurial ventures by exposing them to courses that focus on the human, structural, and financial issues that must be understood and managed for success.

Innovative International Business Honors program sets standard for excellence.

An important part of the College's highly-ranked undergraduate international business program is its International Business Honors program (IB Honors).

Last year, thirty of the highest-performing juniors from the College experienced a curriculum that inter-mixed complex topics in international business with humanities and other non-business courses—an integration that enabled them to locate their knowledge of international business in its broader cultural, political, and social contexts. Coursework emphasized critical thinking and writing, equipping students with the background they need to compete with graduates of the leading business schools in the country. To enter the program, these young scholars, who are looking ahead to their MBAs, had to gain admission to both the University's Honors College and the business school. The result of a partnership between the Honors College and the College of Business Administration, the IB Honors program is a model for other disciplined-based honors programs at FIU.

Late 2003 saw the founding of the International Business Students Honor Society, the first honor society in the United States for international business students. Members were actively engaged in community projects and plan to have an annual fund-raiser targeting AIDS relief assistance in a different region each year.



In the past year, of the 354 Florida International University students who took advantage of study abroad options, ninety were from the College of Business Administration.

Global programs encourage students to experience studying abroad.



Study abroad opportunities are based on two premises embedded in our global vision. First, learning when surrounded by the language, customs, and monetary systems of another culture is completely different from learning through books from a distance. Second, all educational experiences offered through the College should have an international orientation.

In the past year, of the 354 Florida International University students who took advantage of study abroad options, ninety were from the College of Business Administration. For example, through the Center for International Business Education and Research (CIBER) and under the guidance of Randall Martin, lecturer, management and international business, business students traveled to Greece, Paris, Spain, and Japan, where they witnessed how businesses in other countries operate in a global environment. Each trip included a visit to a local company—sometimes small, sometimes part of a multinational conglomerate—during which owners or corporate officers provided perspective on how factors such as trade, politics, and regulation affect their operations.



The short stays—ten days to two weeks—combined intensive coursework with an immersion in local life. As they learned how to navigate the cities, get to appointments on time, use appropriate business protocol, and manage the local currency, participants were developing skills to help them prepare for being engaged in international business.

Employment

Approximately 84% of our undergraduate students work full- or part-time while attending school; of these, about 39% work full-time and 61% work fewer than 30 hours per week.

Salaries

Upon graduation, average starting salaries by discipline break down as follows:

Accounting	\$41,250
Management Information Systems	\$41,100
International Business	\$40,600
Finance	\$39,200
Management	\$36,300
Marketing	\$34,050

Top 20 Employers of Undergraduate Students

1. American Express
2. Carnival Cruise Lines
3. Cordis (Johnson & Johnson)
4. Deloitte & Touche LLP
5. Enterprise Rent-A-Car
6. Ernst & Young LLP
7. General Electric
8. IBM
9. KPMG LLP
10. Marriott
11. Merrill Lynch
12. Norwegian Cruise Lines
13. John Hancock
14. PricewaterhouseCoopers
15. Royal Caribbean Cruises, Ltd.
16. Sears
17. Wachovia
18. Bank United, FSB
19. Morgan Stanley
20. Dresdner Bank LatinAmerica
Standard New York Securities
The Weinbach Group, Inc.
Burdines-Macy's

Undergraduate Programs Rankings

- In its 2005 ranking of “America’s Best Colleges,” *U.S. News & World Report* listed the College of Business Administration’s undergraduate international business programs in the Landon Undergraduate School #9 in the country.
- Since 1998, *Hispanic Business* has ranked the College’s Landon Undergraduate School among the Top 25 business schools for Hispanics, and *Hispanic Trends*, which just started its rankings in 2003, also listed us in the Top 25 in the U.S. for Hispanics and Latinos.
- We are in the Top 10 among AACSB International-accredited business schools in the number of students we graduate annually and we offer the 6th largest part-time undergraduate program among this group.
- The Landon Undergraduate School ranks number one in the U.S. in awarding undergraduate business degrees to Hispanics, according to *Hispanic Outlook in Higher Education*, 2004.
- *The Wall Street Journal* (July 2004) listed our School of Accounting as the largest in the U.S. in terms of its enrollment.

BBA+ expands horizons for learning and teaching.

Our value added BBA+ programs with weekend and early morning options have given hard-working professionals the ability to complete quickly their Bachelor of Business Administration in a lock-step, technology-enabled, customized curriculum. The cohort structure has helped them build a team culture—one that sharpens their skills in their current work environment and prepares them for the collaboration and competition they’ll find as they advance in their careers around the globe.



The BBA+ Weekend program establishes the basis for corporate citizenship by requiring student participation in community projects. Efforts included the Daily Bread Food Bank project and Toys for Tots as well as a Pembroke Pines, Florida, school district project organized in the summer of 2003.

BBA+ Sunrise began with a \$100,000 technology grant from the Department of Education to pilot what was then called the BBA Early Bird. During the past year, the BBA+ programs achieved several key milestones, including the launching of the BBA + Sunrise program, the start of the BBA + Weekend program at the Pembroke Pines Center in Pembroke Pines, Florida, and the beginning of Cohort 16 and graduation of Cohort 12 of the BBA + Weekend program at University Park in Miami.

Pioneering technology-enabled instruction extends our reach beyond borders.



The technology capabilities of the College’s Office of Online Learning have removed the geographical boundaries that can restrict access to top-notch business education. In 2003-2004, 130 technology-enabled courses were offered by the College, with nearly 4,000 students opting for this flexible alternative to traditional classroom-based learning. Two majors—International Business and Finance—were available fully online.

Though the opportunity to take technology-enabled courses has long attracted students close to campus, a number of special sections of the regular online courses have been designed specifically for out-of-state and international students. Created through a collaborative effort between the Online Learning Program and the College of Continuing and Professional Studies, these sections—as all sections of courses offered online—include advisors and a dedicated liaison to coordinate administrative matters for the enrollees, removing the complexities of managing courses long distance.

The Office is continuing to forge partnerships within the College and throughout the University to increase the number of online offerings and degree programs.

Student leadership opportunities permeate the College's commitment to community service.

Students in the College have many opportunities to take a leadership role—contributing time, energy, and enthusiasm to events that enhance the college experience for other students and members of the community.



Through the **Volunteer Income Tax Assistance** program (VITA)—a partnership with the Internal Revenue Service, several local tax firms, Miami-Dade County, and the School of Accounting, more than ninety accounting undergraduates helped low-income earners prepare their returns. The group was the largest VITA program in Miami-Dade County and was honored by Mayor Manuel “Manny” Diaz for our volunteers’ contributions.

Many students participate in the **Miami Benefit Club**, which connects students with local business professionals to work at Habitat for Humanity and with Miami’s Neighborhood Enhancement Teams, among other projects. Other opportunities involve outreach to promising high school students in low-income areas, preparing them for the path to higher education, and serving meals at the Community Partnership for the Homeless, Inc. (CPHI).

Leaders of the College’s student organizations are members of the **Business Student Council**, meeting with the Executive Dean and members of her staff and communicating with the student

body and College administrators. They also serve on College committees, including the Strategic Planning Committee and the Teaching Incentive Program Committee.

Among its activities, the Business Student Council organizes an annual International BizFest. The 2004 event, which attracted more than 300 business students, faculty, staff, and others from around University Park, celebrated the diversity of the College’s student body and the variety of business norms and practices found around the world. International or non-resident students comprise approximately nine percent of the enrollment in the College, but many resident students hail from countries around the globe. **Beta Alpha Psi** members constructed a thirteen-by-nine-foot wall map on which festival-goers inserted push pins to designate their countries of origin, resulting in a staggering array of colorful pins dispersed worldwide.

AMA Chapter wins award. At the American Marketing Association (AMA) Annual Conference in New Orleans, the College’s student chapter received “Top

Regional Chapter,” placing it at Number One in the South (out of 75 chapters) and in the Top Four (out of 300 chapters) nationally. The Chapter also was recognized for having maintained a 150-member roster, hosting thirteen professional recruitment seminars, participating in eight community service programs during the year, and enhancing its web site.

Accounting Association wins a case study victory. Five members of the College’s Accounting Association—Thomas Casares, Miguel Martinez, Ana Perez, Julius Nuñez, and Ana Garcia—won the national Johnson & Johnson Business Case Competition, besting eleven teams from across the country, including those from Rutgers, Lehigh, Lasalle, Villanova, and the University of Illinois. They successfully evaluated and analyzed an actual business case. It concerned the development and launch of the first bariatric product (one that deals with causes, prevention, and treatment of obesity) for Surgical Innovation, a multinational medical device company based in Austin, Texas.



New Venture Challenge fosters entrepreneurship. The College's annual Howard J. Leonhardt New Venture Challenge: An International Business Plan Competition provides students the opportunity to develop and present a business plan to venture capitalists and other business leaders, honing the skills they will need to launch and grow their own successful enterprises.

Eco-Solutions, Inc. took the undergraduate grand prize of \$15,000 cash and \$4,000 in in-kind contributions in the New Venture Challenge 2004. The company proposes to solve Florida's melaleuca tree problem by collecting and selling melaleuca mulch ("MelaMulch") and collecting the leaves of the harvested melaleuca to produce tea tree oil. Charles Bowden served as team leader and Dale Andrew Silvia was team member.

In addition, another University team was named second runner up, netting \$1,000 cash and \$2,500 in in-kind contributions for its company: Les Bagatelles, which manufactures and distributes designer handbags through retail outlets and donates the profits to the Women's Alliance. The team consisted of leader Lindsay Thomas and members Alexander Riera, Julieth Cure, and Anne-Christine Lenquette. A team from ORT Universidad, Uruguay, one



of the College's partner universities in Latin America, captured the first runner up award of \$5,000 for Gladys-T Porto Alegre, a Brazilian company that designs, imports, and trades high-quality women's garments in Uruguay.

The \$5,000 prototype award went to Dirtyboi, Inc. for its prototype of an automobile/motorcycle rim that illuminates while in motion. Team member was Moe Sadeek.

“My father is an entrepreneur and I always wanted to own a business. When I took a course on entrepreneurship in the College of Business Administration, I got a real-life approach to what it would be like to create my own company—which I’ve done. It took me five years to grow Tortuga Imports Inc. to its current size, which includes marketing, distribution, mail order fulfillment, and a retail outlet for rum cakes imported from the Cayman Islands. The international aspect of the College was very important because if you are marketing to a different culture, you have to know that culture. Also, being part of such a diverse group was an asset because it encouraged international understanding. Having the kind of hands-on experiences you get at Florida International University really shows you firsthand what to expect, but you also need the academic substance behind the practical view and I had some really great teachers. My education made me feel confident that I knew what I was doing, and once you have that confidence, even powerful personalities do not cow you.”



MONIQUE HAMATY-SIMMONDS
BBA '96
President and CEO
Tortuga Imports Inc.

“In my business, I deal with people in Brazil, the United Kingdom, Poland, and Canada. I wanted a school that would allow me to also be a social sector leader, a school that would promote change and critical thinking. The College of Business Administration took me beyond parochial borders and let me learn from successful people about how to communicate and how to create a vision. I left the College with etiquette, interpersonal skills, and a desire to inspire people. Florida International University has created an environment for excellence in learning and adaptation, which is key for any university, and it has done it light years faster than other school. I have a passion for travel, and thanks to my travels, I can recognize when a university only pays lip service to the idea of being a gateway. The College is not paying lip service to the idea—it truly is a gateway.”

RICK ESCUDERO
BA '92; MACC '93
Executive Vice President and CFO
Clickpharmacy/Kramer Intl.



“As an undergraduate with a major in hospitality management and a minor in marketing, I found Florida International University to offer an excellent program with lots of hands-on experience. I was the only person from Hong Kong, but there were other Asian students. The advisors for the international students were very helpful, and because the program attracts many international students, we learned how to communicate with each other, an invaluable skill for anyone wanting to succeed in international business. I graduated in the middle of a recession, but the University did a wonderful job of putting us in touch with employers and I had several offers, accepting one to open a Kenny Rogers franchise in Asia. I always wanted a master’s degree, and when I was able to return to school, I chose the Executive MBA program in the College. Once again, it turned out to be an excellent choice for many reasons, including from a career perspective, since most of us got multiple offers.

My work has always involved international business, especially in the areas of real estate and consulting. Recently I formed a new consulting company that creates marketing strategies for manufacturers, distributors, and retailers from Asia and Latin America, and among my partners are two other Florida International University graduates.”



SLEND A CHAN
BS '94; EMBA '04
Chief Executive Officer
Strategia Consulting Group, LLC

“As a person who wanted to do something in business on a global scale, I felt that Florida International University offered a better international business program than the other schools I considered. I began pursuing a degree in international business and marketing, and then got interested in finance. In both areas, I appreciated the diversity of the students and the diversity and quality of the professors. My classes helped me grasp all aspects of the investment banking industry and the caliber of the curriculum was strong enough to enable me to get to Wall Street and to feel on a par with graduates from business programs at universities such as Harvard, Duke, and Georgetown. It was also exciting to be at a school that is growing. Every year there was something new. I was particularly impressed by their investments to create a leading-edge technology school.”

DEMIAN BELLUMIO
BBA '00
Vice President of Corporate Finance
and Development
Terremark Worldwide, Inc.



The Advanced Diploma in Business Administration: A Bridge to Graduate School

The Advanced Diploma in Business Administration (ADBA) program helps students, especially those from other countries, prepare to pursue graduate business education in the United States.

Begun in August, 2003, our unique, cohort-based, thirty-credit-hour professional development program was designed to meet the needs of these international students in three different ways. It serves as a pre-MBA general business education preparatory program for students new to business courses or for business students who need to raise their GPAs for graduate admission. It gives graduates of three-year bachelor's programs a "fourth year" to improve their chances for admission to graduate programs. And it functions as a stand-alone program for students who want a non-degree program that includes practical training.

Students have come from seven countries in Europe, Asia, and South America as well as from North America, and have gone on to pursue graduate work in the College's Chapman Graduate School and elsewhere. One student entered a graduate certificate program at Harvard University upon completing the ADBA.



"The ADBA was excellent—and fast—preparation for me to be able to move on to take an MBA at a university that is very well known: Florida International University. If I had gone directly to an MBA, I would have been in a difficult position, but in the ADBA program, I learned about different subjects such as information technology, economics, marketing, statistics, and organizational behavior, and I became comfortable with talking, writing, and making presentations in English. The experience was more than I expected—from the quality of the teachers and the personal interest they took in us, to the small class size that enabled us to work as a group."



EDUARDO LARENAS
BA, Civil Construction, Catholic University
of Santiago, Chile
International MBA student, Florida
International University

"In India, I had earned a three-year undergraduate degree and wanted to go on to graduate school in the United States. I considered a program at Rochester Institute of Technology but I would have had to start taking undergraduate courses before being able to transfer into graduate courses, and it would have taken three years to complete the degree. The ADBA program enabled me to get my "fourth year" in just eight months, the courses were all graduate level and very intense, and I will have my MBA in one and a half years."

PUNEET MITTAL
Bachelor of Commerce with Mathematics,
University of Delhi, Delhi, India
MBA student, Thunderbird University,
Glendale, Arizona



Alvah H. Chapman, Jr., Graduate School of Business: Furthering and refining academic and professional strengths in global business

The College recognizes that businesses change constantly what they expect from effective business leaders, managers, and entrepreneurs. To assist us in developing timely programs for preparing individuals who can fulfill these evolving requirements, the College has created advisory boards.

Populated largely by senior-level directors and regional managers in multinational corporations as well as owners of their own enterprises, these business experts share real-world experience—from strategic to tactical—with decision-makers at the College. Their insights—including knowledge of international business challenges—help shape and support the College’s curriculum and programs, ensuring that it remains the leader in international business education.

This fact is especially true in the Chapman Graduate School of Business. To guarantee that our boards work most effectively for its members and for our students, we continued to refine them in 2003-2004.

Our programs are infused with an international business emphasis. Our flagship MBA program, our full-time, one-year International MBA, has been recognized twice (2002 and 2004) in *BusinessWeek* as one of the best in the nation and in the top 25 among MBA programs at public universities. Our Master in International Business also focuses on preparing leaders for success in a global business environment. Our Evening MBA program, which caters primarily to students already working full-time in international business, is the eighth largest part-time MBA program among AACSB International-accredited business schools. Graduates of our innovative Executive MBA program continue to have success in their international business careers as well as in launching their own business enterprises.

Moreover, graduates of our specialty master’s programs have achieved enormous value in their respective fields over the years, and most of them have done so in global companies. It’s not surprising, then, that *U.S. News & World Report* (2005) would rank us as among the top 25 business schools for international business education.

Graduate Student Profile

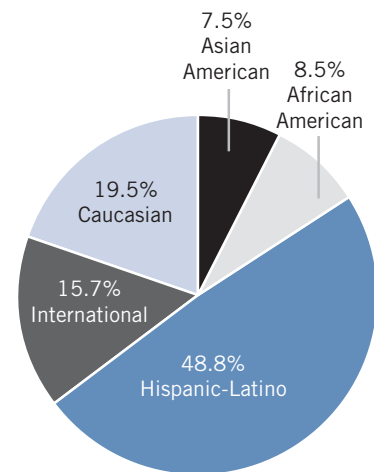
Total Enrollment:	954
Full Time Students:	45
Part-Time Students:	909

Male	55.9%
Female	44.1%

International Students	150
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Countries Represented

Aruba	Italy
Argentina	Jamaica
Bolivia	Nicaragua
Cayman Islands	Peru
China	Puerto Rico
Dominican Republic	USA
Guyana	Vietnam
India	



Graduate Program Profiles

Graduate Program Rankings

U.S. News & World Report, in “America’s Best Graduate Schools 2005,” ranked the Chapman Graduate School # 23 in the United States for international business education.

BusinessWeek’s most recent (2004) ranking of business schools placed the Chapman Graduate School’s International MBA program among the best in the U.S. and, among business schools at public universities, in the top 25.

For three years running, *AméricaEconomía* has ranked us among the top 50 international business schools for Latin American students.

Hispanic Business has ranked the Chapman Graduate School among the Top 25 business schools for Hispanics since 1998, and *Hispanic Trends*, which started its rankings in 2003, also listed us in the Top 25 in the U.S. for Hispanics and Latinos.

The Chapman Graduate School ranks number one in the U. S. in awarding graduate business degrees to Hispanics, according to *Hispanic Outlook in Higher Education*, 2004.

Master of Accounting (MACC): A leading program from our top School of Accounting, the MACC is designed for students who have completed an undergraduate degree in accounting or the equivalent from a regionally-accredited college or university. Our graduates consistently score high on CPA exams, both nationally and in Florida.

Master of Business Administration (MBA)

- **International MBA (IMBA):** This flagship, cohort-based, full-time program brings together students from a variety of cultures, languages, customs, and academic backgrounds for classroom, project, and workshop experiences to create a framework for assessing business issues within the context of sustainability, eco-efficiency, and cultural sensitivity.
- **Executive MBA (EMBA):** This program offers a cross-functional, integrated approach for experienced managers. Held on weekends for 18 months, it provides participants with a solid theoretical and practical understanding of core business disciplines and how they interrelate when applied to real-world business challenges.
- **Evening MBA (EVEMBA):** This solid program provides a professional management education and a comprehensive understanding of business processes, strategic management, and customer-driven organizations within the context of today’s technology-enabled and global economic environment. Students also can select specialized concentrations or opt to pursue a variety of joint degrees. These include MSF/MBA (Master of Science in Finance/Master of Business Administration); MSMIS/MBA: (Master of Science in Management Information Systems/Master of Business Administration), MBA/MALACS (Master of Business Administration/Master of Arts in Latin American and Caribbean Studies), and MBA/JD (Master of Business Administration/Juris Doctor).

Master of International Business (MIB): This program develops professionals with advanced skills in global strategy management, supply-chain management, e-commerce, and managerial accounting.

Master of Science in Finance (MSF): Students in this program grow to understand domestic and global finance and grasp the latest financial concepts, analytical techniques, and “best practices” in the field.

Master of Science in Management-Human Resource Management (MSHRM): Degree work prepares professionals to contribute to their companies’ bottom lines by educating them on functional HRM areas. Courses also delve into international human resource management, HRM metrics and scorecards, and web-based HRM applications.

Master of Science in Management Information Systems (MSMIS): This program provides a solid understanding of design, development, technology, and management of information systems with a focus on high-demand areas and key technologies.

Executive Master of Science in Taxation (EMST): The EMST meets the educational needs of a diverse group of individuals—from recent accounting graduates to established professionals in the fields of accounting, law, real estate, banking, and business—who desire a well-rounded knowledge of the effect of tax laws on individuals, business entities, and investments.

Doctor of Philosophy in Business Administration: Our Ph.D. program prepares students for a career in academia—teaching and research—by immersing them in the literature within their selected areas of concentration and giving them the methods and analytical tools required for conducting research. The program, which initially consisted of students from the United States, China, Vietnam, Trinidad, and India, grew to include eleven additional countries, including six from Asia and the Middle East, Guyana, Argentina, Nicaragua, and Jamaica.

Chapman Graduate School partners with international business schools in innovative Dual Degree program.



The Chapman Graduate School's two-year MBA/MIB Dual Degree program enables students from our international partner schools to earn an MBA from their home institutions the first year and an MIB from the Chapman School during the second. They then have the opportunity to work in the United States for an additional year through the Optional Training Program. As a result, students in the MIB program represent a mix of business cultures and nationalities in an innova-

tive learning environment based on teamwork and collaboration across borders—central to success in international business.

Global corporate simulation integrates graduate students' coursework in international business.

The Master of International Business (MIB) program capitalizes on our faculty's international expertise in information technology management, electronic commerce, marketing, and management. It takes into consideration the need for students to develop a keen awareness of their countries' business practices as well as those of other countries so they can contend with the social and political ramifications that an interdependent economic system generates.

Students in the MIB program, as well as those in the Executive MBA, International MBA, and Evening MBA, participate in a unique global corporate simulation as a capstone experience—one in which they create a global business, develop a business plan, and present the plan to experienced venture capitalists. The experience allows students to use the skills they have developed in their programs, tests their abilities to think long term and act under short-term pressures, and nurtures their interpersonal skills, leadership abilities, and aptitude for handling stress.

Dual Degree Partner Schools

Universidad Anáhuac, Mexico City, México
 Universidad del Norte, Barranquilla, Colombia
 Pontificia Universidad Católica de Chile, Santiago, Chile
 Universidad de San Andrés, Buenos Aires, Argentina
 EGADE, Instituto Tecnológico y de Estudios Superiores de Monterrey, Monterrey Campus, México
 Universidad ESAN, Lima, Perú
 Universidad ORT, Montevideo, Uruguay
 Instituto COPPEAD de Administração, Universidade Federal do Rio de Janeiro, Brazil
 Instituto de Estudios Superiores de Administración (IESA), Caracas, Venezuela
 Universidad de los Andes, Bogotá, Colombia
 Universidad de Puerto Rico, Rio Piedras Campus, San Juan, Puerto Rico

Chapman's Career Management Services offer opportunities to students during and after their studies.

Students with graduate degrees in business are popular candidates for jobs—from entry-level to executive—with companies from local ones to multinational corporations. The Chapman Career Management Services office helps graduate students secure positions by working with recruiters, attending conferences to identify employer needs, and bringing to their attention our highly-qualified students. It also helps prepare students for their job search through classes and workshops on career development.

Top 20 Internship Providers to Graduate Students

1. B/E Aerospace
2. Bank of America
3. Burger King Corporation
4. Citibank
5. Citigroup Latin America
6. City of Coral Gables
7. Clickpharmacy
8. CORA Rehabilitation Clinics
9. Dalin Inc.
10. Discovery Channel
11. Guatemala Farmer-to-Farmer
12. IADB, Washington, DC
13. Johnson & Johnson
14. Kroll Inc.
15. Lan Chile Cargo
16. Ogilvy & Mather
17. Pacer Health Corporation
18. Professional Realty Services
19. Synergy Labs
20. TechnoMarine

MBA students extend education beyond the classroom.

- In May, several International MBA Evening MBA students participated in the International MBA Study Abroad trip to Madrid, Spain, attending classes at the Instituto de Empresa (IE) with students from IE.



- International MBA students participated in the International MBA Mentors Program with executives from local companies, including Alert Global Media, B/E Aerospace, Burger King Corporation, ExxonMobil InterAmerica, Nason & Nason, Sofisa Bank of Florida, Visa International, and Wendy's International. Mentors provided students with guidance and expertise to help them formulate their career goals.

- International MBA students obtained summer internships and several received and accepted permanent employment as a result of their performance. Two international students from the class accepted permanent employment with a national employer who was recruiting at the Chapman Graduate School for the first time and who sponsored their visas.
- Also in May, two groups of four International MBA students each participated in the 2004 Howard J. Leonhardt New Venture Challenge, the College's business plan competition.

Graduate student launches new venture: University PlacementServices.com.

When José Ignacio Alvarez arrived in the United States hoping to pursue a Master's degree, he realized that university admissions systems often are challenging for international students. His difficult experiences dealing with language barriers and other obstacles translated into his idea for University PlacementServices.com.

The web site offers comprehensive information in Spanish detailing all aspects of university admissions processes at five Florida schools. It converts the complex application process for each institution into a series of simple steps that allow users to solicit information about schools and to save time and money by serving as a single source for all the information they need about several institutions. It also translates the educational records required for admission to U.S. schools.

Alvarez, who earned an M.S. in Engineering at Florida International University, was amply rewarded for the six years he has spent refining his concept when he won first place in the graduate division of the Howard J. Leonhardt New Venture Challenge: An International Business Plan Competition. The prize: \$15,000 in cash and \$4,000 in in-kind contributions for the University PlacementServices.com business plan. Alvarez served as team leader; team members were Alejandro Cano, Alba N. Nuñez, Michael Reyerros and, from Universidad del Norte, Colombia, Omar Valdés.

Alvarez anticipates a rapid period of growth for the online service that will focus on other universities in the region as well as institutions in other states that attract international students. He also plans to include information in Portuguese to serve the Brazilian market.



José Alvarez, bottom left, with team members Michael Reyerros and Alba Nuñez.

USDA awards scholarships to Chapman students.



Angel González (MIB '04) with Eva Clayton, Assistant Director and Special Advisor to the Director General of the Food and Agriculture Organization (FAO) of the United Nations, during his three-month assignment at the FAO.

Angel González (MIB '04) was one of fourteen students to receive a scholarship through the U.S. Department of Agriculture (USDA) Public Service Leaders Scholarship Program in 2002, its first year. After considering several other universities, González selected Florida International University, he said, because of its location in Miami, its curriculum, and the fact that it was so international.

The program seeks to encourage talented, ambitious students to pursue a government career and to create access to universities for both undergraduate and graduate students. Although the scholarships are not limited to Hispanics and all applicants are considered on their merits, recruiting takes place in locations with a high concentration of Hispanics.

“Hispanics are a highly under-represented group in the federal government,” said Willis Collie, deputy director, USDA-HSI (Hispanic Serving Institutions) liaison, whose office recruits scholarship candidates and interfaces with agencies that need employees. “While they represent twelve percent of the U.S. population, Hispanics represent only five to six percent of government workers.”

Collie not only recruited González but also worked with him once he received the scholarship, making sure that he had a mentor, books, and other support—such as a laptop and printer—to help secure his success. González was sponsored by the Foreign Agricultural Service, one of seven USDA agencies providing the scholarships.

Like the other recipients, he had to be prepared to work one year for the USDA for each year of educational assistance he received. While still in school, he worked as a co-op student for the USDA office in Miami, doing market research in Caribbean food markets to assist food and beverage exporters to enter the region. After graduating, he participated in the International Internship Program, working in the Food and Agricultural arm of the United Nations in Rome for three months.

“Helping people come out of hunger and poverty gave me perspective on my life,” he said.

The internship also enabled him to learn how to handle the bureaucratic challenges of working for an inter-governmental agency. He now resides in Washington, DC, working in the area of international trade agreements. In the future, he hopes to become a foreign service officer, acting as a representative of U.S. agriculture to the world.

“I wanted to study international business, but I never thought I would be where I am now,” said González who had started an M.A. in Puerto Rico and had always wanted to study in the United States but lacked the money to do so. “The scholarship changed my life completely.”

Top 45 Employers of MBA Students

1. Accenture
2. Americas Software
3. Appelrouth Farah & Co PA
4. Autodesk Inc.
5. B/E Aerospace
6. Bacardi USA
7. Banco Popular
8. Bank of America
9. Baptist Health
10. Carnival Cruise Lines
11. Caterpillar Americas Services Co.
12. Citigroup
13. Citrix Systems, Inc.
14. City of Coral Gables
15. City of Hialeah
16. City of Montreal - Borough Cote Saint-Luc
17. Deloitte & Touche LLP
18. EDS
19. Ernst & Young LLP
20. Fastcol, Inc.
21. Federal Express
22. Florida International University
23. Florida Power and Light (FPL)
24. Hapag-Lloyd (America), Inc.
25. Hilton Miami Airport
26. International Materials, Inc.
27. Johnson & Johnson
28. Kimre, Inc.
29. KPMG LLP
30. Miami Dade Building Department
31. Miami Dade County Public Works
32. Miami VA Medical Center
33. Microsoft Corporation
34. Mobis Parts America
35. Morrison, Brown, Argiz & Farra, LLP
36. National Golf Foundation
37. Nortel Networks
38. Royal Caribbean Cruises, Ltd.
39. Ryder System, Inc.
40. Sherwin-Williams Company
41. SSS & Associates LLC
42. Synergy Labs
43. *The Miami Herald*
44. TradeStation Securities, Inc.
45. Walgreens

Global programs take faculty expertise beyond South Florida.

Many countries look to people with degrees from U.S. institutions to help them meet their business challenges. As an international business school, we want to reach out to people outside South Florida, and we recognize that partnerships and alliances are advantageous to both our university and the institutions with which we establish them. Our faculty members are highly regarded in areas such as the Caribbean and Latin America, among others. Not only does their presence on partner campuses help spread awareness of our school, but it also enables them to learn about new cultures and countries.



The Chapman School “exports” some of its Master’s degrees—and faculty expertise—to students in several countries through its Global Programs office. Our faculty travel to the countries where the students reside to teach; then, their on-site instruction is followed by technology-enabled, interactive coursework that students can take when their professors return to Miami. Faculty members from the partner institutions teach or contribute to the course instruction as well. Such degree programs in other countries enable people to continue to work in their country while getting a business degree from the Chapman Graduate School.

Several degree programs following this model are offered at the University College of the Caribbean (UCC) in Jamaica, including the International MBA program and an International Executive Master of Business Administration (IEMBA) program. A new Master of Science in Management-Human Resource Management with a strong focus on international human relations management also has been launched at UCC.

An International MBA also is offered at Universidad Iberoamericana (UNIBE), Santo Domingo, Dominican Republic, and the office is exploring establishing a Master of Science in Management Information Systems program in Greece.

Graduate students study abroad and work abroad.



Study and work abroad experiences enable our students to internalize what they are learning, provide an occasion for setting up a network with students from other countries, and help them develop business relationships.

For example, students in our International MBA program had a summer class trip to Madrid the past two years. The summer program affords them the opportunity to learn best practices in business while immersed in a vivid, international context that gives them the chance to meet with business people in another country.

To differentiate our Executive MBA from executive graduate programs offered at other universities, an international trip is built into the curriculum. As many as ninety percent of the corporate executives who take the degree have been exposed to Latin America, but have little working knowledge of Europe or Asia Pacific, which is the fastest growth area in the world. Such broadened awareness is of particular importance to our students because many of them will continue their careers in the global gateway of South Florida.



Executive MBA program participants traveled to Hong Kong and China in April, 2004. The bulk of the trip took place in Hong Kong. Students met with representatives from multinational corporations and government groups and toured factories and offices in Guangzhou, China, to learn about the country’s industrial region.



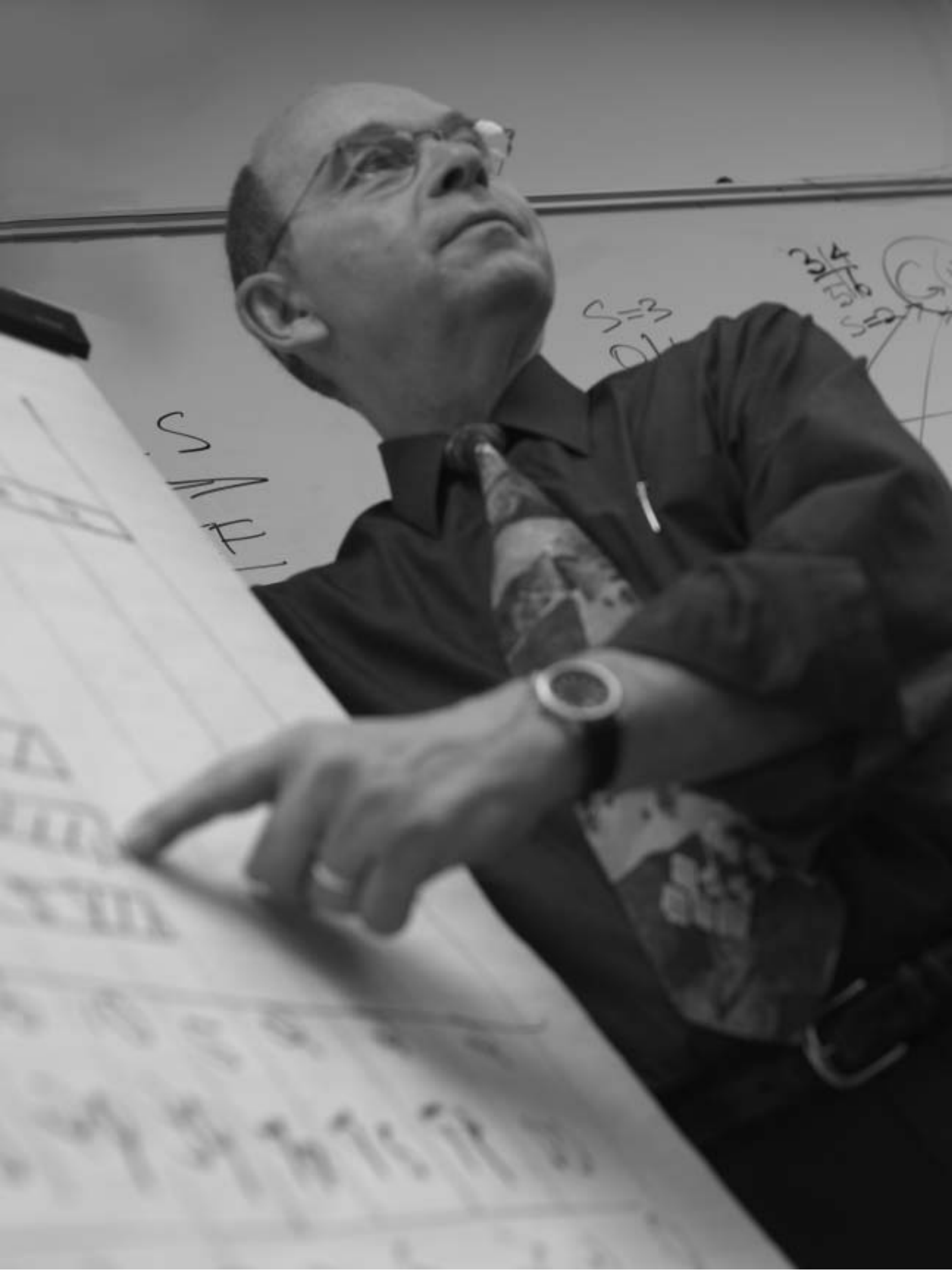
“The Executive MBA was just being inaugurated when I began it in 1995. Even then, it attracted intelligent speakers, giving us access to key local figures in the business world—such as people from multinational corporations—who provided a fascinating way for us to learn about issues across industries. The students were bright, with lots of potential and drive. The program provided the perfect vehicle to be exposed to accounting, information technology, finance, and organizational issues, among other areas. My group was very diverse and the experience brought us up to speed in ways that on-the-job training would not have done. Over the past nine years, the program has evolved to include an expanded curriculum and now holds a strong competitive position with other area schools. It’s important that the program is recruiting people interested in the Americas because the trade relationship between Florida and South America is enormous. Today, the Executive MBA is outstanding, reflecting the quality and leadership at the business school. I’m proud to be associated with it.”

CHRISTIAN AITKEN
EMBA '97
Managing Director
Tuthill Corporation, Latin American Region

“I wanted to get an MBA because I was going to be moving from a privately-owned family company to a public company and wanted to better understand the differences in corporate structure and reporting for Wall Street. I chose Florida International University in part because I knew someone who had completed the Executive MBA and spoke highly of it. My experiences at the Chapman School required a lot of discipline, a skill I transferred back to my work environment. The program was demanding because the courses took place on Saturdays, which required some sacrifice, and because everyone had to work with a group of people we had not chosen. Yet, despite the differences in the ages and expertise of the people in the group, we all became friends and learned from each other, which is a credit to us and also to the way the Chapman School put the whole program together. My work for the Executive MBA gave me a better understanding of finance and has helped me in my new position overseeing the daily operations of 21 offices located in the maritime centers of the world—Korea, Singapore, London, and the United States.”



STEPHEN LEONARD
EMBA '03
Senior Vice President of Sales and
Business Development
World Fuel Services



Professional and Executive Education: Forging mutually-beneficial relationships between the College and the business community

As a leader in international business education, the College's ability to remain on the cutting edge manifests itself in a two-way commitment. Through a wide range of seminars, programs, and courses offered on campus and at company sites in the United States and elsewhere, experts from the College help members of the business community broaden their knowledge—enabling them to stay up to date on a variety of business issues and to earn professional certifications. Conversely, members of the business community contribute to the College in a variety of ways. They mentor students informally or through a new mentoring program, present lectures to classes or student organizations, provide internships or employment, host regional or local alumni events, and evaluate the curriculum's relevance by serving on advisory boards.

The **Office of Professional Education** offers programs to the community that run the gamut from accounting and finance to human resources, leadership, marketing, project management and technology.

The **Office of Executive Education** coordinates executive education programs, seminars, and courses offered through the Chapman Graduate School of Business. These opportunities help executives in the business community to stay current on best practices in business leadership, strategy, and management.



Professional education offerings are extensive and on-target.

Open enrollment, non-degree programs offered through the Office of Professional Education help prepare participants for nationally- and internationally-recognized certification programs. In addition, attendees are able to obtain various certifications from Florida International University. Underscoring the College's commitment to technology, the Office of Professional Education offers certificate programs in information security and privacy, which range from those designed for any computer user to specialty programs focused on technologies and security solutions developed by Cisco Industries.

Courses, which are taught by faculty members from the College and other local universities as well as by qualified business professionals and consultants, are delivered on campus and at business and government offices. In addition to the dozens of programs offered as open-enrollment, the Office of Professional Education customizes programs for local and international companies, typically delivering them on site.

During 2003-2004, for example, the Office of Professional Education led training seminars on "Customized Sales Strategies" for Carrier Corporation's sales personnel at Carrier's office in Puerto Rico and presented "Principles of Project Management" through our partner, Institute of Management Studies, in Kingston, Jamaica.

A complete listing of current courses and seminars can be found at <http://ope.fiu.edu>.



Executive education programs target high-level managers and executives.

- “How to Manage the Media Effectively” gives busy executives the necessary skills to manage the media on an ongoing basis or when crises arise. Not only does the College’s course give them the requisite abilities through a highly interactive, daylong event, but also it is unique because it is offered in Spanish, or in a combination of Spanish and English, depending on the participants’ particular requirements. More than fifty people have participated since the program was launched in 2003, and it has been presented in Peru, Ecuador, Chile, Argentina, and Brazil as well as on the College’s campus. Since December 2003, the course has been offered monthly.
- “The Joy of Retailing,” offered in Argentina and in Miami in 2003-2004 to ExxonMobil Americas South, helped medium- to high-profile executives, including global, country, and territory managers, add retailing savvy to their knowledge of oil production and gas distribution. The program showed them how to unlock the enormous revenue and profit potential of “On the Run” convenience stores located at ExxonMobil gas stations. IAE, Universidad Austral, partnered with the College to deliver the case-study-based, five-day program.
- “Strategic Market Orientation,” a five-day course, drew senior executives from Latin America, Mexico, and the United States the two times it was offered last year. Senior executives representing Blue Star Food Products, Caterpillar Inc., Data Satelital, S.A, Fracc. Coyoacan, Johnson & Johnson, Hewlett Packard, Ingersoll Rand, Oracle, Proeza and Ryder System, Inc. participated in a program that has been offered at other business schools, including Stanford Business School, Harvard Business School, and the Wharton School at the University of Pennsylvania. Walfried Lassar, SunTrust associate professor of marketing, co-facilitated the seminar with David Weinstein, visiting Ryder Eminent Scholar in marketing and co-creator of INSEAD’s trademark, computer-based simulation on which the seminars are modeled.





Our Faculty and Research Centers: Learning through Research and Experience

Research focuses on international business issues.

Not only are our faculty international in their demographics, but they also bring their global perspective to the full spectrum of business topics—from marketing to human resources to finance—and embrace the entire range of approaches, from the theoretical to the empirical. Their contributions are regularly published in a host of professional journals and as chapters in books or as entire volumes.

By actively contributing to international business research—through studies on issues that cross borders and through their collaboration with experts worldwide—they set an example for students and help create a research atmosphere that continuously attracts scholars from many countries as faculty members. Below are just a few examples.

José de la Torre



In the 1990s, countries in Latin America underwent both political and economic reform. José de la Torre, dean of our Chapman Graduate School of Business, recently has co-authored with colleagues in Portugal and Chile an article titled “Organizational Responses to Market Integration: The Link between Fit and Performance among MNCs in Latin America.” The article looks at how multinational companies, which had operated their regional subsidiaries as a group of semi-autonomous domestic units, responded to the changes.

They theorized that these large international units would undergo integration of their efforts and, thereby, modify their approach to doing business in the area. Their analysis confirmed that regional managers responded to the changes by increasing centralization of their decision making and integrating the efforts of dispersed subsidiaries. They further found that this integration was in direct response to the pressures of globalization. However, the researchers also found that many companies actually overcompensated for the changes and instituted greater controls than might have been warranted. North American companies were more likely to do so because of the area’s proximity. Any overreaction, furthermore, often lead to poorer financial performance, suppressing local responsiveness and entrepreneurship. Finally, the group concluded that globalization is not an all-or-nothing response but one requiring a measured and proportional one. Dean de la Torre and his two colleagues also wrote “The Evolving Multinational: Strategy and Structure in Latin American Operations 1990-2000,” a chapter that appears in *The Future of the Multinational Company*, published in August, 2003.

Faculty Premier Journal Publications: 2003-2004

Krishnan Dandapani

Krishnan Dandapani, “New architectures for financial services: Success and failure in Web-based financial services,” *Communications of the ACM*, 47.5 (May 2004): 31-33.

Kaushik Dutta

A. Datta, Kaushik Dutta, H. Thomas, D. VanderMeer, “A Study of Internet Scalability and Cache-Based Approaches to Alleviate it,” *Management Science*, 49.10 (October 2003): 1425-1444.

A. Datta, Kaushik Dutta, H. Thomas, D. VanderMeer, K. Ramamritham, “Proxy-Based Acceleration of Dynamically-Generated Content on the World Wide Web,” *ACM Transactions on Database Systems*, 29.2 (June 2004): 403-443.

Kuldeep Kumar

Kuldeep Kumar, Jos van Hillegersberg, “New Architectures for Financial Services: Introduction,” *Communications of the ACM*, 47.5 (May 2004): 27-30.

Sumit Kundu

Sumit S. Kundu, Vikas Kumar, “Ranking the International Business Schools: Faculty Publication as the Measure,” *Management International Review* 44.2 (April 2004): 213-229.

Paul Miniard

Michael J. Barone, Kay M. Palan, Paul W. Miniard, “Brand Usage and Gender as Moderators of the Deception Associated with Comparative Advertising,” *Journal of Advertising*, 33.1 (Spring 2004): 19-28.

Anthony Miyazaki

David E. Sprott, Kenneth C. Manning, Anthony D. Miyazaki, “Grocery Price Setting and Quantity Surcharges,” *Journal of Marketing*, 67.3 (July 2003): 34-46.

Sherry Moss

Sherry E. Moss, Juan I. Sanchez, “The Feedback Gap: Leveraging Organizational Learning through Meaningful and Effective Dialogue about Employee Performance,” *Academy of Management Executive* (Academy of Management/ OUP), 18.1 (February 2004): 32-46.

Kannan Raghunandan

L. Abbott, S. Parker, G. Peters, Kannan Raghunandan, "The Association Between Audit Committee Characteristics and Audit Fees," *Auditing: A Journal of Practice and Theory*, 22.2 (September 2003): 17-31.

Kannan Raghunandan, D. Rama, "Audit Committee Composition and Shareholder Actions: Evidence from Voting on Auditor Ratification," *Auditing: A Journal of Practice and Theory*, 22. 2 (September 2003): 253-264,

L. Abbott, S. Parker, G. Peters, Kannan Raghunandan, "An Empirical Investigation of Audit Fees, Non-Audit Fees and Audit Committees," *Contemporary Accounting Research*, 20.2 (July 2003): 215-234.

S. Whisenant, S. Sankaraguruswamy, Kannan Raghunandan, "Evidence on the Joint Determination of Audit and Non-Audit Fees," *Journal of Accounting Research*, 41.4 (September 2003): 721-744.

Dasartha Rama

M. Geiger, Dasartha Rama, "Audit Fees, Non-audit Fees, and Auditor Reporting on Stressed Companies," *Auditing: A Journal of Practice and Theory*, 22.2 (September 2003): 53-70.

K. Raghunandan, Dasartha Rama, "Audit Committee Composition and Shareholder Actions: Evidence from Voting on Auditor Ratification," *Auditing: A Journal of Practice and Theory*, 22.2 (September 2003): 253-264.

V. Iyer, Dasartha Rama, "Clients' Expectations on Audit Judgments: A Note," *Behavioral Research in Accounting*, 16.1 (January 2004): 63-74.

Juan Sanchez

Sherry E. Moss, Juan I. Sánchez, "Are Your Employees Avoiding You? Managerial Strategies for Closing the Feedback Gap," *Academy of Management Executive (Academy of Management/ OUP)*, 18.1 (February 2004): 32-46.

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Mary Ann Von Glinow

Over the course of her research career, Mary Ann Von Glinow, director, Center for International Business Education and Research (CIBER) and professor, management and international business, has often explored contexts and the ways in which they influence behavior, frequently in ways of which people are unaware. In "Can We Talk and Should We? Managing Emotional Conflict in Multicultural Teams," published in the *Academy of Management Review*, Von Glinow and colleagues from the University of Maryland and Northwestern University,

challenge the conventional wisdom of "talking things out" in the case of multicultural teams since, at times, there can be "interpretive barriers" that arise from language differences as well as from differing values and beliefs. As a result, managing conflict may even create more conflict. The paper arrives at four conclusions. The first is that emotional conflict might be inevitable in teams made up of multiple cultures. Their second finding was that talk itself might not be an effective method for managing such conflict. Instead they advise what they call "aesthetic approaches" rather than talk. This concept includes an array of visual outlets that enable people to express their emotions. Finally, the authors challenge other scholars in this area to communicate on the issue in a variety of ways and to encourage the use of stories, images, or feelings in corporate settings. The ultimate goal is to manage emotional conflict effectively and to find alternate ways of doing so.

John A.F. Nicholls

While the world community has become more homogenous with each passing year, there are still significant differences among cultures. John A.F. Nicholls, chair and professor of marketing, and three of his colleagues decided to look at the shopping behavior in two cultures—the United States and Chile—to discover whether the behavior of shoppers varies as a result of cultural differences or because the types of facilities in which people purchased goods differed. They reported their investigation and its results in an article titled "Structural or

Cultural: An Exploration into Influences on Consumers' Shopping Behavior of Country-Specific Factors Versus Retailing Formats." The group found initially that many of the behaviors of people in malls are actually universal. However, other actions do seem to be country-specific. Understanding these patterns of behavior is important for global marketing efforts, particularly when it comes to strategic planning in large multinational corporations. They concluded, for example, that in some areas a standardized marketing strategy will work in some instances, particularly in shopping malls, while country-specific approaches work best in other environments, such as local shops. The final goal, of course, is to help companies serve their customers better.

Kuldeep Kumar



Our College has taken a leadership role in establishing a global consortium to conduct and disseminate research on the management of globally-distributed work. Kuldeep Kumar, professor and Ryder Eminent Scholar, department of decision sciences and information systems, has played an active part in the development of what is called “The Globally-Distributed Work Research Consortium.” He was the prime mover in conceptualizing the idea and finding corporate partners. In its earliest stages, it includes three companies: Tata Consultancy Services (Asia’s largest software services company); Philips Software Ltd.; and Mphasis Inc., along with three universities in addition to Florida International University: the Rotterdam School of Management, Erasmus University; the Indian Institute of Management, Bangalore; and the Management Development Institute, Delhi). The objective is to work collaboratively toward advancing the state of knowledge and practice in the management of globally-distributed work through the preparation and dissemination of world-class research on the subject, with a particular focus on globally-distributed R&D. Discussions have been held to enlarge the consortium to include additional companies and universities from the United States, The Netherlands, India, Thailand, and Pakistan.

Sumit Kundu



Sumit Kundu, Ingersoll-Rand professor in international business, has been researching export-driven entrepreneurship, identifying ways in which it can play a positive role and can offer lessons for economic growth in developing countries, specifically India, China, and Taiwan. His research requires him to look beyond the demonstrable successes—such as India’s success in delivering software services, China’s success in manufacturing, and Taiwan’s success in the computer industry—to the infrastructure that may have had an effect on this success. For example, since entrepreneurs thrive on freedom, he has considered the impact of regulations and restrictions and what happens in these countries when such limitations are eased. He also has evaluated the contribution of positive factors, such as engineering and technical capabilities. His interest was formed early, having written his dissertation on the globalization of the service sector with entities such as multinational hotels, then moving to a focus on the high-tech industry, primarily software.

Krishnamurthy Surysekar

Krishnamurthy Surysekar, “A Note on the Interaction Effects of Non-Financial Measures of Performance,” *Management Accounting Research*, 14.4 (December 2003): 409-417.

Kimberly Taylor

Judy L. Harris, Kimberly A Taylor, “Exploring the Boundaries of Strategic Partnership: The Case for Greater Agency Involvement in Strategic Partnerships,” *Journal of Advertising Research*, 43.4 (December 2003): 1-7.

Steve Zanakis

W. W. Cooper, Lawrence M. Seiford, Emmanuel Thanassoulis, Stelios H. Zanakis, “DEA and its Uses in Different Countries,” *European Journal of Operational Research*, 154.2 (April 2004): 337-334.

John Zdanowicz

John S. Zdanowicz, “Detecting Money Laundering and Terrorist Financing via Data Mining,” *Communications of the ACM*, 47.5 (May 2004):53-55.

Faculty Books: 2003-2004**Dinesh Batra**

Joey George, Dinesh Batra, Joe Valacich, Jeff Hoffer, *Object-Oriented Systems Analysis and Design*, Paperback (NJ: Pearson/Prentice Hall, 2004).

Irma Becerra-Fernandez

Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal, *Knowledge Management: Challenges, Solutions, and Technologies*, (NJ: Pearson/Prentice-Hall, 2004).

Sushil K Gupta

Sushil K Gupta, Nimisha Garg, "Proceedings (on CD) of Second World POM Conference and 15th Annual POMS Conference", (POMS, 2004). ISSN Number 1548-4882.

Larry A. Smith

Larry A. Smith, *Magical Presentations*, (NY: AMACOM, 2004).

Faculty Book Chapters: 2003-2004**Carolina Gómez**

Mary Y. Brannen, Carolina B. Gomez, Mark F. Peterson, Laurence Romani, Lilach Sagiv, "People in Organizations: Culture, Personality, and Social Dynamics", *The Handbook of Global Management: A Guide to Managing Complexity*, (Oxford, UK: Blackwell, 2004).

Juan I. Sánchez

Juan I. Sánchez, "Why, When, and How Should A Job Analysis Be Conducted?" *Psychologie appliquée à la Gestion des Ressources Humaines*, 2nd edition, (Paris: Editions d'Organisation, 2004).

Mary Ann Von Glinow

Mary Ann Von Glinow, Mary Teagarden, "Counterintuitive Findings in IHRM Research: Lessons from the IHRM Best Practices Consortium," *The Future of HR: 50 Thought Leaders Call for Change*, (Hoboken, NJ: John Wiley & Sons, 2004).

Dana Forgione

Dana Forgione, director of the School of Accounting, presented a paper he co-wrote with colleague, John Wrieden, distinguished senior lecturer, to audiences in Budapest and Norway. Titled "The Impact of DRG (Diagnosis Related Groups) - based Payments Systems on Quality of Healthcare in OECD Countries," the article looks at whether price controls in countries that have adopted the U.S. model cause patients to be pushed out of hospitals "sicker and quicker." In Budapest, Forgione delivered the paper to the Patient Classification Systems/Europe (PCSE) and in Norway to the European Institute for Advanced Studies in Management (EIASM). One original aspect of the research was the authors' development of a new international case mix index, enabling comparisons between patients in two different countries.

Carolina Gomez

Carolina Gomez, Barsky-Greenstein associate professor, department of management and international business, has prepared a number of articles that consider the special challenges of managing human resources in different cultures. One of the studies she undertook with colleague Juan I. Sanchez, professor of management and international business, looked at the human resource activities of multinational companies in Latin America and evaluated how they adapt to varying environments. "Managing HR to Build Social Capital in Latin America within MNCs" looks at methods for encouraging employees to identify with the company in such a way that it becomes "part of its in-group." To achieve this goal, multinationals need to emphasize the interpersonal aspects of the HR process more than they do in the United States. In addition, the report encourages companies to evaluate local values and make modifications in HR practices so they fit in with local values. Toward this end, the authors view human resources as the buffer between efforts at globalization and localization—a balancing act between two disparate goals.

College's centers of excellence emphasize research and service.

The Center for International Business, Education, and Research (CIBER)

Participating in CIBER events enables people to learn through experience. Many such opportunities occur in programs for faculty members and business professionals who want to learn or improve their Spanish, including the Annual Spanish Language and Cultural Immersion program and the Annual Spanish Language Faculty Development Program, titled "Teaching Spanish for Business: A Global Approach." CIBER also participates in a consortium of schools that collaborate to present the Annual Professional Development in International Business (PDIB) Mercosur. Designed for U.S. business professionals and faculty, the program aims to raise awareness about the social, political, economic, and business environments that exist in South America. During the two-week PDIB in 2004, participants explored a wide range of topics that affect business opportunities, from national economic reforms and adjustments to regional and country-specific business practices. Meetings with business faculty from leading academic institutions, business executives from multinational companies, and government officials, along with cultural events and city tours, rounded out the experience.

Piño Global Entrepreneurship Center

Among its many activities, the Piño Global Entrepreneurship Center fosters new technology firms, strengthens existing family-owned and -managed firms, researches important issues, encourages new community enterprises to improve the economic vitality of South Florida and the Americas, and develops entrepreneurial leaders. Crucial to the Center was its receipt of significant grants from the Ewing Marion Kauffman Foundation of Kansas City, Missouri. After being one of fifteen campuses selected by the Foundation to participate in its Kauffman Campuses Initiative—which brought the Center \$50,000 for planning purposes—Florida International University became one of eight universities nationwide to receive a major challenge grant. The \$3 million gift, which the University must match 2:1, was intended to help the Center promote and cultivate the spirit of entrepreneurship on the campus and in South Florida.

Although relatively new, in 2003-2004 the Center hosted a number of Wertheim lectures, bringing entrepreneurs and leading scholars of entrepreneurship to the campus. "Entrepreneurship and National Economic Growth: Recent Findings from the Global Entrepreneurship Monitor Project," "Just Sunglasses," and "Commercializing University-Generated Technology: the Case of the University of Florida" were among the lecture topics. The Center has planned a variety of activities such as certificate programs, forums, awards, research, and case study development.

Jerome Bain Real Estate Institute

The Jerome Bain Real Estate Institute offers a real estate major—with a five-course core curriculum plus electives—through the College's Department of Finance. Enhancing the major, developing a master's program, and building a real estate professional development program were among the Institute's activities in 2003-2004. The real estate student association and the real estate alumni association, headed by Paul Jones of Pyramid Realty Group, Inc., offered ways for current and former students to stay involved with the Institute.

Much of the effort at the Institute focused on upcoming events. Work began on establishing a five-day executive program about how to invest in South Florida. The program, which will be marketed globally, will focus on Latin American and U.S. investors.

Centers at a Glance

The Center for Accounting, Auditing and Tax Studies conducts and sponsors innovative research projects and holds seminars and short courses for accountants and auditors.

The Center for International Business, Education, and Research (CIBER) conducts research focused on making U.S. firms more competitive abroad; it also organizes and funds faculty development programs in Latin America and coordinates the College's study-abroad programs.

The Piño Global Entrepreneurship Center facilitates all entrepreneurial activities and course development across the University.

The Jerome Bain Real Estate Institute conducts research and offers educational opportunities, including undergraduate, graduate and executive education. It is known for its expertise in international real estate transactions.

The Knight Ridder Center for Excellence in Management conducts and funds faculty research on "best practices" in international management and shares these through various outreach programs in the Americas.

The Ryder Center for Supply Chain Systems conducts research on global distribution systems.

Knight Ridder Center for Excellence in Management

Under the aegis of the Knight Ridder Center for Excellence in Management and in conjunction with the Greater Miami Chamber of Commerce's Business Advocacy Committee, David Wernick, instructor and research director of the Center, examined the economic impact of new Homeland Security initiatives—such as the USA Patriot Act, the Bioterrorism Act, and the Maritime Transportation Security Act—on businesses in South Florida. Survey results were included in a report titled “The Impact of Post-9/11 Security Measures on South Florida's International Business Community.” The report covered international trade, ocean and air cargo, international and domestic banking, travel and hospitality, retail and wholesale, healthcare, education, and real estate.

College secures USAID grant to support economic development in Central America.

In the fall of 2003, the College secured an \$868,000 grant as a subcontractor in Winrock International's \$4.5 million, five-year grant from the U.S. Agency for International Development (U.S. AID).

The grant supports the John Oganowski Farmer-to-Farmer program, which seeks to increase rural prosperity and promote trade-led economic growth in Nicaragua, Guatemala, Honduras, and El Salvador. The effort is being coordinated by the Piño Global Entrepreneurship Center's Institute for Community Innovation. Volunteers—including graduate students in the College—undertake short-term, intensive commitments, working with locals to address concrete needs that have long-term implications. Through consultations with farmers and farm organizations/cooperatives in the region, the volunteers, who have a background in many fields, provide technical assistance and training to help agricultural producers improve the way they do business and take advantage of new ways to add value to their raw commodities before exporting them. Beyond the considerable gratification of making a contribution, volunteers benefit because they are able to establish business contacts in other countries.



Building on the early success of the Farmer-to-Farmer project, the College launched discussions with the Inter-American Institute for Cooperation in Agriculture (IICA), an agency of the Organization of American States. Established in 1942, IICA is dedicated to fostering agribusiness development in the Western Hemisphere. College faculty and IICA are considering joint seminars and training programs in priority areas such as bioterrorism safeguards, food safety, and export marketing.

Our College's alumni are involved as well. Omar Salinero (BBA '87; MSF '90) lent his finance and banking expertise in Nicaragua over a three-week period, visiting and auditing ten cooperatives within the Fondo de Crédito Rural to help them improve their credit application reviews, thereby speeding their access to funds.

“They also requested assistance in finding resources for different programs, especially in the areas of fast-growth tree farms and farming in other agricultural products such as cattle for milk and meat, grains, and vegetables,” said Salinero, president of OSI Enterprises, a real estate development company operating out of Florida and Colorado.

“I think that in five years, Nicaragua will be very different,” he said.
“I saw significant ways that my clients can invest there,
which will strengthen the local economy.”

Although his stay was relatively short, Salinero saw heartening improvements.

“The cooperatives that we visited seemed to take a more proactive approach toward fulfilling the requirements. Also, at a two-day seminar that addressed marketing needs, we were able to field some of their concerns about the credit approval process,” he said. “The event was attended by the President of Nicaragua, Enrique Bolaños, who went to every table and spoke with representatives of the cooperatives.”

Having spent more than two years with his family living and consulting in Costa Rica, Salinero felt prepared to face the situation in Nicaragua, which has one of the highest poverty rates in Central America. Despite the current realities, he felt optimistic about the country’s future, even beyond the changes he saw that will enable the cooperatives easier access to funds.

“I think that in five years, Nicaragua will be very different,” he said. “I saw significant ways that my clients can invest there, which will strengthen the local economy.”

Based on this comment, it is clear that his experience provided him with exactly the kind of payback the grant administrators hoped for the volunteers: the opportunity to establish new business relationships and identify new business opportunities.





Our Alumni:

Continuing to contribute and to receive acclaim

Our Business Alumni Chapter

More than seventy percent of the College's graduates remain in South Florida, and the Business Alumni Chapter provides them with opportunities to create meaningful and lasting relationships designed to achieve five goals: increase their business options, advance in their chosen professions, build new ventures, become outstanding community role models and civic-minded leaders, and re-connect with the University, helping it and its students to excel in today's competitive marketplace.

In 2003-2004, the Chapter held monthly social mixers, a Business Expo, a College Faculty and Alumni Softball Game and Family Picnic, and a series of community service projects. These activities were added to the well-established events the Chapter undertook during its first three years: quarterly Business Card Exchange Breakfasts, at which a keynote speaker discussed a particular topic of interest and alumni had time to meet and network; social mixers every two months; a general membership meeting to discuss successes and seek out new leaders; and an Annual Pool Tournament each May.

First international Chapter launched in 2004.

January 24, 2004 saw the formal launch of the College's first international alumni chapter: the Jamaican Chapter. More than 100 guests in Kingston attended and heard speeches by The Honorable Dr. Donald Rhodd, minister of state, Ministry of Education, Jamaica; José de la Torre, dean, Chapman Graduate School of Business; and Monique Catoggio (EMBA '03), the College's director of alumni and partner relations. Dr. Rhodd pledged his government's support to the Chapter, while de la Torre gave Chapter leaders three challenges: to provide alumni with a forum to help recruit students for the Jamaica programs, to host the College's first international alumni trip, and to organize an advisory board of alumni to aid in mentoring, internships, recruiting, and program/curricula development.



2003-2004 Alumni Chapter Board of Directors:

President:	Miguel Horvath (BBA '00), American Express Financial Planners
Vice President:	Manny Pravia (MST '92), Burger King
Treasurer:	Luis Pereira (BBA '01) Neoris
VP of Communication:	Carla Alegria (BBA '96) Crédito e Inversiones
Secretary:	Senen Garcia (BBA '02), Alphmega
Historian:	Jeremy Baker (BBA '00), Florida International University Controller's Office

Dean's Alumni Circle

The Dean's Alumni Circle, a group of mid- to senior-level executives who graduated from the College, works closely with administrators, advising them on and helping them implement important new initiatives to further the College's strategic goals.

2003-2004 members of the Dean's Alumni Circle

- Demian Bellumio (BBA '00)
Director of Corporate Development, Terremark Worldwide, Inc.
- James "Jim" Bussey (EMBA '99)
Executive Assistant to the Executive Dean, College of Business Administration, Florida International University
- Josie Carreño (MBA '99)
Director and Site Manager, Program Management/OEM/Reagents Product Development, Beckman Coulter Corporation
- Alfredo Cepero (BACC '88; MACC '90)
Audit Partner, BDO Seidman
- Claudio Cury (MBA '01)
Regional Manager, Center Group North America
- Richard Danze (EMBA '03)
Vice President of Operations and Technology, *The Miami Herald*
- Carlos Garcia (MBA candidate)
Senior Manager, Goldstein Schechter Price Lucas Horwitz & Co., PA

Dean's Alumni Circle

- Michael Gibaldi (BBA '84)
Regional Manager, Business Wire Florida
- Matilde Gramling (EMBA '00)
Director, Florida International University
- Lamar J. Lewis-Sutton (BBA '99)
Senior Auditor & Litigation Accountant,
Morrison, Brown, Argiz & Farra, LLP
- Daniel A. Linares (BA '93; MBA '98)
Vice President, Financial Sales Leader,
Wachovia Bank, NA
- Brian Mormile (MBA '93)
Senior Vice President and Client
Manager/Commercial Banking,
Bank of America
- Marc Poliquin (EMBA '03)
- Richard A. Pollack (MSF '02)
Director, Berkowitz Dick Pollack & Brant, LLP
- Miguel Rabay (BA '81)
President and CEO, e-Globalnavigators, Inc.
- Thomas C. Smith (EMBA '99)
Financial Advisor, Merrill Lynch
- Joaquin R. Urquiola (BBA '88)
Senior Manager, Goldstein Schechter Price
Lucas Horwitz & Co., PA
- Augusto "Gus" Vidaurreta (BA '80)
Principal, RAM Strategy, Inc.
Alumni Circle Founding Chairman

Alumni Circle launches mentoring program.

The Deans' Alumni Circle developed a mentoring program that pairs students with senior-level alumni and other executives in South Florida. Mentors help their "mentees" determine their paths to personal and professional success, coach them on activities that will add to their experience or skill development, tutor them in specific skills and effective behavior, and serve as confidantes. A pilot session ran from November 2003 through April 2004 and matched fifteen mentees and mentors. Mentors in the pilot program represented BDO Seidman; Bank of America; Beckman Coulter Corporation; Berkowitz Dick Pollack & Brant, LLP.; Florida International University; Goldstein Schechter Price Lucas Horwitz & Co., P.A.; Merrill Lynch; RAM Strategy, Inc.; Sprint; Stryker Latin America; *The Miami Herald*; and Terremark Worldwide, Inc.

Entrepreneurship Hall of Fame honors successful alumni entrepreneurs.

The 2004 Entrepreneurship Hall of Fame Induction Ceremony and Luncheon in May honored alumni of the College and other members of the business community who achieved distinction as founders and builders of new business enterprises. At this year's event, sponsored by SunTrust Bank, Miami, and supported by media partners *South Florida CEO*, NBC 6, and Telemundo 51, Joseph L. Caruncho (BBA '81) and Justo L. Pozo (BBA '80), founders, Preferred Care Partners PSO Health Plan, were inducted.

When profiled by NBC 6 and Telemundo 51, the two men were described as today's knights: taking on a quest and taking risks in the challenge-filled managed care arena.

Three individuals received special awards. Keith St. Clair, CEO, TraveLeaders, was named 2004 South Florida Entrepreneur of the Year. Roberto Capó (BBA '93), vice president of advertising, El Dorado Furniture and Andrew P. Yap (BBA '91; MBA '97), vice president and CEO, LEASA, were recognized as 2004 South Florida Family Business Entrepreneurial Alumni.

Though he expressed great personal gratification over being the recipient, St. Clair credited the 500 people who work for him and emphasized the importance of education in building a successful company.

Capó spoke about his family business, which includes his father and his six brothers, noting his hope to take marketing at the company to a new level and the fact that Florida International University is part of the business's culture.

Yap's family company is one of the largest bean sprout growers in Florida. He talked about how his graduate courses helped foster his strong entrepreneurial spirit, about the importance of having a dream, and about having the determination never to give up.



“I was born in Puerto Rico to Cuban parents, and the international emphasis at Florida International University was very important to me. When I began interviewing for jobs after completing my undergraduate degree in engineering, I found that my experiences at the University gave me an advantage because I had mingled with people from so many countries and had learned to embrace and leverage differences. I had come to see differences as opportunities, not limitations. Whenever I compete with people from universities such as Harvard, Yale, and Princeton, I feel I have an edge because of my international orientation, which has many aspects: the fact that I come from such a well-rounded international school, that I understand and am sensitive to other cultures, that I can work with people who see things from a different angle, and that I recognize that there is more than one solution to any problem. Another benefit for me as an undergraduate was doing summer internships, in which I experienced different roles and responsibilities and refined what I was most interested in. Now, when I evaluate prospective employees, I look for people who have had assignments in other countries because that shows me that they have open minds and that they’ll be able to deal with crisis management—should that need arise—because they understand other cultures.”

TANIA SÁNCHEZ
BS '89; MBA '91
Director, Head of Marketing and Communications for Latin America
The Citigroup Private Bank

“I went to high school in Miami and knew about Florida International University and the fact that it was developing a good business program. The College gave me a solid, fundamental background—including technology training in accounting—to prepare me to go out into the business world. Because I was so happy with the education and with my professors, I decided to return for graduate school. I had heard good things about the graduate program, knew the professors, and figured, ‘Why change a good thing?’ I feel my degrees from the University helped me get my first job and gave me solid background to succeed in it. The University used to be a nice secret in South Florida, but now, with all the awards and recognition it’s been getting, it’s not a secret anymore.”



ALFREDO CEPERO
BACC '88; MACC '90
Audit Partner
BDO Seidman, LLP



Friends and Support: Building an Excellent Business School

Our alumni and friends have long been strong supporters of the College. Thanks to their generosity, we have continued over the last decade to provide our students with the resources to ensure they receive a top-notch education—resources like scholarships, state-of-the-art technology, exceptional faculty and research centers, services for student organizations, career development, and more.

Because we live in an era of ongoing decline in public funding for higher education yet experience annual increases in the numbers of students we serve and in the costs of educating them, we increasingly rely on and are extremely grateful for the generosity of our alumni and friends as they continue to help us move forward. Thanks to that generosity, we are where we are today. We would not be here without it. And, as we look ahead, we hope to garner even more support to take us to where we need to be tomorrow.

The first Campaign for Florida International University was launched on July 1, 1994, and concluded on January 31, 2001. It is the results of this campaign, during which the College received \$15,294,969, that we want to highlight in this, our inaugural Dean's Annual Report.

We are especially grateful for the support we received from the most significant donors to this Campaign:

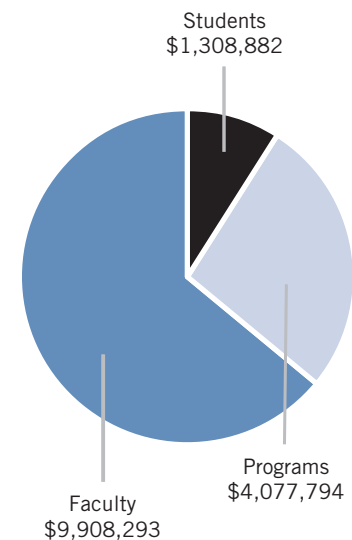
- Ryder System, Inc.
- Knight Ridder
- Alvah H. Jr., and Betty Chapman
- Miami Board of Realtors Educational Foundation, Inc.
- Oracle Corporation

We're also thankful to the many other corporations and individuals who contributed to this first-ever campaign on behalf of the College.

How the Gifts Were Allocated*

Total: \$15,294,969
(Campaign 7/1/94 to 1/31/01)

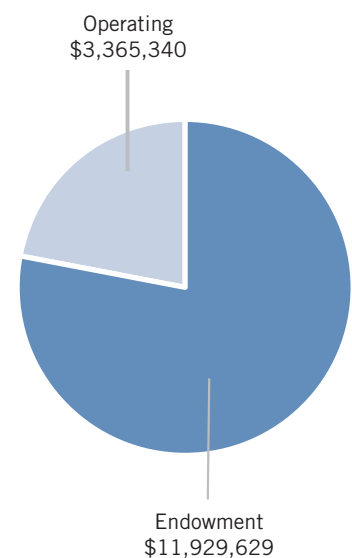
For Students:	\$ 1,308,882
For Programs:	\$ 4,077,794
For Faculty:	\$ 9,908,293



How the Gifts Were Allocated*

Total: \$15,294,969
(Campaign 7/1/94 to 1/31/01)

For Endowment:	\$11,929,629
For Operating:	\$ 3,365,340



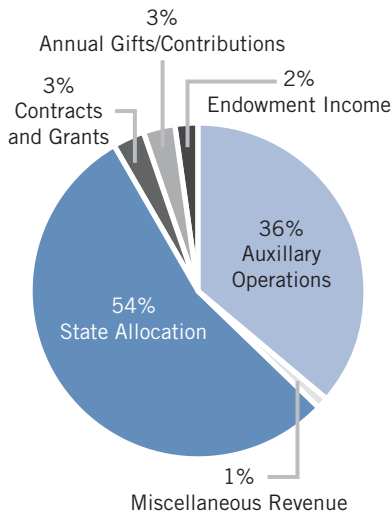
Sources of Funding

Academic Year 2003-2004

Total: \$29,813,415

SOURCES

State Allocation	\$16,159,859	54%
Auxiliary Operations	\$10,842,846	36%
Additional Fees - Credit Programs	\$9,863,987	
Executive & Professional Development	\$978,859	
Contracts and Grants	\$918,124	3%
Endowment Income	\$658,919	2%
Annual Gifts/Contributions	\$1,031,188	3%
Miscellaneous Revenue	\$202,479	1%
TOTAL	\$29,813,415	



Ryder System, Inc.

The purpose of the Ryder System, Inc., \$4.081 million gift was to establish four Eminent Scholar Chair endowments and to create the Ryder Center for Supply Chain Systems in the College. These included the Ryder Eminent Scholar in Business Leadership, currently filled by Dr. Michael Prietula; the Ryder Eminent Scholar in Decision Sciences, currently filled by Dr. Ronald M. Lee; the Ryder Eminent Scholar in Management Information Systems, currently filled by Dr. Kuldeep Kumar, and the Ryder Eminent Scholar in Global Logistics Management, currently filled by Dr. David Weinstein.

All four Eminent Scholars in this Center engage in extensive research, have secured grants, published extensively, lectured and presented at international conferences, and conducted case studies—to name just some of the work that not only has benefited our students and the academic community, but also has provided insights to companies with whom they have partnered and has helped build the College’s growing reputation as a major center for international business education and research.

Knight Ridder and Alvah H. Jr., and Betty Chapman

The Knight Ridder Center for Excellence in Management was created in April, 1995, with an endowment of \$5.28 million (including state match) from Knight Ridder (\$4.08M) and Alvah H. Chapman, Jr., and Betty Chapman (\$1.2M) to fund five endowed chairs. Three of those chairs are currently filled by Eminent Scholars who have faculty appointments in individual departments. Each Eminent Scholar uses the available endowment income from his chair to fund research and educational activities. These include the Knight Ridder Eminent Scholar in Global Marketing, Dr. Peter Dickson; the Knight Ridder Eminent Scholar in Management and Ethics, held by Dr. Andrew McCosh, and the Byron Harless Eminent Scholar Chair in Management Development, held by Dr. José de la Torre. The purpose of assigning the Eminent Scholars to the Center is to encourage cross-disciplinary research and educational activities among them. The Center also has a Director and Coordinator for Research who have a small general endowment to help fund their research, project and educational activities. Directing the Center is Dr. Ed Glab. David Wernick serves as the Center’s Research Director.

The work of the Center Director, Research Director and research and educational activities of the individual Eminent Scholars, along with the cross-disciplinary projects coordinated in the Center, are meant to be an integral part of the College’s efforts to strengthen its degree programs, executive and professional education, and applied research leading to management excellence.

Miami Board of Realtors Educational Foundation, Inc.

In April, 1997, the Miami Board of Realtors Educational Foundation, Inc., on behalf of the Realtor Association of Miami, Inc., gave a \$750,000 gift to establish and endow the Jerome Bain Real Estate Institute in the College. Directed by Dr. John Zdanowicz, the Center offers an undergraduate real estate major, will soon offer a graduate degree in real estate, and is well-known for its research and service in the field of international real estate investments.

Oracle Corporation

Oracle Corporation’s \$1.580 million gift-in-kind, received in January, 2000, has enabled our Decision Sciences and Management Information Systems faculty to use various versions of Oracle RDBMS for instruction in both undergraduate and graduate courses.

If you should have any questions concerning the information presented about gifts and donors and if you’d like to make a contribution to the College of Business Administration, please call Annabelle Rojas, director of external relations and resource development, at 305-348-3339.

College of Business Administration Dean's Council 2003-2004

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Shareholder
Greenberg Traurig, P.A.

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Sea & Ski Corporation

ROBERTO CAVALCANTI
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Coldwell Banker Florida

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Information Officer
Florida Power & Light Company

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President
Miami-Dade County
Union Planters Bank

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Latin American Regional Manager
Goldman Sachs

LUIS GABRIEL MERIZALDE
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South Florida & Puerto Rico
Deloitte & Touche LLP

DIANE SANCHEZ
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FEDERICO SANCHEZ
President
L.I.C. Capital

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Partner
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AMY E. WAGNER-POMARES
Group Director
Investor Relations
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KPMG, LLP

MICHAEL D. TOVIAN
Vice President, Store Operations
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GABRIEL ZAMBRANO BENITEZ
Director General
Proeza TI

Profiles

College of Business Administration

Year Founded:	1972
Full Time Faculty:	109
Multi-Ethnic Faculty:	34%
Total Enrollment:	
Landon Undergraduate School:	5,927
Chapman Graduate School:	954
Ph.D. Students	23
Primary Research Centers:	6
Alumni:	25,000







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11200 S.W. 8th Street
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