



# Blending the **Art** and **Science** *of Leadership...*

EXECUTIVE DEAN'S REPORT  
2006-2007

FLORIDA INTERNATIONAL UNIVERSITY  
COLLEGE OF BUSINESS ADMINISTRATION

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

in Business...





in Life.

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“Leadership is much more an art, a belief, a condition of the heart, than a set of things to do. The visible signs of artful leadership are expressed, ultimately, in its practice.”

Max Dupree | *The Art of Leadership*

## BLENDING THE ART AND SCIENCE OF LEADERSHIP

*In Business... In Life*

IN THE COLLEGE OF BUSINESS ADMINISTRATION, we strive to integrate both the art and the science of leadership and to nurture and acknowledge it in all those we serve.

In *Quest of Quantum*, Leonid Ponomarev noted that, while logic and experiment form the backbone of science, the basis of art is intuition and insight.

“But the art of the ballet requires mathematical accuracy and, as Pushkin wrote, ‘inspiration in geometry is just as necessary as in poetry,’” he said. “They reflect different but complementary aspects of human experience and give us a complete idea of the world only when taken together.”

For more than thirty years, we have been preparing business leaders with a solid education, a range of practical experiences, and the ethical fiber to contribute: to South Florida, where most of our nearly 30,000 alumni remain; to multinationals, which draw on our diversity, international focus, and innovative programs; and to entrepreneurial ventures worldwide. These leaders’ contributions are felt throughout their organizations and communities. Their energy and spirit reverberate across the college when they visit us.

Whether they’re sitting in classes or on executive boards, chairing committees, organizing study-abroad programs, participating in business competitions, or orchestrating group activities, our students enjoy the chance to understand and practice leadership. They learn the difference between managing and leading. Multifaceted projects immerse them in the challenges of directing complex, cross-border organizations. Dynamic class environments help them develop as team leaders. Our students seize the many opportunities available to network with business executives and potential employers, who, in turn, immediately recognize their leadership potential.

As a business school, we recognize that, in an increasingly interdependent world, effective leaders must have vision, integrity, and a strong commitment to

equity and the common good. We expect more than quick mechanical solutions to complex issues—we ask for greater self-awareness and a deeper grasp of the broader relational contexts in which we live and work. Our Civic Engagement Initiatives provide one avenue through which our students’ community involvement awakens them to ways of addressing social problems with business savvy and compassion.

Our faculty teach leadership by example as well as in concept—validated by their awards for teaching and research excellence. They serve on college and university-wide committees and lead local, national, and international organizations. They also vigorously research leadership within and across borders and cultures.

Many of our alumni are community, business, civic, public, and volunteer leaders who give back as a way to show how much they gained from their time with us. We turn to them often to support us with expertise, time, and funds, and they respond with enthusiasm and generosity. At our annual Entrepreneurship Hall of Fame, we honor alumni and area leaders who have guided their ventures to success and contributed to economic growth and stability locally and around the globe.

Our business partners share their insights on leadership as it manifests across the industries and countries they represent. An elite cadre forms our Dean’s Council; others lend their expertise to strengthening our academic programs. At lectures, on panels, and as judges at competitions, they share what they’ve learned and pave the way for others.

Our constituents continue to demonstrate leadership through generous donations to our *Building for Business Campaign*. Their support has enabled us to fund scholarships, professorships, and events. They have helped us build a new business school complex—a home for students on the threshold of leadership. To all of them, we are grateful.



## FROM THE EXECUTIVE DEAN

I AM PLEASED to report that our goal to make the College of Business Administration at Florida International University a great business school becomes more and more a reality with each passing year.

For the past four years, *U.S. News & World Report* has included the college in the top fifteen in its rankings of the nation's best undergraduate international business programs. The same magazine has included our graduate international business programs among the nation's top 25. And, largely on the basis of the International MBA program, *BusinessWeek* has three times ranked us (2002, 2004, 2006) among the top 68 graduate business schools in the U.S. (top 15% of all business schools) and in the top 25 among public business schools. In *BusinessWeek's* second annual ranking of undergraduate business programs (March, 19, 2007), our business school was ranked # 80—in the top twenty percent among AACSB International-accredited business schools and in the top five percent among the 1,400 undergraduate business programs in the United States. We ranked third best among Florida's public university business schools, and among the "Business Specialties" categories, we ranked # 8 in the country in the area of "Operations Management."

Since 1998, *Hispanic Business* has ranked us among the top 25 business schools for Hispanic MBAs—most recently in the Top 10. For the fourth year in a row (August 20, 2007), *AméricaEconomía*, (a pan-regional business journal) again identified the college and its Chapman Graduate School of Business among its global listing of the top international business schools for Hispanic-American and Latin American business students.





*Financial Times* (2006, 2007) included our Executive MBA program in its list of the Top 85 Executive MBA programs in the world, thereby making it the highest-ranked Executive MBA program in Florida.

In 2006 and 2007, *Fortune Small Business* identified the college as offering one of the most innovative entrepreneurship programs in the nation. Our college stands among the top international business schools included in *Latin Trade's* (October, 2006) first-ever MBA ratings, which examined features such as curricular innovation, entrepreneurial focus, and diversity of the student body. In addition, *Financial Times* (2006, 2007) included our Executive MBA program in its list of the Top 85 Executive MBA programs in the world, making it the highest-ranked Executive MBA program in Florida. *Hispanic Trends* (September-October, 2006) ranked our Executive MBA program # 8 in its list of the 25 best Executive MBA programs for Hispanic-Americans.

During 2006-07, our main goal was to complete the \$30 million in funding necessary for the first phase of our planned business school complex. Thanks to the generosity of alumni, faculty, staff, and friends throughout the business and philanthropic communities, what was once a dream will soon become a reality. We plan to move into our new complex in the fall and begin holding classes there in the spring of 2008.

With the building campaign coming to an end, we were able to begin devoting attention to raising funds to support our faculty, students, and programs. I'm pleased to acknowledge in this report all of the generous contributions of friends like you to our building campaign as well as to our other funding initiatives.

Over the past few years, we have made significant enhancements to our facilities, staff, faculty, programs, and services to students. These enhancements allow us to serve South Florida's business and civic communities more effectively. Every day, we bring together outstanding students, faculty, alumni, and partners in our quest to create the business leaders of tomorrow.

In this annual report, we highlight our leadership programs and research. We introduce you to some of our students who already are demonstrating their leadership potential and to distinguished alumni who are making a positive impact on their companies and communities through their leadership.

As you read this report, I hope you enjoy learning more about the college and take pride in the work being done by our faculty and staff and in the accomplishments of our students and alumni.

I want to thank all students, alumni, board members, friends, faculty, and staff who have contributed significantly to our accomplishments during the last year. With your continued support and involvement, I'm confident that the momentum we have established will accelerate in the years ahead.

A handwritten signature in cursive script that reads "Joyce Elam". The signature is written in a dark brown or black ink on a plain white background.

“To become a leader,  
you must become  
yourself, become the  
maker of your own life.”

Warren Bennis | *On Becoming a Leader*



Robert R. Hogner, Associate Professor, Management and International Business



## R. KIRK LANDON UNDERGRADUATE SCHOOL OF BUSINESS:

*Providing a Foundation for Leadership*

Leadership is an imperative—one which the College of Business Administration's R. Kirk Landon Undergraduate School of Business encourages students to embody by charting their lives and careers and by learning from those who already have made their mark.

Our majors and programs enable undergraduates to distinguish themselves through academic excellence and as team leaders on many collaborative projects built into our curriculum.

Student organizations give them the opportunity to take leadership roles and, over time and through experience, to learn how to adjust their styles to be more effective in meeting the challenge at hand. They also can measure themselves against the attitudes and achievements of the business leaders who frequently give guest lectures or who present at industry nights, professional conferences, and career fairs. And, in internships and employment, students apply academic knowledge and benefit from exposure to industry leaders in the companies in which they work.

### Undergraduate Program Profiles

**Bachelor of Accounting (BACC):** Students in this program benefit from our prestigious School of Accounting. The program teaches them the knowledge and skills they need to fulfill the substantial demand for accountants in all sectors—whether in the public, private, corporate, or government. AACSB International—The Association to Advance Collegiate Schools of Business—accredits the school separately, and its graduates have a remarkable record of high-place finishes on the CPA examination.

## Undergraduate Program Profiles

**Bachelor of Business Administration (BBA):** With seven majors and an array of delivery options—from traditional to fully online to blended—our BBA combines a solid general education, an understanding of business concepts and practices, in-depth knowledge of one area of business, and an appreciation for the role of business in society.

*Finance:* Students are ready to assume analyst positions in corporations, financial institutions, brokerage firms, investment banks, and government. They are prepared to continue their studies in any area of business.

*Human Resource Management:* Students receive a broad overview of organizational HR management with emphasis on the profession's most recent knowledge.

*International Business:* Our international business major helps students understand the myriad issues globalization generates, learn the competitive management strategies used by multinational corporations, and meet the challenges associated with operating in a cross-cultural environment.

*Management:* The management major offers a curriculum that emphasizes the most current thinking in the profession across the disciplines of human resources, business ethics, and strategic management.

*Management Information Systems:* Those who pursue the management information systems major are prepared to design, develop, and implement information systems to solve organizational problems. They receive the background needed to give informational support for decision making in organizations and to understand the impact information systems have on a business.

*Marketing:* The marketing major grounds students in marketing concepts and practices and offers them opportunities to extend their expertise and experience into areas like sales, advertising, distribution and logistics, and international marketing.

## Undergraduate Student Profile Fall 2006

Total Enrollment:	6,703	Hispanic-American	57%
Full-time	3,856	African-American	10%
Part-time	2,847	Caucasian-American	20%
Male	53%	Asian-American	3%
Female	47%	Other/Mixed	1%
		International	9%

## Undergraduate Program Rankings

*U.S. News & World Report's* "America's Best Colleges" (2005, 2006, 2007 and 2008) ranks our undergraduate international business programs among the fifteen best in the nation.

In *BusinessWeek's* second annual ranking of undergraduate business programs (March, 19, 2007), our business school was ranked # 80—in the top twenty percent among AACSB International-accredited business schools and in the top five percent among the 1,400 undergraduate business programs in the United States. We ranked third best among Florida's public university business schools, and among the "Business Specialties" categories, we ranked # 8 in the country in the area of "Operations Management."

*Hispanic Business* (since 1998) and *Hispanic Trends* (since 2003) have placed us among the top 25 business schools for Hispanics and most recently in the top 10. *AméricaEconomía* ranks us among the top international business schools in the world for Latin American business students.

Florida International University ranks #1 in the United States in granting baccalaureate degrees to Hispanics—*Hispanic Outlook in Higher Education* (2007).

**International Students: 603 Countries Represented: 41**

Antigua	Cuba	Indonesia	Panama
Argentina	Dominican Republic	Israel	Perú
Bahamas	Ecuador	Italy	Philippines
Bolivia	El Salvador	Jamaica	Portugal
Brazil	France	Japan	Puerto Rico
Bulgaria	Germany	Lebanon	Russia
Canada	Guatemala	Lithuania	Spain
Chile	Haiti	México	Trinidad and Tobago
China	Honduras	Morocco	
Colombia	Hungary	Nicaragua	
Costa Rica	India	Norway	

**Top 20 Internship Providers Undergraduate Students**

American Express  
 Berkowitz Dick Pollack & Brant  
 Certified Public Accountants & Consultants, LLP  
 Cordis/Johnson & Johnson  
 Cushman and Wakefield, Inc.  
 Deloitte  
 Enterprise Rent-A-Car  
 Grant Thornton, LLP  
 International Creative Management  
 International Restaurant Management Group  
 Merrill Lynch  
 Miami Heat  
 Miami Rescue Mission  
 Morrison, Brown, Argiz & Farra, LLP  
 Northwestern Mutual  
 Republic Federal Bank  
 Ryder System, Inc.  
 Smith Barney  
 Sony Pictures Entertainment  
 Target

**Top 20 Employers Undergraduate Students**

ARC Group  
 Bank of America  
 BDO Seidman  
 Burger King Corporation  
 Citibank  
 Commerce Bank, N.A.  
 Continental Flowers  
 Enterprise Rent-A-Car  
 Deloitte  
 Florida Department of Revenue – General Tax Administration  
 KPMG  
 Macy's Florida  
 Marriott International  
 Northwestern Mutual  
 Norwegian Cruise Line  
 PricewaterhouseCoopers  
 Regions Financial  
 Target  
 Titan America LLC  
 U.S. Century Bank

*Real Estate:* Armed with a real estate degree, students may enter positions in real estate development, appraisal, asset management, and analysis in the private and public sectors, spanning corporations, financial institutions, brokerage firms, investment banks, and government.

*Business Environment Track:* Courses in this track meet the needs of management majors with a particular interest in stakeholder management, public-private partnerships, business ethics, and disaster and emergency management.

*Entrepreneurship Track:* Those students who seek to develop new business initiatives and acquire self-reliance in the business world will get the necessary preparation through the courses in this track.

**BBA Online:** The online option takes advantage of the latest technologies for delivering course content, enabling students to pursue their education anywhere there is an Internet connection.

**BBA+:** We offer two delivery options through our innovative BBA+ program: BBA+ Weekend and BBA+ Sunrise. Designed for students who already have an associate of arts degree, both programs make it possible for them to complete their management or international business degrees quickly and conveniently while enjoying a “small college” experience within a large, public university.

**International Business Honors (IB Honors):** Designed for Honors College undergraduate students, this multi-disciplinary program integrates international business, regional studies, and foreign languages. To complete the program, students also write an honors thesis and fulfill a community service requirement. The program incorporates seminar style classes, study abroad, participation in the International Business Honor Society (IBHS), and professional development activities.

## GLOBAL LEADERSHIP AND SERVICE PROJECT (GLSP) TO BANGKOK BRINGS OUT STUDENTS' LEADERSHIP ABILITIES.

IN JUST ITS THIRD YEAR, the Global Leadership and Service Project (GLSP), organized by the International Business Honor Society (IBHS), “has included both community assistance and business enterprise organizations,” said Robert R. Hogner, associate professor, Department of Management and International Business, coordinator of the college’s Civic Engagement Initiative, and IBHS faculty advisor.

March, 2007, brought some group members back to Bangkok’s Children’s Creativity Foundation (CCF), a pre-school that rescues children living on the streets. At a new site, Baan Rachavadee—a modern, government-sponsored complex that delivers services to a range of people with special needs—the participants’ leadership skills were tested and, ultimately, expanded.

“We worked with males, mostly children, more severely disabled than we had expected, so we had to throw out our curriculum,” said Maria Polanco (BBA '06), change management coordinator, business information group, Cordis/Johnson & Johnson and chair of the GLSP committee in IBHS.

Before the trip, most of the students attended the Academy of Leaders (AOL), offered through the university’s Center for Leadership and Service.

A travel grant enabled Suresh Mudragada, an international business major at Auburn University and community service activist, to participate this year.

Aydin Bonabi, (MSF '06, BBA '05), IBHS co-founder and former president, now an FIU Online program specialist, attended, too, assembling ideas for an online course he and Hogner will create as a result of the effort.

Bangkok’s Children’s Creativity Foundation (CCF)



"We Speak for Autism" Group



## COMMUNITY SERVICE PROJECTS HELP STUDENTS BECOME SOCIALLY COMMITTED LEADERS.

**STUDENTS** in the College of Business Administration are encouraged and sometimes required to undertake community service projects that have generated significant contributions to the community through fundraising or lending a hand to a beautification effort. Students organize and direct initiatives to help others and establish the habit of giving back that characterizes so many of the leaders within our extended family.

### **Volunteer Income Tax Assistance (VITA)**

Since 1980, as part of the college's Civic Engagement Initiative, students have filed tax returns for low-income earners through the Volunteer Income Tax Assistance (VITA), a community-based program sponsored by the Internal Revenue Service (IRS) in partnership with the local community.

"There's value in giving service, and in VITA, you help your neighbors and walk away with a nice set of skills," said Jimmy Miller, a student in the Executive Master of Science in Taxation (EMST) program, who served as a liaison between the college and the IRS in 2007.

### **BBA+ Weekend**

Students in our BBA+ Weekend program must complete a community service project in their *Business in Society* class. In the spring of 2007, one group opted for a new service model: getting involved in the political process. This novel community service project enabled students to use their business knowledge to explore thoroughly the complex matter of autism and to come up with workable solutions which they then distributed to Florida legislators.

Months of research yielded a forty-page report that included poignant interviews with ten families who have autistic children. The study offered details about more humane legislation in other U.S. states and countries in the world; about U.S. federal law; and, about the limited coverage insurance companies provide. The report also examined the economic consequences of people giving up jobs to look after their autistic children.

## STUDENT LEADERS

### **Sashle Eslaquit faces her future with assurance.**

Moving to Charlotte, North Carolina, for a summer MBA internship with Bank of America's global consumer and small business banking division could easily overwhelm many young professionals.

But Sashle Eslaquit (BBA '06) welcomed the challenge, and she credits the College of Business Administration and the experience she gained here as an undergraduate for helping her develop her self-confidence and sense of leadership.

"I am ready to apply the skills I learned both inside and outside the classroom in the real world," she said. "I have had the opportunity to participate in and lead several distinguished student and professional organizations to help me hone my leadership abilities around guiding team efforts, developing mission statements, and achieving short- and long-term goals."

### **Cristian A. Bossa sees himself as a proactive leader.**

Finance major Cristian A. Bossa believes you create your own success.

"Success in business takes leadership, creativity, ambition, and perseverance," he said. "Through my experiences at the College of Business Administration, I have increased my business acumen, gained confidence, and developed the communication skills needed to tackle proactive leadership roles on and off campus as I prepare for my career in finance."

Planning to graduate with a BBA degree in spring, 2008, Bossa is an active member and student leader within our college's Financial Management Association (FMA), serving on the executive board for two years and, this past year, as chapter vice president.



"I have had the opportunity to participate in and lead several distinguished student and professional organizations to help me hone my leadership abilities."

—Sashle Eslaquit (BBA '06)

"Through my experiences at the College of Business Administration, I have increased my business acumen, gained confidence, and developed the communication skills needed to tackle proactive leadership roles."

—Cristian A. Bossa, BBA student





“If we want to be able to compete effectively with other world-class institutions, then we have to broaden our vision.”

—Manny Matalón (MACC '03, BACC '01), Senior Consultant, Deloitte Consulting



“My time in school taught me to stand out a bit, be confident about my talents, and know there is always an opportunity to shine if I want to.”

—Alex Trujillo, Founder and Co-owner, A&E Blueprints

## ALUMNI LEADERS

### Alumnus learns leadership through action.

Manny Matalón (MACC '03, BACC '01) found that the college proved to be an ideal place for him to become a peer advisor, join the student government's elections committee, and become president of Pi Kappa Alpha.

Upon graduation, he landed a job at the global firm Deloitte Consulting, where he currently works as a senior consultant with the Audit and Enterprise Risk Services Group.

“It's a fulfilling job that draws on various aspects of business, from technology to financial accounting,” Matalón said. “I get to work with professionals from all over the world and pool their expertise on client projects.”

Today, he is president of the Business Alumni Chapter.

### Former student leader creates “blueprint” for success.

Alex Trujillo (BBA '06) makes his living from other people's plans.

As founder and co-owner of A&E Blueprints, Trujillo works with local jurisdictions to digitize information from real estate surveys. The young entrepreneur does it all—answers the phones, designs and updates the company's web site, manages the financials, and meets with clients to pitch a product he believes can help transform the way cities, towns, and counties store and access property data. It's a nascent endeavor for which the energetic Trujillo has big hopes.

“I know I am competing against some established companies with a lot more resources,” Trujillo said. “I may be ‘the little guy,’ but I am dedicated to a high level of performance.”

Trujillo credits his time in the college with fostering his desire to “build something from scratch.” His positions as both vice president and president of the campus chapter of the American Marketing Association helped him build confidence in his leadership capabilities.

## ALUMNI LEADERS

### **Insurance executive thrives as leader of state's largest insurance agency.**

Tom Cornish (BBA '85) ponders what it means to be a leader from his vantage point as CEO of Seitlin, Florida's largest independent insurance agency and consultancy.

"Some days you feel like a strategist, others like a short-order cook," Cornish said, somewhat jokingly, in reference to the breadth of responsibilities that accompany his position. Cornish's deftness in responding to its wide-ranging demands has helped him enhance Seitlin's standing as an insurance powerhouse with enormous growth potential.

"One of the most exciting things about being CEO is the ability to manage and set my own course," Cornish said. "Essentially, the buck stops with me, which can be a bit daunting but also is exhilarating."

He can trace his desire to leave his imprint on something back to his days as a student at Florida International University.

"The school has an edge about being creative and being aggressive in tackling new frontiers," Cornish said. "That was true in the 1980s when I went there and it's even more so today."



“The business school has had a huge impact and is attracting increasing numbers of students who want to build economic opportunity in our community.”

—Tom Cornish (BBA '85),  
CEO, Seitlin

“I spoke recently to a group of finance students [at the College of Business Administration] . . . and I told them their education would take them anywhere they want to go.”

—Vivian López-Blanco (BACC '90),  
Vice President and Chief Financial  
Officer, Pollo Tropical



**Alumna advances goals of fast-growing restaurant chain.**

As vice president and chief financial officer of the Caribbean-inspired eatery Pollo Tropical, Vivian López-Blanco (BACC '90) is responsible for ensuring the financial fitness of a popular and fast-growing chain of South Florida-based restaurants.

A sister company in Texas, the Mexican-themed Taco Cabana, is under López-Blanco's purview as well, which gives her financial oversight of more than 220 restaurants that generate at least \$500 million in annual revenue. Both chains are owned by Carrols Restaurant Group.

In some ways, López-Blanco is furthering the vision of Florida International University alumnus, Larry Harris (BA '81), who established the restaurant in 1988 and presided over its expansion for ten years.

“A lot of people who have worked for me are graduates of the College of Business Administration; I weigh that factor heavily when I look at candidates for employment, because I know the type of education and training they've received,” she said.

“What leaders are called upon to do in a chaotic world is to shape their organizations through concepts, not through elaborate rules and structures.”

Margaret Wheatley | *Leadership and the New Science*



Patrice Bailey, Dean of Theater, New World School of the Arts, leads Professional Development Seminar on presentation skills for MSMIS students.



**ALVAH H. CHAPMAN, JR. GRADUATE SCHOOL OF BUSINESS:**

*Creating the Contexts for Leadership*

The Alvah H. Chapman, Jr. Graduate School of Business in the College of Business Administration offers high-quality programs to meet the needs of professionals from around the world and across a wide spectrum of businesses.

Members of our college's programs' advisory boards—all leaders in their fields—have provided invaluable guidance as we continue to evolve our curriculum to ensure that our graduates emerge educated and prepared to be effective leaders in their organizations.

Through a host of experiences and shared projects, students who already are leaders within their companies extend their own capabilities while advancing those of their teammates. They appreciate how much leadership looks to the future, not to the day-to-day, and grasp the role of passion, commitment, and intuition in enabling them to realize their potential. We recognize that leaders need an array of skills—such as communication and team building—so we provide opportunities for our students to acquire these skills.

**GRADUATE PROGRAM PROFILES**

**Master of Accounting (MACC):** A ten-month program designed for professionals with an undergraduate accounting degree in hand, the MACC draws CPAs, accountants, consultants, attorneys, and other related professions. Characterized by a broad, innovative curriculum, access to valuable accounting software packages, a high-tech lab, and an outstanding faculty, the program satisfies the thirty credit hours beyond a bachelor's degree required of CPA candidates by Florida's State Board of Accountancy. Students may specialize in auditing, fraud examination, or the use of IT in accounting.

### Master of Business Administration (MBA)

**Evening MBA (EVEMBA):** A flexible program created for those with at least two years of professional work experience, this MBA—which most students complete in two to three years—offers concentrations in entrepreneurship, marketing, international business, finance, human resource management, real estate, and management information systems.

**Executive MBA (EMBA):** Carefully crafted to guide experienced managers—at least eight years of relevant work experience, five in management—to become leaders, the twenty-month program begins with a teambuilding residency and culminates with a global business trip. In between, students learn from the school's top faculty and from each other.

**Downtown MBA (DTMBA):** This concentrated, custom-designed MBA program enables busy professionals to complete the degree in just eighteen months through classes held two evenings each week in our convenient and fully appointed Downtown Center.

**International MBA (IMBA):** The Chapman Graduate School's top-ranked IMBA program—an extraordinary twelve-month, full-time program—includes an international faculty and students from more than twenty countries and various professions. A language component affords the opportunity to learn to converse in Spanish, Portuguese, or Mandarin. Study-abroad options and internships expand horizons and the chance to interact frequently with senior executives representing multinational corporations and different facets of international business adds a real-world dimension to classroom experiences.

**MBA for Public Managers (MBAPM):** Our eighteen-month MBAPM program distills the fundamentals of business management into effective strategies and methods for federal, state, county, or city employees, or leaders of not-for-profits. Students can take two elective courses in fields related to public administration, including social welfare and international relations, or deepen their understanding of a functional field of specific interest to them.

### Graduate Student Profile

<b>Total Enrollment:</b>	<b>1,147</b>	Hispanic-American:	46%
Full-time:	117	African-American:	8%
Part-time:	1,030	Caucasian-American:	19%
Male:	54%	Asian-American:	5%
Female:	46%	Other/Mixed:	1%
		International:	21%

### International Students: 217

### Countries Represented: 77

Antigua	Ecuador	Kazakhstan	Saudi Arabia
Argentina	Egypt	Kenya	Slovakia
Aruba	El Salvador	Kuwait	Spain
Austria	Finland	Lebanon	St Kitts and Nevis
Azerbaijan	France	Lithuania	St. Vincent and Grenadines
Bahamas	Germany	Malaysia	Taiwan
Barbados	Guatemala	México	Thailand
Bolivia	Guyana	Netherlands	Trinidad and Tobago
Bosnia	Haiti	Antilles	Tunisia
Brazil	Honduras	Nicaragua	Turkey
Bulgaria	Hungary	Niger	Ukraine
Canada	India	Nigeria	United Kingdom
Chile	Indonesia	Pakistan	United States
China	Iran	Panama	Uruguay
Colombia	Ireland	Paraguay	Venezuela
Costa Rica	Israel	Perú	Vietnam
Cuba	Italy	Poland	Virgin Islands
Curaçao	Jamaica	Puerto Rico	
Dominican Republic	Japan	Romania	
Dominica	Jordan	Russia	

### Top 20 Internship Providers Graduate Students

Atlantic International Group	ModusLink
Auto Bank Acceptance	NBA
Bank of America	Novartis
Bank Boston	Ocean Bank
Batanga	Page One Media
Burger King Corporation	Sol Meliá Group/The Sol Group
Caterpillar Americas	Telemundo
Citigroup	The Collection
Kroll Miami	Time Warner
La Comunidad	Transnational Foods

### Top 25 Employers Graduate Students

American Express	IBM Corporation
Bank of America	Intel Direct
Bayview Financial	John Hancock
B/E Aerospace	Motorola
Brightstar	Novartis
Burger King Corporation	NSK Latin America/AXA
Commercebank	Procter & Gamble
Cushman & Wakefield, Inc.	PricewaterhouseCoopers
Canon	Royal Caribbean International
Capital One	Sony Ericsson
Caterpillar, Inc.	Terremark Worldwide, Inc.
Department of Homeland Security	United Capital Asset Management
Florida Power & Light Company	

**Professional MBA (PMBA):** This twenty-month program (offered at our Pembroke Pines Center in Broward County), intended for working professionals with a minimum of five years of relevant experience, engages participants in a study team that functions as a support group throughout their course of study.

**Master of International Business (MIB):** The MIB program focuses on the essential knowledge, skills, and management techniques required to conduct business in an international marketplace. The composition of each class includes a select group of people with significant business backgrounds from around the globe. Through the Master's Project in International Business, students have the unique opportunity to work in teams on a consulting project during which they work directly with a company to help further its international business interests. Roughly one-third of the student body comes from our innovative Dual Degree program—part of a network of more than twenty universities from around the world.

**Master of Science in Finance (MSF):** Our intensive one-year MSF degree includes an in-depth curriculum that prepares graduates to apply financial strategy to challenging real-world business problems. The program serves as excellent preparation for Level I of the Chartered Financial Analyst (CFA) exam and a wide spectrum of strategically important positions in finance. Students may specialize in corporate finance, investments, or international banking.

**Master of Science in Management Information Systems (MSMIS):** The MSMIS program is the only program of its kind designed with curricular direction from the top chief information officers (CIOs) in South Florida. In conjunction with the college's world-renowned faculty, the program's advisory board of top IT professionals proved instrumental in creating a new and unique master's program that delivers knowledge critical to the success of future CIOs.

**Master of Science in Human Resources Management (MSHRM):** With its focus on the crucial skills needed to manage within an increasingly diverse and international workplace, our MSHRM program's comprehensive curriculum helps graduates become strategic links between their organization's workforce and its future success. The twelve-month program prepares students to address the complex challenges facing senior HR practitioners in this era of global competitive pressure and increased regulation.

**Master of Science in Taxation (MST):** One of the few accredited graduate programs in the country that meets on Saturdays and has no classes during tax season is both practical and convenient. Students use the same technology resources that they're likely to have on the job, experience demonstrations with real-world application, and emerge from the program prepared to take the CPA examination.

**Global Programs:** The Chapman Graduate School and the university's College of Continuing and Professional Studies offer a number of our leading programs at various overseas locations. The International Executive MBA (IEMBA) in Jamaica is a twenty-month program for working business professionals conducted at the University College of the Caribbean's (UCC) facilities in Kingston and taught by business faculty from the Chapman Graduate School. Similarly, the Chapman School offers a fourteen-month, Master of Science in Human Resource Management (MSHRM-Jamaica) program, designed for Jamaican HR professionals and taught by graduate faculty from the Chapman School and UCC in Kingston. In conjunction with the Universidad Iberoamericana (UNIBE) in Santo Domingo, Dominican Republic, the Chapman School offers its successful Professional MBA (PMBA) program. Plans call for future programs in México, Panama, and Poland.

## Graduate Program Rankings

- > *U.S. News & World Report's* "America's Best Graduate Schools" (2008) lists our Chapman School among the top 25 business schools in the United States for excellence in international business.
- > *BusinessWeek* (2002, 2004, 2006) ranks us among the top 68 graduate business schools in the U.S. and in the top 25 among public business schools.
- > *Hispanic Business* (since 1998) and *Hispanic Trends* (since 2003) have placed us among the top 25 business schools for Hispanics and most recently in the top 10.
- > *AméricaEconomía* ranks us among the top international business schools in the world for Latin American business students.
- > Our college is among the top international business schools included in *Latin Trade's* first-ever MBA ratings (October, 2006).
- > *Financial Times* (2006 and 2007) ranks our Executive MBA program in its list of the Top 85 Executive MBA programs in the world and as the highest-ranked Executive MBA program in Florida.
- > *Hispanic Trends* (September/October, 2006) has ranked our Executive MBA program # 8 in its list of the best Executive MBA programs for Hispanics.
- > Florida International University ranks #1 in the United States in awarding master's degrees and #19 in awarding doctoral degrees to Hispanics—*Hispanic Outlook on Higher Education* (2007).



## Dual Degree Program Partner Schools (2006-2007)

ALBA, Athens, Greece

COPPEAD, Universidade Federal do Rio de Janeiro, Rio de Janeiro, Brazil

EDHEC, Nice and Lille, France

EGADE, Tecnológico de Monterrey, México

ESIC, Madrid, Spain

Le Groupe Sup de Co Montpellier, Montpellier, France

HHL—Leipzig Graduate School of Management, Leipzig, Germany

IAE, Universidad Austral, Buenos Aires, Argentina

IESA, Caracas, Venezuela

INCAE, San José, Costa Rica

ISCTE Business School, Lisbon, Portugal

ITAM—Instituto Tecnológico Autónomo de México, México City, México

Munich Business School, Munich, Germany

ORT Universidad, Montevideo, Uruguay

Qingdao University, Qingdao, China

Reims Management School, Reims, France

Shandong Economic University, Shandong, China

Universidad Adolfo Ibáñez, Santiago, Chile

Universidad Anáhuac, México City, México

Universidad de los Andes, Bogotá, Colombia

Universidad del Norte, Barranquilla, Colombia

Universidad de Puerto Rico, Rio Piedras, Puerto Rico

Universidad de São Paulo, Brazil

Universidad ESAN, Lima, Perú

**Joint Master's Degrees:** Eligible master's students can pursue a number of joint degree options, enabling them to combine graduate programs and earn two degrees. Joint master's degree programs are offered between the MBA and the Master of Science of Finance (MBA-MSF), the Master of Science in Management Information Systems (MBA-MSMIS), the Law School (MBA-JD), and the Master of Arts in Latin American and Caribbean Studies (MBA-MALACS).

**PHD:** Our PhD in Business Administration, which typically requires four years of full-time study—two-and-a-half years of coursework and summer projects, and a year-and-a-half of dissertation research—prepares students for a career in research and academia. It builds their understanding of the substantive domains and literature within their selected area of concentration and complements a strong research emphasis by providing opportunities for them to learn how to teach effectively.

## Professional development seminars groom leaders by strengthening soft skills.

SINCE 1995, the college has encouraged in its graduate programs the inclusion of professional development seminars (PDS), covering “soft skills”—presentation, communication, business writing, and those related to team building, leadership, and career development.

“Originally, we developed the PDS in the Executive MBA program and then to create a community of students within the EVEMBA, all of whom commuted, but we found the experience accelerated their aptitude at working in teams and, over time, we expanded PDS into all our graduate programs,” said Ellie Browner, (MS '93, BBA '79) assistant director, employer services, Career Management Services, who was EVEMBA director in 1999.

“Our advisory board pointed out the importance of soft skills, and though it is a 36-hour time commitment for the students, it is worth it,” said Zuzana Hlavacova, Master of Management and Information Systems (MSMIS) program manager. “We even had faculty members participate in the ropes course—a team-building exercise—with our newest cohort, and it really helped solidify the teams.”

“Student satisfaction with our program went from seven out of ten to nine out of ten when we improved the curriculum, including the addition of the PDS,” said Irma Becerra-Fernández, faculty director of the MSMIS program.

“Student satisfaction with our program went from seven out of ten to nine out of ten when we improved the curriculum, including the addition of the PDS.”

—Irma Becerra-Fernández (PhD '94), Associate Professor, Department of Decision Sciences and Information Systems, MSMIS Program Faculty Director



MSMIS students participate in leadership development and teambuilding through a ropes course.



Ellie Browner (MS '93, BBA '79), Assistant Director, Employer Services, Career Management Services, College of Business Administration



## Executive MBA celebrates tenth anniversary.

**THE EXECUTIVE MBA (EMBA) PROGRAM**—offering experienced executives in South Florida the opportunity to earn a degree designed to transform them into better leaders—graduated its first class in 1997. A mere ten years later, the *Financial Times* ranks our EMBA program among the top 85 in the world and the best in Florida.

To commemorate this anniversary, more than 120 alumni, students, faculty, staff, and advisory board members gathered in April, 2007, at the Doral Golf Resort and Spa in Miami.

“The EMBA anniversary celebration not only marked an important milestone for the college, but also provided our students and alumni with an excellent opportunity to renew friendships and to network with classmates, EMBA colleagues, and faculty,” said Sarah Perez, EMBA program director.

Program alumni, faculty, and staff presented a special award to Joyce J. Elam, executive dean, in appreciation of her leadership, vision, and initiative in founding and continuing to guide the EMBA program.

“When we bring together these students who have already gained so much experience on their own, magic happens,” Elam said. “The students quickly build off each other’s knowledge and expertise, and the cumulative effect catapults them to a different level professionally.”

Albert Santalo (MBA '97), founder, president, and CEO of Avisena, a Miami-based business supporting the office, billing, and collections side of health care organizations, exemplifies one of the program’s many success stories.

“Going through the EMBA program was a life-changing event for me—one that provided me with the core knowledge and skills to move ahead with my career and to start my own company,” Santalo said.



“When we bring together these students who have already gained so much experience on their own, magic happens.”

—Joyce J. Elam, Executive Dean,  
College of Business Administration



## Graduate team wins Intercollegiate Case Competition for second time.

IN 2003, a team of students from the Chapman Graduate School won the inaugural Intercollegiate Case Competition hosted by the University of South Florida. In 2007, after weeks of practice, preparation, and focus, our college's team, chosen from a strong field of 25, once again brought home the trophy.

Faculty, staff, administrators, former team members, and a presentation coach who teaches in our graduate programs helped prepare Blas Elias, Executive MBA (EMBA); and four members of the Professional MBA (PMBA) program: Mahendran K. Jawaharlal, Tatiana Lopez, Martin Fernández, and Ruben Salazar, to take on a complex case, this year focused on Anheuser-Busch.

Judges included executives from Anheuser-Busch and other companies, among them Arne G. Haak, vice president of finance and treasurer, AirTran Airways, Inc., whose company was the subject of last year's case.

"The team made a professional presentation and provided the judges with high-quality materials that were what you would expect from a group of consultants—not students," Haak said. "I was particularly impressed because they offered specific solutions, rather than generic ones."

Subsequently, "Team FIU" was selected as one of the six finalists from 44 nationwide competitors for the National Society of Hispanic MBAs (NSHMBA) Dell/Microsoft case competition, which took place at the 2007 NSHMBA National Conference.



The college's self-named "Dream Team" hold their trophy—from left, Blas Elias, Ruben Salazar, Martin Fernández, Tatiana Lopez, and Mahendran K. Jawaharlal.

"The team made a professional presentation and provided the judges with high-quality materials that were what you would expect from a group of consultants—not students."

—Arne G. Haak, Vice President of Finance and Treasurer, AirTran Airways, Inc., competition judge



“One of the great things about this country is the focus on creating value yourself, and that spirit is absolutely alive on the Florida International University campus.”

—Glenn J. Rufrano (MSM '74),  
CEO, U.S. Operations,  
Centro Properties



“If you are successful in what you are doing and can help others, it only makes you stronger.”

—Yvonne Debesa (MACC '94,  
BBA '82), COO, BAC Florida Bank

## ALUMNI LEADERS

### **Real estate program serves as springboard for alumnus' career success.**

Glenn Rufrano (MSM '74) remembers when Florida International University was just getting its real estate program off the ground.

“At the time, there were only a few programs in the country and real estate was not necessarily considered an academic field of study,” he said. “The business school was really forward thinking in recognizing that real estate would become a powerful sector in the economy.”

Rufrano knows that from his first-hand experience as CEO of U.S. operations for Centro Properties, an Australia-based commercial real estate company. In his position, Rufrano oversees a U.S. portfolio worth \$14 billion and inclusive of more than 110 million square feet of commercial space. Rufrano said, “One of the great things about this country is the focus on creating value yourself, and that spirit is absolutely alive on the Florida International University campus.”

### **Bank COO extols the power of positive thinking.**

Yvonne Debesa (MACC '94, BBA '82) regards her father, Placido, as a major inspiration in her life.

When one speaks with Debesa, it becomes readily apparent that her dad's brand of optimism is something she has inherited, especially when she recalls the first couple of weeks in her position as chief operating officer of BAC Florida Bank. Five days after she arrived, a financial report was due to the bank's regulators. A week later, Hurricane Wilma hit the area, and the bank's offices got “red-tagged.” “The majority of our customers are abroad, and we couldn't afford to close,” she said. That meant that Debesa and her colleagues had to find new offices, fast.

Thankfully, the seas have been a little calmer in the intervening days, and Debesa is enjoying her role as the overseer of operations for an \$865 million bank with a staff of 130.

“Communities rely on banks, and we have a responsibility to be operating on their behalf,” she said. “If you are successful in what you are doing and can help others, it only makes you stronger.”

“It is the learners who inherit the future. The learned find themselves equipped to live in a world that no longer exists.”

Eric Hoffer



Robert Garcia (MBA '97), Director, Professional and Executive Education, College of Business Administration



“The program gave us a moment to reflect on what kind of leadership we have and what kind we need.”

—Roberto Plazola, Customer Service Director, Global Accounts, Telefónica

#### Executive and Professional Education Leadership Suite

EPE delivers programs both on the strategic aspects of leadership and on ways to implement them effectively.

##### Executive Leadership

- Full Potential Leadership
- Emerging Leaders Program
- Strategic Market Simulation

##### Leadership Development

- Effective Time and Email Management
- Influencing Strategy
- Presentation Skills for Managers
- Skills for Effective Management
- Time and Stress Management
- Writing for Business
- Personal Power—How Smart Women Get Ahead
- Women on the Move

## EXECUTIVE AND PROFESSIONAL EDUCATION:

*Meeting the Leadership Challenge*

**B**usy business professionals agree they need to make time for ongoing leadership development—from uncovering the secrets behind being more effective leaders to delivering more persuasive presentations to fine-tuning their business writing skills.

The College of Business Administration responded by offering a suite of executive leadership and leadership development courses designed to help build and refresh the personal tools vital for personal and professional success. Executive and Professional Education (EPE) coordinates the programs, which can be customized to fit an organization’s exact needs and which are delivered on the University Park campus, at the company’s site, or in some cases, online.

When his role as assistant director of information technology for the City of Miami required him to take on more public speaking, James E. Osteen Jr. (MBA ’83) signed up for the Presentation Skills for Managers course. Taught by one of our expert trainers, the course focuses on proven techniques for preparing strong presentations.

“It was a perfect match for me,” Osteen said. “I learned the winning way to connect to an audience.”

A customized program presented by EPE for Telefónica enabled participants to gain insights into leadership and to apply the concepts.

“The program gave us a moment to reflect on what kind of leadership we have and what kind we need,” said Roberto Plazola, Telefónica’s customer service director for global accounts. “The experience led us to have a discussion that enabled us to move forward as managers of the company.”

“A leader is, by definition, an innovator...who does things other people haven’t done or don’t do. Leaders must be intuitive, conceptual, synthesizing, and artistic.”

Warren Bennis | *On Becoming a Leader*



Deanne Butchey, Instructor, Department of Finance, and Faculty Director, Assurance of Learning and Accreditation Programs, College of Business Administration





## CENTERS AT A GLANCE

**Center for International Business Education and Research (CIBER)** undertakes research on U.S. competitiveness and security and creates and handles logistics for student and faculty programs regionally and globally. It is one of only a select group of such centers funded by the U.S. Department of Education.

**Eugenio Pino and Family Global Entrepreneurship Center** provides comprehensive entrepreneurial research, teaching, and outreach to improve personal economic adaptation and growth.

**Jerome Bain Real Estate Institute** fosters research and educational opportunities to equip students and professionals to achieve success in the real estate field, particularly in the international arena.

**Knight Ridder Center for Excellence in Management** advances research, offers executive education, and coordinates service projects that improve management excellence, with a strong concentration on hemispheric energy security and the adoption of alternative fuels.

**Ryder Center for Supply Chain Management** focuses on research and professional education in the area of supply-chain management, a key competitive competence.

## OUR FACULTY AND RESEARCH CENTERS:

*Leading in Thought and Action*

Our college's faculty study and manifest the qualities of leadership in professional organizations, at Florida International University, throughout South Florida, and around the globe.

From senior members who serve on editorial boards and have lengthy publication histories to our youngest faculty, who are presenting papers at conferences and preparing them for publication, our community of scholars adds stature to the college by bringing new knowledge to the world.

In addition to being honored by students for their contributions in the classroom and for their roles as advisors, coaches, and mentors, many of our faculty members have been recognized by organizations to which they lend their time and expertise as board members, event organizers, and guest speakers.

In June, 2006, the Academy of International Business (AIB) named our Executive Dean, Joyce J. Elam, International Dean of the Year, adding her name to the elite list of deans from top international business schools who have received the award in past years.

## FACULTY AND RESEARCH HIGHLIGHTS

*Alan Carsrud*

**ENTREPRENEURS ARE LEADERS** but not all leaders are entrepreneurs.

So observes Alan Carsrud, executive director of the Eugenio Pino and Family Global Entrepreneurship Center and clinical professor of management in the college, based on his research examining the cognitive style of entrepreneurs.

“A combination of factors—skill sets, personality, situations—can contribute to the success of entrepreneurs and business managers,” he said. “But the specialized characteristics of one are not necessarily exhibited by the other.”

In a recent paper, “Difference in Cognitive Maps and Perceptions of Entrepreneurial Growth,” Carsrud and four Finnish colleagues determined that the success of strategic decision making often rests on the notion of homogeneity of mental models, or cognitive maps, among involved parties. The experimental study shows how decision makers share similar—if not the same—conceptions of the issues at hand. Cognitive maps show which critical success factors are perceived as decisive for a particular growth strategy and how these maps change across different stages in a firm’s lifecycle.

“Our research indicates that entrepreneurs have different cognitive maps than managers do, even when they work in the same industry or environment,” Carsrud said. “Both may be leaders, but their perceptions of what’s required to achieve success can be very different.”

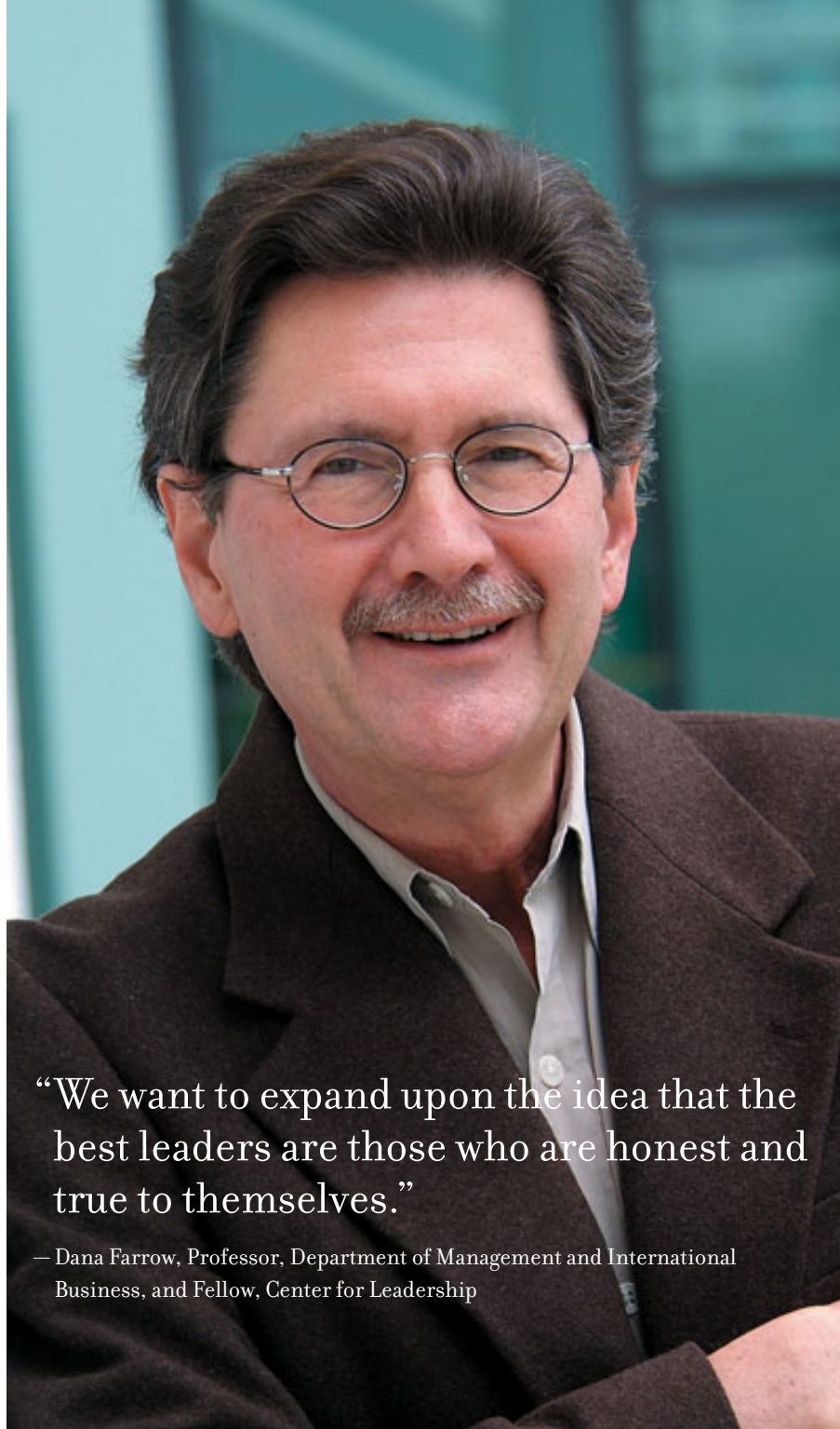
And what about passion—a trait often associated with both leaders and entrepreneurs? This year, Carsrud and his research colleagues authored a paper that takes an exploratory look at passion in the entrepreneurial context.

“What we’ve come to realize is that the role of ‘passion’ in business is far more complex than researchers or practitioners realize,” he said. “But we feel there is an indirect link between items that can be identified as passionate and those that constitute self-efficacy, which is then significantly linked to intention, perceived desirability, and feasibility.”



“A combination of factors—skill sets, personality, situations—can contribute to the success of entrepreneurs and business managers.”

—Alan Carsrud, Executive Director, Eugenio Pino and Family Global Entrepreneurship Center, and clinical professor, Department of Management and International Business



“We want to expand upon the idea that the best leaders are those who are honest and true to themselves.”

— Dana Farrow, Professor, Department of Management and International Business, and Fellow, Center for Leadership

## FACULTY AND RESEARCH HIGHLIGHTS

*Dana Farrow*

**SINCE HIS GRADUATE STUDENT DAYS** at the University of Rochester, Dana Farrow, professor in the Department of Management and International Business and a fellow in Florida International University’s Center for Leadership, has concentrated his teaching and research on both the theory and practice of leadership in business.

“I was fortunate enough to study and work with Bernard M. Bass in the 1970s as he developed the leadership model known as PROFILE,” Farrow said. “This, in turn, laid the foundation for subsequent theories on transformational leadership which examine how great leaders can best motivate subordinates to perform beyond expectations.”

In the past year, Farrow had the opportunity to share his knowledge on transformational leadership during two managerial training sessions.

“In January, 2007, I led a two-day workshop that the college hosted for managers from Telefónica,” he said. “I worked with participants in developing their leadership styles. Our objective was to help them set attainable goals for the following year on how each could become a more inspirational, more intellectually stimulating leader.”

In late 2006, Farrow helped facilitate a four-day executive development and strategic planning session with management staff from Kraft Latin America, where he also guided a group session on transformational leadership.

Proving that the study of leadership is an ever-evolving art and science, Farrow recently joined with a colleague to begin research on the theory of authentic leadership.

“This new concept of authentic leadership is based on positive psychology,” he said. “We want to expand upon the idea that the best leaders are those who are honest and true to themselves.”

## FACULTY AND RESEARCH HIGHLIGHTS

*Juan I. Sanchez*

**COMPANIES** looking to compete effectively in today's global marketplace strive to develop the global mindset of their executive teams, to nurture their ability to see the broad picture, to cherish heterogeneity and diversity, and to communicate easily at all levels.

"Becoming a global executive is a psychological adventure that requires revising deeply held beliefs concerning one's own identity," said Juan I. Sanchez, professor and Knight Ridder Byron Harless Eminent Scholar Chair in Management in the college's Department of Management and International Business. "Global executives understand that accepting one culture does not mean rejecting another."

Building on his own experiences in international business, Sanchez has engaged in several research streams focused on the psychological processes involved in taking on a business leadership role across borders. One recent study found that cultural sensitivity was the best predictor of performance among expatriate hotel managers from Europe and the United States who were working in the Dominican Republic. Another study looked at how higher compensation for expatriate managers affected the local staff.

"When working in another country, away from corporate headquarters, the successful managers are those who have the ability to walk the fine line that separates the two cultures," Sanchez said. "They can translate accurately to headquarters what is going on locally and communicate corporate expectations in a way that resonates with the local team."

Regardless of the international setting, effective managers also need to be aware that the way they react to employees' insights, news, and information shapes how those individuals will communicate with them in the future. Sanchez developed a business case that helps managers diagnose and overcome the extent to which their management styles resemble one of the three—zero-tolerance, conflict-avoidance, and micro-manager—that can widen the feedback gap between them and their employees.



**“Global executives understand that accepting one culture does not mean rejecting another.”**

—Juan I. Sanchez, Professor, Knight Ridder Byron Harless Eminent Scholar Chair in Management, Department of Management and International Business

## WOMEN BUSINESS LEADERS SHOW STRENGTH ACROSS MULTIPLE MEASURES.

**WOMEN AT THE TOP** of more than 100 businesses in Florida displayed strong leadership characteristics based on two well-established measures: the Multifactor Leadership Questionnaire (MLQ) and the Psychological Capital Index (PsyCap). MLQ was designed to distinguish among three types of leadership behaviors—transformational, transactional, and passive/avoidant. PsyCap looks at four leadership qualities that relate to performance: confidence, hope, optimism, and resilience.

Florida business leaders honored at luncheon unveiling results of 2007 study



“Transformational leadership includes having charisma, being an inspirational motivator, providing intellectual stimulation to employees, and connecting to them as individuals,” said Joyce J. Elam, executive dean of the college and co-director of the Center for Leadership, two of the entities involved in preparing a study titled “Florida’s Women-Led Businesses, 2007.”

“Most of the women answering the MLQ embodied transformational leadership qualities to a very high degree and, on a six-point scale for ranking PsyCap, they scored above five on all the measures, with confidence the highest.”

The findings were one part of the report, on which the university’s Metropolitan Center and The Commonwealth Institute of South Florida also collaborated. The study, which built on the initial one conducted in 2006, researched 127 women-led businesses. These businesses had a state economic impact of more than \$1.8 billion and a combined payroll of about 40,000 employees.

Participants had to be the president, CEO, chair of the board, and/or primary owner of a for-profit, Florida-based organization.

Among the many statistics assembled about the women leaders:

- eighty-six percent are the first woman to hold the top position in their organization.
- fifty-four percent have more than twenty years of experience in their industry.
- more than 61 percent are satisfied with the amount of time they spend on personal affairs and work, a ten percent increase over last year’s study results.
- nearly 65 percent have children and have taken time off at some time to care for them.
- over the next two years, almost 48 percent expect revenue growth of more than five percent and about 32 percent expect growth between one and two percent.

A listing—“Top 50 Women-Led For-Profit Organizations in Florida”—concludes the report, providing information on each company’s revenues and number of employees.

“This year’s effort also captured extensive data on the demographics of women to better understand the context in which they lead and work,” said Elam, who shared the key results at a luncheon in June, 2007.

“Managers wear square hats and learn through training. Leaders wear sombreros and opt for education.”

Warren Bennis | *On Becoming a Leader*



Demian Bellumio (BBA '00), President, Hoodiny Entertainment Group, in his studio



## OUR ALUMNI:

*Enriching the College, their Companies and the Community*

When we invite alumni to play a role in our many activities and initiatives, we seek individuals who display specific leadership characteristics. They are builders, effective business people and communicators, committed, generous...and connected.

Many of our nearly 30,000 alumni are experts in their industries and share valuable information with our students. They work with our faculty and staff to help them evolve our programs to meet current needs.

Others are passionate about the power of civic engagement and teach its importance by their actions. Some are high-level administrators who engage with us to mobilize alumni within their organizations around a cause. Several have particular areas of concentration—such as developing women leaders—and contribute to specific areas we continue to strengthen.

These are among the tangible benefits we strive to achieve from our interactions with our alumni, especially those in the Business Alumni Chapter and the Alumni Circle.

## BUSINESS ALUMNI CHAPTER 2006-2007

### Board of Directors

#### PRESIDENT

**Gabriel "Manny" Matalon** (MACC '03,  
BACC '00)  
Senior Analyst  
Deloitte

#### PRESIDENT-ELECT

**Gilbert Santiesteban** (BACC '02)  
Senior Analyst  
Deloitte

#### DIRECTOR OF DEVELOPMENT

**James Rivera** (BACC '01)  
Director of Business Development  
Advaion

#### CHAIR OF EVENTS

**Diana Hechavarría** (MALS '07)  
Research Assistant  
Pino Global Entrepreneurship Center, Florida  
International University

## Alumni Circle builds connections with faculty.

THE ALUMNI CIRCLE provides a forum for business leaders from the college's alumni community to advise our deans and administrators on activities of benefit—a formula for success that is being applied to the new Alumni Circle Faculty Linkage program.

“Launched in early 2007, this unique program links Alumni Circle members with faculty members in their desired academic areas, and together, they are discussing ways to benefit from each other's work or research,” said Alumni and Partner Relations Director Monique Catoggio (MBA '03). “The resulting synergy already is generating positive feedback.”

Sonia Díaz-Del Oro (BA '92), manager, training and development, Royal Caribbean Cruises, Ltd., and Juan I. Sanchez, professor and Knight Ridder Byron Harless Eminent Scholar Chair in Management in the college's Department of Management and International Business, are enthusiastic about their pairing.

“I visited one of Sanchez's graduate classes and spoke about our leadership and executive development programs,” Diaz-Del Oro said. “I'm passionate about giving back to the college that gave me so much, and I feel it's important to provide students with insights into how what they're studying has practical applications in the workforce.”

The two are discussing ways to integrate one of Sanchez's current research projects and the resulting business case study into a middle management pilot training course at Royal Caribbean.

“Diaz-Del Oro provides an ideal role model for my students, and she offers an engaging way to present lessons from the real world,” Sanchez said.



“I'm passionate about giving back to the college that gave me so much, and I feel it's important to provide students with insights into how what they're studying has practical applications in the workforce.”

—Sonia Díaz-Del Oro (BA '92), Manager, Training and Development, Royal Caribbean Cruises, Ltd.





“I’m excited to talk with graduate students and let them know that when you enter the accounting profession, you can pursue myriad opportunities beyond being an auditor or a tax accountant.”

—Joaquin Urquiola (BACC '88), Partner, Goldstein Schechter Price Lucas Horwitz & Co., PA

Joaquin Urquiola (BACC '88), a partner in the accounting firm of Goldstein Schechter Price Lucas Horwitz & Co., PA, is linked with Krishnamurthy Surysekar, associate professor in the School of Accounting. Together, they are looking to broaden the professional horizons of our accounting students.

“I’m excited to talk with graduate students and let them know that when you enter the accounting profession, you can pursue myriad opportunities beyond being an auditor or a tax accountant,” Urquiola said.

Krishnamurthy sees the relationship as an excellent way to establish an ongoing dialogue with practitioners who support the college’s goals.

“I want to give our alumni in the accounting profession a deeper understanding of what we are doing here in the School of Accounting and what our students are looking for when it comes to job placement,” Krishnamurthy said.

John Zdanowicz with Gloria Romero Roses (BBA '92)

John Zdanowicz, professor, Department of Finance, and director of the Jerome Bain Real Estate Institute, sees a three-fold benefit to the program: training, internships, and research.

According to Zdanowicz, “This kind of interactive venue with individuals in the field who are engaging in current business practices enables us to bring new insights into our classrooms either directly, by having alumni come to speak to a class, or indirectly, through the knowledge we faculty members gain.”

He and Gloria Romero Roses (BBA '92), director of communication and community relations with The Continental Group, Inc., are exploring the possibility of bringing professional certification programs in the property management field to South Florida.

“Participating in the Faculty Linkage program is a very positive experience for me and my company,” Roses said. “We are excited to align our resources to work together to develop the workforce leaders of tomorrow.”



“Participating in the Faculty Linkage program is a very positive experience for me and my company. We are excited to align our resources to work together to develop our workforce leaders of tomorrow.”

—Gloria Romero Roses (BBA '92), Director of Communication and Community Relations, The Continental Group, Inc.

## Executive Dean's Alumni Circle

**Christian Aitken** (MBA '97, BS '87)  
Managing Director  
Tuthill Corporation, Latin America

**Manuel José Becerra** (BBA '90)  
Group Senior Vice President  
Assurant Solutions

**Demian Bellumio** (BBA '00)  
President  
Hoodiny Entertainment Group

**Lance A. Benson** (MBA '03)  
Office Broker  
Cushman & Wakefield, Inc.

**Margaret Brisbane** (BBA '80)  
Division Director  
Miami-Dade County

**Edgar A. Ceballos** (MBA '02, BBA '99)  
Senior Project Manager  
PRC

**Alfredo Cepero** (MACC '90, BACC '88)  
Audit Partner  
BDO Seidman

**Richard Danze** (MBA '03)  
Vice President  
Philadelphia Inquirer

**Diane P. Davis** (MBA '92)  
AVP/Wealth Management Advisor  
Merrill Lynch

**Sonia Díaz-Del Oro** (BA '92)  
Manager, Training and Development  
Royal Caribbean Cruises, Ltd.

**Benjamin Díaz** (MST '96, BACC '95)  
Managing Director  
Alvarez & Marsal Tax Advisory Services, LLC

**Ozzie Dominguez** (BBA '91)  
General Manager  
Dadeland Mall/Simon Properties

**Robert Garcia** (MBA '97)  
Director, Executive & Professional Education  
College of Business Administration,  
Florida International University

**Frank Gonzalez** (MBA '95, BACC '90)  
Partner  
Morrison, Brown, Argiz & Farra, LLP

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Regional Vice President and Head of  
Insurance Services  
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Principal  
RAM Strategy, Inc.

“A leader is ‘one who serves.’ Leaders should leave behind them assets and a legacy.”

Max Dupree | *The Art of Leadership*



Antonio L. Argiz (BBA '74), CEO and Managing Partner, Morrison, Brown, Argiz & Farra, LLP



## OUR FRIENDS AND SUPPORTERS:

*Joyfully Inspiring Us to New Possibilities*

“Many extraordinary individuals—leaders of organizations, self-starters, and most importantly, our donors—have enriched my life in the seven years I have worked for the college. They understand that living a fulfilled life—something we all seek—has nothing to do with ‘storing’ anything, but rather with sharing what they have. The meaning of life and the source of joy is to serve: something our donors do with every gift.”

—Annabelle Rojas (MBA '98, BBA '87), Director, External Relations and Resource Development, College of Business Administration

**T**hanks to our generous friends and supporters, we continue to make progress in meeting the funding priorities we established in our comprehensive *Building for Business Campaign*:

- Constructing the first phase (\$30 million) of a state-of-the-art building complex to house the college's graduate and undergraduate programs through our *Building Complex Fund*
- Ensuring our ability to meet our ongoing operational needs through our *Growth and Excellence Fund*
- Creating general, programmatic, and scholarship endowments to attract top-tier faculty and students and to deliver high-quality programs through our *Securing Our Future Fund*, which includes a Scholarship Fund.

## BUILDING COMPLEX FUND

The *Building Complex Fund* enables alumni and community leaders to leave a lasting imprint.

As the stunning new building complex nears completion, enthusiastic alumni and companies with whom the college has deeply valued relationships continued to respond to the opportunity to support the business school in a very tangible way by donating to this *Fund*. The State of Florida matches such contributions, giving donors the added satisfaction of doubling the value of their gifts.

### Alumni Circle leads quest to create recruiters' lounge in Bank of America Career Services Center.

When College of Business Administration Executive Dean Joyce J. Elam approached the Alumni Circle with a fundraising idea, they were immediately enthusiastic. The project: to raise the capital necessary to establish a high-tech recruiting center in the new business building complex.

By raising \$50,000, the Alumni Circle will get naming rights to the recruiters' lounge, something that member Alfredo Cepero (MACC '90, BACC '88) supports.

Cepero, an audit partner at BDO Seidman, strives to foster business leadership among young professionals as a member of both the Alumni Circle and School of Accounting Advisory Board and as national president of the Association of Latino Professionals in Finance and Accounting (ALPFA).

"It is extremely gratifying to help shape the future of the business program and play a role in helping young people grow and develop," he said.

Edgar Ceballos (MBA '02, BBA '99), senior IT project manager with PRC, said, "Leadership is fundamental to success. That's why it's important for us as alumni to give back to our school and serve as role models for young students."



"It's important for us as alumni to give back to our school and to serve as role models for young students."

—Edgar Ceballos (MBA '02, BBA '99), Senior IT Project Manager, PRC



"It is extremely gratifying to help shape the future of the business program and play a role in helping young people grow and develop."

—Alfredo Cepero (MACC '90, BACC '88), Audit Partner, BDO Seidman



“Our donation provided an occasion to participate meaningfully in a leadership capacity in the community.”

—Art Heggen, Executive Vice President, Assurant Solutions/Assurant Specialty Property

## BUILDING COMPLEX FUND

### **Assurant applauds the college’s growing reputation.**

Stepping into the realm of a capital campaign marked a departure for Assurant, which customarily donates to operating funds. However, a tour of the new business building complex during construction got the enthusiastic attention of Art Heggen, executive vice president, Assurant Solutions/Assurant Specialty Property, who is in charge of the corporate charitable giving program.

With unanimous support from his committee members, Heggen made the commitment of \$100,000, which will fund a forty-five seat classroom in the company’s name.

“Our donation provided an occasion to participate meaningfully in a leadership capacity in the community,” he said.

## BUILDING COMPLEX FUND

### PricewaterhouseCoopers LLP extends its relationship with the college.

“Our firm and I have had longstanding relationships with the School of Accounting and the college,” said Mario de Armas (BBA '85), Florida market managing partner, PricewaterhouseCoopers LLP, whose firm has donated \$50,000 to the *Building Complex Fund*. “Our contribution was a natural evolution of this involvement.”

Two study rooms in the new complex will carry the PricewaterhouseCoopers name in recognition of the gift.

“Leaders of the large firms and companies also have to be leaders in the community. We show leadership by supporting organizations that are important in the community, and the university is one of those,” he said.



“We show leadership by supporting organizations that are important in the community, and the university is one of those.”

—Mario de Armas (BBA '85), Florida Market Managing Partner,  
PricewaterhouseCoopers LLP





“We’re creating the next generation of leaders here—which is one of the many reasons we plan to continue supporting the *Growth and Excellence Fund*.”

—Ron Shuffield, President,  
Esslinger-Wooten-Maxwell  
Realtors, Inc.



“There are many paths to leadership—and one is right here in our community, thanks to Florida International University’s College of Business Administration.”

—Faquiry Díaz, Senior Financial  
Advisor, Merrill Lynch

## GROWTH AND EXCELLENCE FUND

Area business leaders continue to show their support for our dynamic academic programs and student-focused initiatives through their gifts to the *Growth and Excellence Fund*.

The *Fund* helps the college meet its operational needs and supports innovative programs and activities for students, ranging from scholarships and study-abroad programs to technology for teaching and research to enabling student memberships in professional associations.

### **Ron Shuffield and his firm support the college’s role in creating real estate leaders.**

One regular contributor to the *Growth and Excellence Fund* is Esslinger-Wooten-Maxwell Realtors, Inc., through its president, Ron Shuffield.

“Miami is the prototype international community of tomorrow,” he said. “What we have watched happen over the past thirty years hasn’t happened to my knowledge anywhere else in the world—and the college played a huge role.”

Shuffield also believes in the value of higher education in real estate. “We’re creating the next generation of leaders here—which is one of the many reasons we plan to continue supporting the *Growth and Excellence Fund*,” he said.

### **Faquiry Díaz funds new scholarship for finance graduate students.**

Faquiry Díaz, co-chair of the college’s Master of Science in Finance (MSF) Advisory Board and a financial advisor with Merrill Lynch, is demonstrating his support for the college by funding a student scholarship through the *Growth and Excellence Fund*.

“There are many paths to leadership—and one is right here in our community, thanks to Florida International University’s College of Business Administration,” he said. “We do a great job of building leaders here, and I want to help raise awareness of that fact in our business community.”

## SECURING OUR FUTURE FUND

Gifts to the *Securing Our Future Fund* encompass endowments, scholarships, and multi-year targeted giving. We use these funds to attract high-quality faculty and students and to ensure top-notch programs in the college. The *Fund* also supports high-priority projects and other needs identified by department chairs and professors.

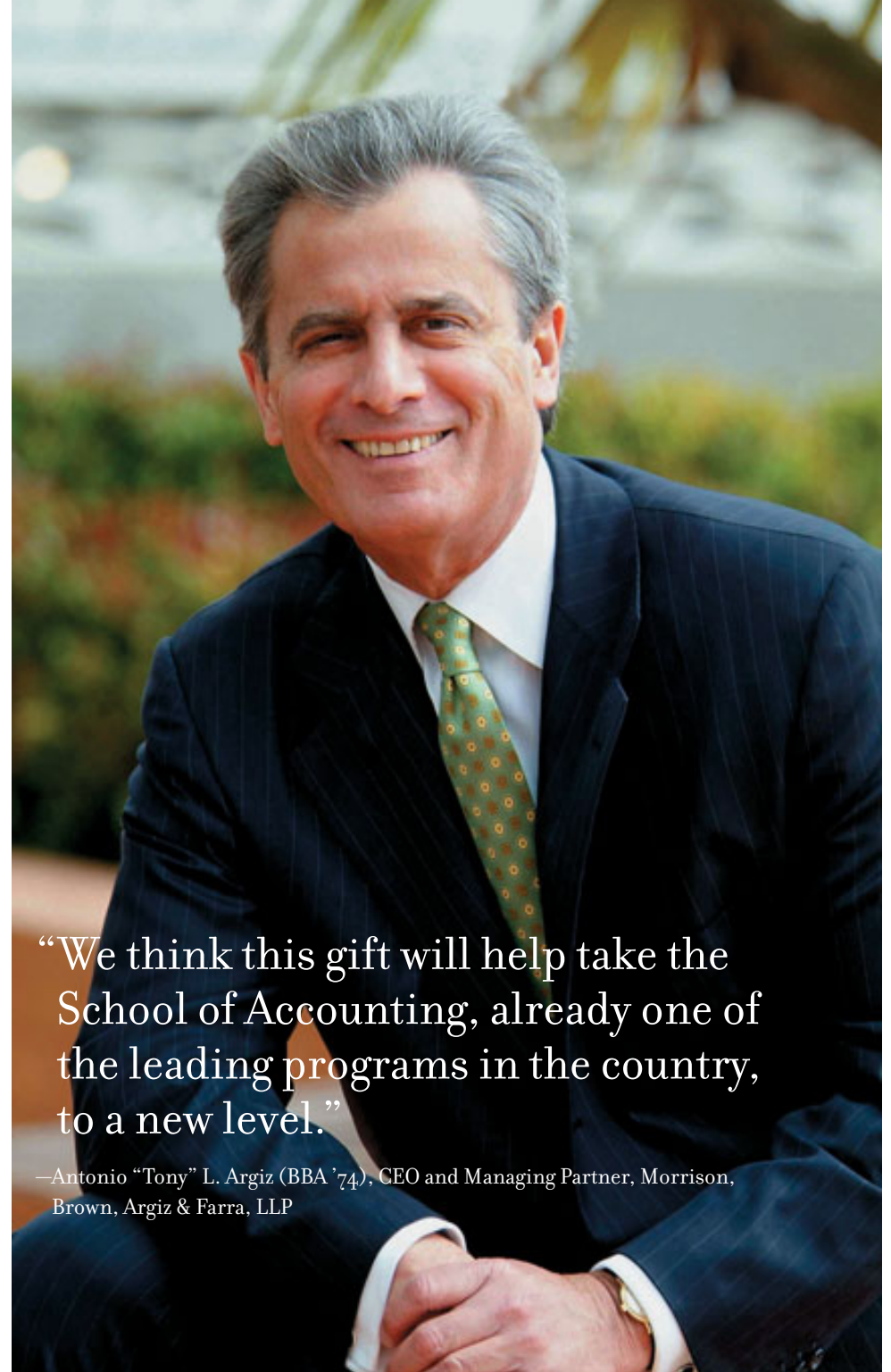
### **Morrison, Brown, Argiz & Farra, LLP endows Florida International University's first professorial chair in accounting.**

Antonio "Tony" L. Argiz (BBA '74), CEO and managing partner, Morrison, Brown, Argiz & Farra, LLP, puts his money where his heart is. He has never forgotten the importance of his alma mater, which he attended on a baseball scholarship, and where he met his wife and professors who helped him establish his career.

Argiz's firm supported the *Building Complex Fund* with a \$100,000 donation—one of the first received—and named a forty-five seat classroom. His company also supports the *Growth and Excellence Fund* as a sponsor of the college's Entrepreneurship Hall of Fame. This year, Morrison, Brown, Argiz & Farra, LLP made a \$250,000 donation to the *Securing Our Future Fund* to endow the first-ever professorship in the School of Accounting.

"We think this gift will help take the School of Accounting, already one of the leading programs in the country, to a new level," said Argiz, who saw it as a logical step in the firm's pattern of generosity. "It serves as a statement of confidence in the university and in the program, and it enables us to leave a legacy of educational excellence, set the tone for other firms to donate, and help strengthen our business community, which is fundamental to the future success of our society."

It's also a way for him to show how much he values his professors, such as Dr. Lucia Chang, Dr. Harvey Hendrickson, and Dr. Rosalie Hallbauer.



“We think this gift will help take the School of Accounting, already one of the leading programs in the country, to a new level.”

—Antonio "Tony" L. Argiz (BBA '74), CEO and Managing Partner, Morrison, Brown, Argiz & Farra, LLP

ACADEMIC YEAR 2006-2007

TOTAL: \$44,574,248

Sources of Funds

State Allocation	\$ 20,475,750	45.94%
Auxiliary Operations	\$ 18,889,693	42.38%
Additional Fees-Credit Programs	\$ 17,627,018	
Executive & Professional Development	\$ 1,262,674	
Contracts & Grants	\$ 644,069	1.44%
Endowment Income	\$ 2,823,276	6.33%
Annual Gifts/ Contributions	\$ 1,590,093	3.57%
Miscellaneous Revenue	\$ 151,368	0.34%
<b>Total</b>	<b>\$44,574,248</b>	

Foundation Balances

Endowments	\$ 18,161,546	88.66%
Non-Endowments	\$ 2,322,403	11.34%
<b>Total</b>	<b>\$20,483,949</b>	

\* Important Notice: These totals are preliminary numbers; they are estimated based on financial statements as of June 2007.

Donors and scholarship recipients embody leadership—2006-2007.

**Bank of America Ethics Scholarship: \$3,000**  
Mark Elbadramany

**Cuban American CPA's Association Foundation Accounting Scholarships: \$2,500 each**  
Adriana Herrera  
Michael Montejo  
Joseph Salinas

**Crystal Advisors Scholarship: \$1,200**  
Aydin Bonabi

**Alvah H. Chapman Jr. \$1,000 Scholarship**  
Denis Dudnik

**College of Business Administration Scholarships: \$2,000 each**  
Karla Baez  
Natasha Boratzuk  
Monica Chevasco  
Michelle Putnam  
Diana Ruiz  
Amanda Torres

**Deloitte Scholarship: \$2,500**  
Qaid Waheed

**Randy Greene Memorial Scholarship: \$1,000**  
Migdalia De Jesus

**Bob Hoffman Scholarship: \$2,000**  
Alexandra Guevara

**Ocean Bank Scholarships: \$2,500 each**  
Myles Battle  
Kemar Bennett  
Laetitia Blanchard  
Alvadio Golding  
Nikeisha Josephs  
Kenisha Reld  
Leticia Smith  
Margaret Williams

**Perez Family and Kaufman Rossin Scholarship: \$2,000**  
Krystel Ramos

**Sydney Roslow Scholarships: \$1,500 each**  
Valerio Cerron  
Hanaa Rhazi

**Trinidad and Tobago Scholarship: \$500**  
Don Stefan Mohan

**Wachovia Business Ethics Scholarship: \$3,000**  
Andres Christie

**William G. McGowan Charitable Fund, Inc. Scholarship: Up to \$18,000 (for a full year of undergraduate or graduate work)**  
Arlene Ramkissoon

## SECURING OUR FUTURE FUND

### University Credit Union (UCU) funds scholarship endowment.

This year, the University Credit Union, of which Florida International University has been a sponsor for 25 years, made a \$30,000 donation to the college's *Securing Our Future Fund* to endow an annual scholarship. Further, they gave a one-time gift of \$1,500 to enable a student to benefit in the 2007-2008 calendar year, before interest on the donation has had time to accrue.

"Our management team and board of directors—which C. Delano Gray, instructor, School of Accounting, chaired from 2003-2007—had strategic discussions about how to give back to our sponsor institutions," said Michael J. Welch Sr., UCU president and CEO. "We realized it would be appropriate for us to make a foundation grant."

"Students are part of our membership and are an underserved constituency at the university," Gray said. "We believe this endowment adds a significant dimension to serving them better."

Welch said that helping offset the costs of a worthy student's education makes the endowment a valuable investment.



"Not only would the endowment help a deserving student, but also, it signals the value we see in the relationship between UCU and the university."

—Michael J. Welch Sr., President and CEO, University Credit Union



"The only stipulation in the agreement is that recipients be accounting majors, or, if no one from accounting is deemed appropriate that year, then a finance major."

—C. Delano Gray, Instructor, School of Accounting

DEAN'S COUNCIL AS OF JUNE 30, 2007

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KPMG, LLP

**Mayda Antun**

Chief Executive Officer  
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**Antonio L. Argiz**

CEO & Managing Partner  
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**Mario de Armas**

Market Managing Partner  
PricewaterhouseCoopers LLP

**Daniel H. Aronson**

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**Demian Bellumio** (Alumni Circle Liaison)

President  
Hoodiny Entertainment Group

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## ROLL OF HONOR

Cumulative Gifts through June 30, 2007

This Roll of Honor has been assembled from a report produced by Florida International University's Foundation Office in the University Advancement Division. Kindly direct questions or corrections to Yolanda Rodriguez, College of Business Administration, External Relations and Resource Development, at yolanda.rodriguez@business.fiu.edu.

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Year Founded:	1972
Full-time Faculty:	101
Multi-ethnic Faculty:	38
Total Enrollment:	7,808
Landon Undergraduate School:	6,661
Chapman Graduate School:	1,147
PhD Students:	50
Primary Research Centers:	5
Alumni:	Nearly 30,000

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