



FLORIDA INTERNATIONAL UNIVERSITY
COLLEGE OF BUSINESS ADMINISTRATION

BUSINESS ACCENTS

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Innovation and Entrepreneurship:

Ideas become reality throughout the college.

New building complex reveals innovation at every turn. . .20

Born global or regional? Why—and where—some entrepreneurs are driven to succeed. . .23

New class promotes entrepreneurial thinking among IT professionals. . .25

Innovative use of YouTube enlivens large classroom experience. . .29



THE COLLEGE OF BUSINESS ADMINISTRATION

Leading the Way in International Business Education

Florida International University's College of Business Administration, South Florida's leading business school with unique expertise in international business, entrepreneurship, and a range of financial services—from accounting to banking to real estate—is the largest of the university's professional schools. It also is known for its innovative, market-driven, and technology-enabled educational programs for both degree- and non-degree-seeking business professionals in South Florida and beyond. Among the college's more than 30,000 alumni are some of the region's most successful business leaders and entrepreneurs.

Every year, approximately 7,000 students are enrolled in undergraduate business courses in the college's Landon Undergraduate School of Business and more than 1,200 graduate students study in its Chapman Graduate School of Business. Another 1,000 participate annually in one or more of its executive and professional education programs.

The college enjoys a national and global reputation in international business education at both the undergraduate and graduate levels. *U.S. News & World Report* (2005-2008) ranked the international business programs in the Landon Undergraduate School of Business among the fifteen best in the nation, and the college's graduate international business programs in the top 25 (2006-2008). *BusinessWeek* (2002-2006) ranked the college among the top 68 graduate business schools in the United States and in the top 25 among public business schools. The *Princeton Review's* "Best 290 Business Schools," 2008 edition, lists the college as one of the best business schools in the country. Also, *Hispanic Business* (since 1998) and *Hispanic Trends* (since 2003) have placed the college among the top 25 business schools for Hispanics,

most recently in the top ten. Since 2004, *AméricaEconomía* (a pan-regional business journal) has included the college among its list of the best international business schools for Hispanic-American and Latin American business students. The college also is among the top international business schools included in *Latin Trade's* annual MBA ratings (2006, 2007), which examines features like curricular innovation, entrepreneurial focus, diversity of the student body, and more.

In both 2006 and 2007, *Fortune Small Business* identified the college as among the best in the United States for entrepreneurship, and *Entrepreneur.com* (2008) listed it the fourth best for entrepreneurship for minority students.

Financial Times (2006, 2007) listed the college's Executive MBA program in its ranking of the Top 85 Executive MBA programs in the world, making it the highest-ranked Executive MBA program in Florida.

The college is one of only 7% of all business schools globally and among fewer than one third in the United States that is accredited by AACSB International—The Association to Advance Collegiate Schools of Business. That means it has earned the highest standard of achievement among business schools world-wide. It tells prospective students, faculty, recruiters, and employers that the school produces graduates who are prepared to succeed in the global marketplace. AACSB International accreditation demands a superior faculty, high-caliber teaching, and meaningful interaction among students and faculty.

EARNED EXCELLENCE



THE BEST BUSINESS SCHOOLS
IN THE WORLD



Features

New College of Business Administration Complex reveals innovation at every turn. 20

From its architecture to its state-of-the-art technology, the college's new building complex integrates innovative design, international flair, global focus, and South Florida's natural environment in ways that strengthen the communal aspect of learning while ensuring its multimedia infrastructure. Its Capital Markets Lab replicates an authentic securities trading environment in ways that give hands-on experience to students across disciplines.



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Born global or regional? Why—and where—some entrepreneurs are driven to succeed. 23

Professor Sumit Kundu compares the global nature of the software industry in India, Finland, China, and Taiwan with a more targeted approach to internationalization taken by entrepreneurial software companies in Costa Rica and other countries in Latin America.



23

New class promotes entrepreneurial thinking among IT professionals. 25

"Revolutionary and challenging." That's how Mairim Avila (MSMIS '07), a senior operating systems programmer with Miami-Dade County, described the class that capped off her studies in the Master of Science in Management Information Systems (MSMIS) program in the College of Business Administration: *Management of the IS Function*.

Innovation: Business would be lost without it. 27

College courses like *Creativity and Innovation* and *Managing Innovation*, taught by Associate Professor Constance Bates, give students theoretical and practical knowledge of the idea-generation process to help them establish and manage a creative work environment.

Innovative use of YouTube enlivens large classroom experience. 29

David Wernick uses YouTube to engage and challenge students in his *Management and Organization* course.



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New entrepreneurs step up to the challenge. 31

The college's Eugenio Pino and Family Global Entrepreneurship Center nurtures student and alumni entrepreneurs.

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From the Editor



One of the primary reasons for the college's phenomenal growth and success since its inception in 1972 and, more particularly, during my time here over the past decade, is its strong entrepreneurial spirit and innovative culture. We live and work in a university and in a college that thrives on bringing new ideas, concepts, programs, and businesses to life, on testing new boundaries, and on experimentation in all we do.

Moreover, while the college has built its competitive niche primarily on its expertise in international business, rooted in its Miami location and serving as a focal point for multinationals from around the world doing business in the Americas, we also have and continue to address the needs of the entrepreneurial and small-business environment which we serve locally and throughout the southern hemisphere.

This fourth issue of *Business Accents* seeks to reflect the many dimensions—cultural, academic, pedagogical, and commercial—of our college's entrepreneurial and innovative environment, and the important role it plays in enabling us to fulfill our mission.

From our innovative business honors community to our civic engagement and global leadership service projects, we are engaging undergraduates in novel ways with each other and with members of the larger world in which they live. Our graduate programs involve students in a host of projects—from commercializing art objects to creating businesses around university-generated intellectual properties. Our innovative Dual Degree partners' network is bringing together students and business people from around the globe to take part in a host of programs—both for credit and not-for credit—that benefit from their international diversity and experience.

At the same time, our centers of excellence, as you will read, are developing innovative programs focused on alternative energy sources, green supply chains, and entrepreneurial businesses.

Some of our faculty, too, have been concentrating their research on such areas as entre-

preneurial dynamics, women entrepreneurs in Latin America, and approaches software industry firms are taking to internationalizing their products.

You'll discover some of our typical students, entrepreneurial in their businesses as well as in their community service.

Feature articles in this issue cover the innovative design and cutting-edge uses of technology in our new business building complex and its Capital Markets Lab; a few of our courses in entrepreneurship, creativity, and innovation; a faculty member's successful use of YouTube in a large management class; and our annual business plan competition, which incorporates a social entrepreneurship requirement.

The ways in which we partner with local companies, as illustrated by articles on Ryder System, Inc., and Burger King, also represent multi-layered and creative relationships forged and now reaping mutually-beneficial results.

More than 20% of our close to 30,000 alumni are entrepreneurs—another reason for our emphasis on this subject as a college and in this issue. We profile a few of them—including a major donor—but there are so many more in our community and overseas who have established and grown new and prosperous businesses.

While we barely touch the surface of our entrepreneurial and innovative activities, I trust it's clear from this issue that these activities cover a wide spectrum—and provide the setting and impetus for much of what we do.

As always, we welcome your thoughts, comments, and suggestions about ways in which we can increase your understanding of and participation in our growing and entrepreneurial enterprise.

Thanks for reading!

Sally M. Gallion
Editor

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Statement of Purpose

The primary purpose of *Business Accents*, the College of Business Administration's magazine, is to keep our friends and supporters in the business and academic communities, including our students, alumni, faculty, and staff, informed about their business school and its progress in achieving its mission and vision. It is a vehicle designed to enable and encourage members of these communities to communicate and stay connected with the business school and with each other.

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The Importance of Entrepreneurial Education

As we move forward into the 21st century, entrepreneurship will become an even more important driver of economic growth than it has been. Almost one out of every eight Americans is engaged in entrepreneurial activity—one of the highest rates in the world and the highest rate among the largest, most developed countries. Wealth, jobs, and innovations are created by small businesses started by entrepreneurially minded individuals, many of whom go on to create large, successful businesses. Most new business ventures are driven not so much by necessity, but by the desire to pursue opportunities entrepreneurs saw in the market.

Our mission is to prepare our students to succeed in this entrepreneurial economy. The college believes that all of our students should develop an entrepreneurial mindset and that, by fostering a strong entrepreneurial culture, we can maximize individual and collective economic success on a local, national, and global scale. Given that most of our students live and work in South Florida and that Miami is one of America's most entrepreneurial and dynamic international cities, a focus on entrepreneurship is particularly important for our college.

The college's entrepreneurship focus received a tremendous boost when the university was designated a Kauffman Campus in 2003. The college played a key role in helping the university secure this designation, which came with a \$3M grant from the Kauffman Foundation of Kansas City, the preeminent foundation supporting entrepreneurship in the United States. We take pride

in the fact that our Eugenio Pino and Family Global Entrepreneurship Center has taken the lead in administering this grant.

Today, the college offers a practical, applied curriculum in entrepreneurship, rich in experiential learning opportunities, for both our undergraduate and graduate students. We celebrate the entrepreneurial successes of our alumni through our annual induction of some of them into our Entrepreneurship Hall of Fame. Our faculty is engaged in cutting-edge research on the various aspects of the entrepreneurial venture's life cycle. Through the Eugenio Pino and Family Global Entrepreneurship Center, we offer programs and activities that transcend the traditional academic experience, including a business plan competition, a speaker series that brings successful entrepreneurs to campus, and a boot camp for aspiring entrepreneurs. In the stories contained in this magazine, we hope to give you a sense of the many innovative ways that the college embraces entrepreneurship and fosters an entrepreneurial culture.

We recognize our responsibility to nurture the spirit of entrepreneurship in our students and to provide them with the tools, knowledge, and experiences that will enable them to discover entrepreneurial opportunities and to take advantage of these opportunities by either making an innovative contribution to an existing organization or by starting a new business venture. We also recognize our responsibility to be a thought leader in entrepreneurship and to be a resource to the aspiring, as well as the established, entrepreneurs in our community.



In looking through this magazine, I hope that you will be impressed with the variety of activities that our students and faculty are engaged in and the accomplishments of our various academic programs and centers. The college is blessed with a tremendous amount of support from our alumni and the business and civic leaders in our community. We are proud to profile some of our outstanding alumni and supporters in this magazine.

We welcome your support and feedback as we continue to build one of the finest public business schools in the country.

A handwritten signature in black ink that reads "Joyce J. Elam". The signature is written in a cursive, flowing style.

Joyce J. Elam
Executive Dean

R. KIRK LANDON UNDERGRADUATE SCHOOL OF BUSINESS



At welcome reception, from left, Joyce J. Elam, Robert Hogner, Lesley Northrup, Clifford R. Perry, and Anezka Rios.

Network helps groom honors students for future studies in business.

When Robert Hogner, associate professor, Department of Management and International Business, and development director for undergraduate international business programs, speaks about the Business Honors Community, he emphasizes “community.”

“We want to foster a sense of common identity among honors business students,” said Hogner, who developed the initiative with strong support from Executive Dean Joyce J. Elam and Elizabeth Williams, associate director of student enrichment in the Honors College.

“In addition, we want to integrate access to the business school for freshmen and sophomores so they begin to think of themselves as business students as soon as they arrive on campus,” he said.

“This network gives energetic, bright stu-

dents and corporate leaders another means to interact with each other,” Elam said.

“This network gives energetic, bright students and corporate leaders another means to interact with each other.”

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

Initiative promotes fellowship, participation in college life.

Launched in summer, 2007, the Business Honors Community provides participants with a range of special business, networking, professional development, and faculty mentoring opportunities. The inaugural event in October, 2007, featured a dinner and reception with Elam and Honors College Interim Dean and Fellow Lesley A. Northrup. In January, 2008, the community collaborated with the Center for Leadership and Service to bring celebrated author and lecturer Paul

Loeb to campus for a series of talks on his signature themes of citizen responsibility and empowerment.

“What’s exciting is that there has been a strong response from students and administrators. We want to channel that interest into building a thriving campus community that encourages greater student involvement and enriches the overall learning experience.”

—Robert Hogner, associate professor, Department of Management and International Business, and development director for undergraduate international and business programs, College of Business Administration

“What’s exciting is that there has been a strong response from students and administrators,” Hogner said. “We want to channel that interest into building a thriving campus community that encourages greater student involvement and enriches the overall learning experience.” ■

Career Management Services extends benefits to undergraduate business majors.

No matter how firm the academic foundation students receive in the College of Business Administration, when it comes to their all-important career development, an entirely different kind of support comes into play. Career Management Services (CMS) has bolstered its resources to help undergraduate business students through the myriad tasks of applying for and securing professional opportunities. And thanks to the generosity of Bank of America, CMS now occupies the spacious Bank of America Career Management Services offices in Student Hall in the College of Business Administration Complex (CBC).



Dawn Lazar (MS '06) with student in the Graham Resource Library in Career Management Services.

New staff member guides fruitful conversations.

In June, 2007, Dawn Lazar (MS '06) joined CMS as assistant director, undergraduate programs, working with fully admitted college juniors and seniors. She brought with her a deep desire to help students and four years' experience working at Florida International University as the first advisor in the School of Public Health.

“I am building relationships with the college’s undergraduate students and working closely with student organizations to bring career development opportunities to their members.”

—Dawn Lazar (MS '06), assistant director, undergraduate programs, Career Management Services

“I am building relationships with the college’s undergraduate students and working closely with student organizations to bring career development opportunities to their members,” said Lazar, who takes one-on-one appointments for fifteen students per week.

Conversations can range over many relevant topics, but she asks that students arrive with their résumés.

“Having the document enables me to provide guidance, not only about ways to improve the résumé itself, but also about career options suggested by the student’s background,” she said.

The spacious new suite has created an attractive location for both students and recruiters.

“We have a comfortable recruiters’ lounge with a kitchen area, ten private interview rooms, a room for workshops, and a full-service career reference library,” said Barry Shiflett, CMS director. “The new offices make a positive impression on companies just getting to know us and on those who have sought out our students as interns and employees for many years.” ■

Innovative at the outset, global leadership and service project continues to evolve.

In 2004, students in the International Business Honor Society (IBHS) spent their spring break in Thailand, members of the first-ever Global Leadership and Service Project (GLSP). This year, the largest group, numbering 27 and including two students from other universities in the United States and one from South

America, worked at three sites in Bangkok, with support from the English Club and Community Development Department at Chandrakasem Rajabhat University (CRU). In its short history, the GLSP has become a model for international, collaborative community engagement.



“We couldn’t wait to see the kids again.”

—Andres Franco, Global Leadership and Service Project 2008 Team Leader

“We couldn’t wait to see the kids again,” said team leader Andres Franco, an international business major, of the boys with disabilities at Baan Rachavadee, a modern,

government-sponsored complex that delivers services to people with special needs, one of last year’s sites. Another group returned to the Foundation for the Better Life of Children (FBLC)—a pre-school that rescues children living on the streets, and yet another went to a new site: a Royal-Family sponsored community pre-school in the economically disadvantaged area of Klong Toey.

The student organizers, who met two hours weekly as the trip neared, have gotten logistics down to a science. Each site had a leader, each day included a meeting to resolve problems, and the group’s counterpart in Thailand validated each curriculum.



One team worked with students at the Foundation for the Better Life of Children (FBLC).

They’ve learned to expect surprises, even as they work to minimize their impact. Last year, for example, the severity of the disabilities of the boys at Baan Rachavadee meant revising the curriculum entirely.

“It was a big shock when we arrived, but we got used to it quickly, and it was a great experience,” said Franco, who served as that site’s leader in 2007.

An added development this year: Clint Reyla, international program coordinator, Arkansas State University, attended, “to become a student of the process as well as of the experience.” As he has since 2004, Robert Hogner, associate professor, Department of Management and International Business, and coordinator of the college’s Civic Engagement Initiative, made the trip. ■

ALVAH H. CHAPMAN JR. GRADUATE SCHOOL OF BUSINESS



Downtown MBA student presents his team's plan for commercializing museum's designs.

Class enables students to "artfully" demonstrate their entrepreneurial know-how.

The Wolfsonian-Florida International University (FIU) desired a commercial venture that would capitalize on its collection of furniture, paintings, rare books, prints, industrial and decorative art objects, and ephemera of the modern era. Alan Carsrud, clinical professor and executive director of the Eugenio Pino and Family Global Entrepreneurship Center, sought a project for his Downtown MBA class that would immerse students in a "real-world entrepreneurial endeavor."

"What resulted was a fruitful collaboration that allowed students to do something challenging and outside the box."

—Alan Carsrud, clinical professor of management and executive director of the Eugenio Pino and Family Global Entrepreneurship Center

"What resulted was a fruitful collaboration that allowed students to do something challenging and outside the box," Carsrud said.

The project involved the development of commercial products inspired by museum pieces. Students conducted market and sales analyses and developed revenue projections to determine the viability and potential profitability of their products.

"Students took it very seriously, thoroughly investigating each object," said Regina Bailey, assistant director of planning for The Wolfsonian-FIU. "They spent considerable time in the museum shop with manager Paola La Rivera observing customers and obtaining sales information."

Museum staff impressed by students' creativity, professionalism.

The students had eight weeks to create their product plans and present them to a panel of museum staff and board members. One proposed a bracelet for individually sold charms representing pieces in the collection, intended to encourage repeat visits to the museum for additional charms. Another used patterns in the collection to design wall-paper.

"The ideas were interesting and the presentations were extraordinarily professional."

—Regina Bailey, assistant director of planning, The Wolfsonian-FIU

"The ideas were interesting," Bailey said, "and the presentations were extraordinarily professional."

Carsrud, who hopes to partner with the museum on future initiatives, described The Wolfsonian-FIU as "a great resource that offers unique opportunities for student learning." ■

Innovative entrepreneurship project focuses on commercializing intellectual property.

Unlocking technologies' commercial potential can yield exciting business opportunities. Identifying how to convert the technologies into products poses many challenges. Fifty-four students learned about both in the *Advanced Business Plan Development* course, part of the International MBA (IMBA) curriculum in the college.



Luis Almodovar (IMBA '07) developed a plan for commercializing Panther Skin.

Each team developed a business plan—analyzing the marketplace and the competition and completing financials and pro formas—for technologies to which the university owns the rights. The options they took on included Panther Skin, a lightweight, solvent- and fire-resistant plastic that can bond permanently to metal; water purification projects; and heat sink and temperature-probe technologies.

Creativity and business savvy meld.

"We evaluated how Panther Skin could protect the undercarriage of high-mobility, multipurpose, wheeled vehicles (Humvees) targeted by improvised explosive devices (IEDs)," said Luis Almodovar (IMBA '07), specialist, talent management, Burger King, a mechanic in the military who knew where Panther Skin could be applied.

The teams presented their plans to members of the Pino Global Entrepreneurship Center; Florida International University's Office of Intellectual Property Management and Resource Development; the Applied Research Center (ARC); and to the president of the South Florida Technology Alliance (SFTA).

“Students got to participate in a very interesting exercise and, in some cases, to meet the inventors.”

—Alan Carsrud, executive director, Pino Center, and clinical professor of management, College of Business Administration

“Students got to participate in a very interesting exercise and, in some cases, to meet the inventors,” said Alan Carsrud, executive director, Pino Center, clinical professor of management, and instructor of the course. ■

Unique global network benefits international students and universities.



From left: Massimo Bergami, dean (Consigliere Delegato), ALMA Università di Bologna, with the college’s Associate Dean, Graduate Programs, Tomislav Mandakovic following signing ceremony.

The Global Dual Degree Network, embracing thirty institutional members worldwide, gives students at its member universities opportunities to expand their educational horizons.

The longest-standing network option, the Dual Degree program in the Chapman School, enables students to obtain an MBA from their home university and a Master of International Business (MIB) from Florida International University faster than if they pursued the two degrees sequentially. Recently, ALMA Graduate School, University of Bologna joined the network—the first business school in Italy to do so.

Possibilities go beyond the Dual Degree.

Some partner universities in France, Croatia, and Spain offer certificate programs, and plans for expanded collaboration continue to unfold as members learn from each other’s experiences.

“We’ve signed an umbrella agreement with Instituto de Estudios Bursátiles (IEB) in Spain and may offer a summer study-abroad program there for our International MBA (IMBA) students, an idea we got from our network partners,” said Anna Pietraszek (EMBA ’06), associate director, admissions and international partnerships. “We’re also exploring ways to create options for the many students who want to come to the United States for a summer program.”

To encourage dialogue, Tomislav Mandakovic, associate dean, Graduate Programs and Pietraszek are working to create an interactive web site to facilitate communication among administrators and students in the networked institutions. ■

Conference explores human capital, innovation, and entrepreneurship.

Innovation characterized the 42nd annual meeting of the Latin American Council of Management Schools (CLADEA), hosted by the College of Business Administration, on the theme “Human Capital and Latin America’s Competitiveness.” Appropriately, it was held at the college’s new building complex (CBC).

Approximately 400 international scholars and administrators, representing more than 100 universities from Latin America and the Caribbean, along with fifty schools from North America and Europe, attended the meetings.

Papers span academic and administrative interests.

More than 120 academic papers dispersed over fifteen sessions covered entrepreneurship, finance, human resources, innovation, management, and marketing. Jerry Haar, associate dean for international affairs and projects, served as the academic chair.

The college’s strong ties to top managers ensured that attendees at eleven administrators’ panels gained insights about their most pressing administrative challenges—managing human resources, supporting faculty research, and evaluating faculty performance—from those most in the know.

Certified by the fire marshal three days before the event, CBC provided a technology-rich setting. Manoel Oliveira, director, Technology Center, and his staff had the extensive media equipment operational; and Sally M. Gallion, assistant dean, Communication and Public Relations, had the building’s elaborate electronic signage system filled with real-time information about conference activities. ■



More than 400 scholars and administrators attend CLADEA conference, hosted by the college in Fall, 2007.

NEWS FROM OUR CENTERS OF EXCELLENCE



More than 170 participants attend Biofuels in the Americas conference in January, 2008.

Energy Business Forum fuels discussion about energy and innovation.

Cheap, abundant fossil fuels turned the 21st century into the age of hydrocarbons. Today, rising prices, coupled with concerns about the environment and supply security, drive the quest for alternative fuels.

Jointly supported by Florida International University's College of Business Administration and the Applied Research Center, the Energy Business Forum plays a leading role in advancing discussions around fuel security and sustainability through diversification and closer collaboration across the Western Hemisphere.

Ed Glab, clinical professor, Department of Management and International Business, and director of the college's Knight Ridder Center for Excellence in Management, and George Philippidis, associate director of the Applied Research Center, co-direct the Energy Business Forum.

"The Energy Business Forum focuses on contributing to energy security by acting as a catalyst for the public and private sectors to develop a diverse portfolio of commercially sustainable alternative fuels."

—Ed Glab, clinical professor, Department of Management and International Business and director, Knight Ridder Center for Excellence in Management

"While we recognize the key role fossil fuels will continue to play in the world's energy mix, the Energy Business Forum focuses on contributing to energy security by acting as a catalyst for the public and private sectors to develop a diverse portfolio of commercially sustainable alternative fuels," Glab said.

Philippidis noted that federal and state policies are in place to promote the use of alternative fuels, especially biofuels.

"We can leverage these policies to create a fertile environment for private investment," he said.

Events explore the energy mix.

Throughout 2007, the Energy Business Forum sponsored and participated in more than one dozen events—from a seminar on electric cars to a "food-to-fuel" conference to several biofuels-focused events.

In September, the Forum and General Motors (GM) hosted an open forum featuring a panel discussion on E85 ethanol infrastructure, technology, and availability, all in the South Florida context. The event coincided with the first availability of E85 ethanol at a Miami-area gas station.

As part of the 31st Caribbean Central American Action's (CCAA) Conference on the Caribbean Basin held Miami in December, Glab and Philippidis led a panel discussion entitled "Energy Security: Biofuels Advancements and Regional Cooperation."

In January, 2008, the biofuels topic took center stage at the Energy Business Forum's "Biofuels in the Americas" conference. More than 170 energy experts, executives from multinational corporations, and high-ranking government officials came together to examine how biofuels can complement or displace traditional fuels.■

Cutting-edge research in international business showcased at college-organized conference.

How could a topic as compelling as "Conflict, Security, and Political Risk: International Business in a Challenging Environment" fail to attract the attention of scholars across many disciplines? It couldn't.

During the Fifth Annual Academy of International Business (AIB)/Journal of International Business Studies (JIBS) Conference on Emerging Research Frontiers



Delegates from sixteen countries and 53 organizations participate in AIB Conference.

in International Business, organized by the College of Business Administration's Center for International Business Education and Research (CIBER), 55 papers, fourteen of them in process, grappled with the issue. Twenty-eight of the nation's 31 CIBERs supported the event, held in Miami, Florida, and drawing delegates from sixteen countries and 53 organizations.

College handles logistics, makes scholarly contributions.

"Most importantly, the Frontiers Conference featured research at the frontier—or cutting edge—of international business, tackling issues that cut across the disciplines of political science, international relations, international political economics, philosophy, sociology, business, conflict, and security studies," said conference chair Mary Ann Von Glinow, professor and Knight Ridder Eminent Scholar Chair in International Management, Department of Management and International Business, CIBER director, and a member of the cross-disciplinary program committee that reviewed the submissions.

In addition to the presentations—including those by six members of various departments in the college—and lively discussions among participants, the conference included a visit to the Port of Miami, where the assistant port director, safety and security; and the chief of the Anti-Terrorism Contraband Enforcement Team (A-TCET), U.S. Customs and Border Protection, gave a high-level briefing about port operations and how their teams work to spot threats. ■

Alumni Entrepreneur Awareness Campaign shines spotlight on business innovators.



Alan Carsrud leads boot camp session on business plans.

Look at almost any industry in South Florida and you will see graduates from the College of Business Administration making their mark—and making a difference—as successful entrepreneurs.

To honor them and to encourage others to consider an entrepreneurial career, the Eugenio Pino and Family Global Entrepreneurship Center and the Alumni Association join together each spring to name a distinguished group of alumni entrepreneurs.

Announced during Entrepreneurship Week USA, the Alumni Entrepreneur Awareness Campaign profiles the chosen alumni in eye-catching banners displayed around campus.

The alumni come from across the university community. In 2007, the group included

three College of Business Administration graduates: Ed Arista (BS '95), founder of Arista Law, a full-service law firm; Alexis Nogueras (MBA '06), who won the 2006 New Venture Challenge for ergonomic G-Force Tools; and Monique Hamaty-Simmonds (BBA '06), president and CEO of Tortuga Imports, Inc, an international gourmet food company.

"I hope that such recognition inspires other students who have that entrepreneurial spirit to pursue their dreams," Hamaty-Simmonds said. "While often challenging, there is no more satisfying career than being an entrepreneur."

The 2008 campaign features Demian Bellumio (BBA '00), who established Hoodiny Entertainment Group, a technology and content production company; and José Vargas (BBA '00), current president and COO of Healthcare.com and founder and previous CEO of MailCreations.com, Inc., an online marketing and lead-generation company.

"For me it's a great honor that my alma mater is giving me this recognition," Vargas said. "In a larger context, the campaign shows how, with great effort, focus, and education, you can reach your goals."

Boot Camp prepares entrepreneurs for business combat.

Hosted by the Pino Center, the annual Entrepreneur Boot Camp comprises an intense series of fast-paced workshops to equip entrepreneurs-in-the-making with practical tools and real-world knowledge. Session topics include accounting basics, non-profit and for-profit financial modeling, marketing strategy, and sales techniques.

Twin brothers Kevin Otway, slated to graduate in May, 2008, and Russell Otway (BA '07), attended several Boot Camps sessions, including the business plan writing workshop.

"We wanted to improve the business plan for our company, Veterans Energy Solutions, LLC," Kevin Otway said. "And it worked: We came in as first runner-up in the 2007 New Venture Challenge undergraduate category." ■

RESEARCH AND TEACHING CULTURE GROWS.

In 2007-2008, the college welcomed seventeen new faculty members whose impressive backgrounds have strengthened our position in teaching excellence and research distinction.

A brief synopsis of their credentials follows.

SCHOOL OF ACCOUNTING



Yunhao Chen

*Assistant Professor
PhD, University of Minnesota, Carlson School of Management*

Dr. Chen's research interests include financial reporting and disclosure, financial analyst forecasting, earnings expectation management, and accounting information systems. She has presented at numerous professional conferences. Her teaching spans financial accounting, managerial accounting, and accounting information systems. She taught *Introduction to Financial Reporting* in the Carlson School of Management at the University of Minnesota, for which she received the "2004-2005 Outstanding Doctoral Teaching Award."



Renu Desai

*Assistant Professor
PhD, University of Central Florida*

Dr. Desai's interests include evaluating the economic and ethical considerations underlying the outsourcing of professional accounting services, financial accounting, and management accounting. At the University of Central Florida, Desai received a university-wide research presentation award in business administration and researched accounting outsourcing and the influence it may have on organizational form and structure. She also has extensive professional experience in the public sector.



Charles J. Goldman

*Visiting Lecturer
JD, Cumberland School of Law*

Goldman has taught taxation, law, and business courses, and he lectures frequently at the Certified Florida Examiners program, continuing professional education (CPE seminars), and Florida Institute of CPAs (FICPA) seminars. His professional experience has included the private practice of law focusing on estate and asset protection planning; individual, corporate, and partnership tax planning; and probate and estate administration, among other areas.



Adam S. Maiga

*Assistant Professor
PhD, University of Memphis, Fogelman College of Business and Economics*

Dr. Maiga's areas of interest span activity-based costing/management, budgeting, health care management, benchmarking, value-chain analysis, strategic managerial accounting, theory of constraints and optimization, management earnings forecast and earnings management, and ethics/issues in accounting education. He has published numerous articles in academic journals; he also frequently presents his research at international, national, and regional academic conferences.



Divesh S. Sharma

*Associate Professor
PhD, Griffith University, Australia*

Dr. Sharma's research focuses on financial accounting, corporate governance, auditing, management accounting, and accounting education. His undergraduate and graduate teaching experience includes international accounting, management accounting, auditing, cost accounting, and accounting theory. He has numerous and varied publications, serves on many conference and technical committees, and has presented research at universities, including several in Australia and New Zealand.



Vineeta D. Sharma

*Assistant Professor
PhD, Griffith University, Australia*

Dr. Sharma's research interests include corporate governance, financial accounting, advanced financial accounting, auditing, and fraud. She has presented her research findings at many academic conferences, and her articles have appeared in several publications. She received a Coopers & Lybrand prize for auditing in 1996 and the Griffith University Honours Scholarship in 2000.

ON THE FACULTY FRONT



Blaise M. Sonnier

Assistant Professor
DBA, Grenoble Ecole de Management,
Grenoble, France

Dr. Sonnier, a board-certified tax attorney and certified public accountant whose areas of expertise include estate and corporate tax planning, commercial transactions, commercial litigation, and estate planning, has represented the Attorney General of the State of Louisiana in transactions relating to the disposition of hospitals owned by non-profit or governmental entities. His research has been published in several professional journals.



Thomas J. Tarangelo

Visiting Instructor
JD, University of Florida

Tarangelo's academic experience includes teaching business law and the legal environment of business at Florida International University, where he received the "Most Enthusiastic Professor" award for teaching in the college's BBA+ Weekend program. His professional legal experience spans employment with Anderson, Greenwood & Company, Inc.; AMF Tuboscope, Inc.; English, McCaughan & O'Bryan, P.A., and the law offices of Thomas J. Tarangelo.

DEPARTMENT OF DECISION SCIENCES AND INFORMATION SYSTEMS

Monica Chiarini Tremblay



Assistant Professor
PhD, University of South Florida

Much of Dr. Tremblay's research has centered on the use of business intelligence tools, particularly in the context of health care, and data mining, text mining, and online, analytical processing (OLAP) tools. She has published papers in professional journals and has presented her research at many conferences. She worked for Exxon U.S.A. as a systems analyst.



Weidong Xia

Assistant Professor
PhD, University of Pittsburgh

Dr. Xia's areas of interest include information systems (IS) strategy; organizational design and governance; IS project management, systems analysis, and design; innovation adoption and evaluation; and quality and process management. He has published in a number of refereed journals, is co-founder and co-director of the CIO Research

FACULTY PUBLICATIONS 2007



Books

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ON THE FACULTY FRONT COLLEGE DRAWS EXTRAORDINARY FACULTY

Consortium on IS/IT Organizational Design and Governance, and has worked closely with senior executives at Fortune 500 companies.

DEPARTMENT OF FINANCE AND REAL ESTATE



Xiaoquan Jiang

Assistant Professor
PhD, University of Houston

Dr. Jiang's research interests include empirical asset pricing and valuation, return and risk, stock return predictability, inside trading, equity issuing, and information uncertainty. He has published extensively in professional periodicals and has presented at many conferences, including the CRSP Forum; SFA Conference, at which he won the best paper award in investments in 2004; FMA Conference; FMA European Conference, and AFA Conference.

DEPARTMENT OF MANAGEMENT AND INTERNATIONAL BUSINESS



Natarajan Balasubramanian

Assistant Professor
PhD, University of California-Los Angeles (UCLA), Anderson School of Management

Dr. Balasubramanian focuses his research mostly on competition and innovation, typically with an economics orientation. He has published in the Academy of Management *Best Paper Proceedings* of the 65th Annual Meeting, and he has presented his research at the annual meetings of the Academy of Management, the Atlanta Competitive Advantage Conference, the Western Economic Association, and the Consortium on Competitiveness and Cooperation.



Meredith F. Burnett

Assistant Professor
PhD, University of Maryland, Robert H. Smith School of Business

Much of Dr. Burnett's research centers on how individual differences and human resource policies interact to influence employee behavior, employee retention, and employee knowledge sharing. Some of her other research includes work on justice and national culture. She has been published, has other work under revision for two major journals, and has presented at professional conferences.

ON THE FACULTY FRONT



Eric Cartaya

*Instructor
PhD candidate, Virginia Tech*

Cartaya (MBA '00, BA '97) has taught human resource management, organizational behavior, business policy and strategy, knowledge management, and critical thinking at both the undergraduate and graduate levels

and in both classroom and online settings. He also has organizational experience as a consultant.



William E. Newburry

*Assistant Professor
PhD, New York University*

Dr. Newburry's research areas of interest include managing international subsidiaries and joint ventures, international environmental management, and employee attraction to global firms. His research has appeared in

numerous publications, and he won best paper awards from the European International Business Academy (EIBA) and the Academy of Management. Also, he received a fellowship with China Europe International Business School's (CEIBS) Center for Emerging Market Strategy (CEMS) in Shanghai.



José Antonio Villamil

*Professor
ScD, Florida International University*

Dr. Villamil has more than thirty years' experience as a noted business economist, university lecturer, corporate executive, and economic policymaker, including as U.S.

Under Secretary of Commerce for Economic Affairs from 1989-1993. Much of his research has centered on using economic concepts to inform business decisions and public policy. His publications have appeared in many journals and he has contributed to numerous conference proceedings.

DEPARTMENT OF MARKETING



Yi-Ju (Vivian) Chen

*Lecturer
DBA, Argosy University*

Dr. Chen's areas of expertise include marketing, business management, international business, and research and statistics. She has taught extensively at the undergraduate and graduate levels. Her paper, "What Is

Important in Life? A Story of Cultural & Work/Life Issues—A Case Study" was published in 2004. She also has extensive professional experience in project management for companies in Taiwan and China.

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M. Teagarden, E. Drost, and **Mary Ann Von Glinow**, "Research Rigor in Large Scale Cross Cultural Research Projects: a Team-based Approach, Research in Management," *Research in Management*, 6 (2007): 81-99.

Faculty member's research yields distinctive new data on business formation.

New data from a comprehensive study of entrepreneurship offers compelling insights into the behavior of start-ups. The Panel Study of Entrepreneurial Dynamics (PSED) is the only nationally representative database providing reliable, generalizable data about the process of business formation in the United States.

Preeminent scholar Paul Reynolds, professor of management, College of Business Administration, and director of the Entrepreneurial Research Institute in the Eugenio Pino and Family Global Entrepreneurship Center is the PSED's coordinating and principal investigator. In 2004, his work garnered him the prestigious International Award for Entrepreneurship and Small Business Research from the Swedish Foundation for Small Business Research and the Swedish Business Development Agency.

Data provides window into activities of budding entrepreneurs.

Reynolds' fascination with the phenomena that surround business formation emanates, in part, from the positive impact that new ventures have on the economy.

"The number of nascent entrepreneurs is greater each year than the number of people who get married and have babies combined," Reynolds said.



"The number of nascent entrepreneurs is greater each year than the number of people who get married and have babies combined."

—Paul Reynolds, professor of management and director, Entrepreneurial Research Institute, Eugenio Pino and Family Global Entrepreneurship Center

The PSED examines the impetus for new business creation, the "shower moment and what follows" as Reynolds described it. The first wave of the study, the PSED I, ran from 1998-2003. The PSED II will run from 2005-2008, and he hopes to secure funding to extend it.

Reynolds was surprised to discover that the percentage of new start-ups remained constant following the dot-com bust.

"We've also found that factors like age, gender, and personality don't influence success in creating a new business," he said.

"Experience in a particular field is the major factor." ■

Women in Latin America follow their own paths to entrepreneurship.

What's the nature of women's entrepreneurial activity in Latin America today?

This question spurred Victoria Kenny, program coordinator, College of Business Administration's USAID John Ogonowski Farmer-to-Farmer program, to embark on an in-depth analysis of women business owners in Latin America.

Kenny interviewed 34 women in cities in Argentina, Guatemala, and Mexico, with questions designed to help her gain insight into the region's unique entrepreneurial culture. The Tinker Foundation funded her field research.

"I discovered that women entrepreneurs in Latin America seek a balance between family and work," Kenny said. "The search for flexibility and income rather than for independence are primary motives—and most women find that the established labor market cannot offer them the flexibility they need."

Kenny also found that women encounter considerable challenges when seeking financial support from area banks.



Victoria Kenny (right) with a woman entrepreneur in rural Jocotán, Guatemala.

"That's why many women frequently turn to family members and friends for funding," she said.

Research identifies differences—and similarities.

In another facet of her research, Kenny determined that women's participation in entrepreneurship varies greatly across the eighteen Latin American countries she analyzed. In most low-income countries, rates for general and female entrepreneurial activity are around 26.3 percent, falling to 7.2 percent in middle-income countries.

"Across Latin America, one thing is clear: the strength and initiative of its women entrepreneurs are unmistakable," she said.

Building on her research, Kenny now teaches a course on women entrepreneurs in Latin America. ■

Passion for real estate motivates student's entrepreneurial spirit.

Native New Yorker Sam Kantor, a freshman majoring in real estate and finance, dreams big.

"My goal is to become a real estate developer in Manhattan. I want to be able to erect a building, point to it, and say, 'I built that.'" he said. "It's the best way to contribute to the ever-changing city that I love."

To develop the financial skills and real estate savvy needed to turn his dream into reality, Kantor chose to pursue his education in the College of Business Administration.

"I knew the business school offered a well-respected undergraduate program through the Jerome Bain Real Estate Institute," he said.

Early experience triggers enthusiasm.

Kantor's interest in real estate led him to take advantage of an opportunity to participate in a special internship program during his senior year in high school. He interned with Newmark Construction Services, the construction management division of leading commercial real estate firm Newmark Knight Frank.

"My uncle works in real estate and helped me get in touch with Newmark," he said. "I worked in the headquarters plus field offices for three different developments throughout Manhattan. It was a phenomenal experience and an ideal introduction to the industry."

Before arriving at college, Kantor also gained financial industry experience by spending his summers working at a Wall Street hedge fund.

Kantor channels energy into student organization.

Early on, Kantor knew he wanted to get involved with a student organization at the university. He quickly found out about the Real Estate Student Association (RESA) and



"My goal is to become a real estate developer in Manhattan . . . I knew the business school offered a well-respected undergraduate program through the Jerome Bain Real Estate Institute."

—Sam Kantor, student, RESA chapter president

eagerly accepted the role of president.

"I believe the best way to learn about a field is to hear from experts who have achieved success," Kantor says. "That's why RESA now focuses on bringing in a variety of guest speakers, including investors, construction managers, real estate attorneys, architects, and brokers."

For RESA's inaugural spring, 2008 event, Kantor invited Frank McKinney, the self-proclaimed "maverick daredevil real estate artist," to speak at the university.

"I learned about McKinney when reading one of Donald Trump's books on real estate," Kantor said. "I did some research on him and found out he was based in South Florida. I knew right away he would be an incredible speaker for RESA."

McKinney's stature as one of the biggest developers in the country did not deter

Kantor from inviting him to speak at the college.

"Most people wouldn't even have bothered contacting him, figuring he's too important to come to a meeting for a campus organization," he said. "But I thought, what's the worst that can happen? I waste ten minutes drafting an email? Long story short, McKinney quickly responded, and he said, 'Sam, if you can put this whole thing together, then I will be pleased to be your inaugural speaker.'"

Clearly, Kantor sets the bar high, with the kind of self-motivation that should propel him into a successful career as a real estate mogul in his own right.

RESA is supported financially by the college's Jerome Bain Real Estate Institute and a gift from Ken Rosen, Kendar Realty. ■

Love of cars, environmental sensibility spark undergraduate's idea for online ventures.

Still two years shy of his graduation, Onil Maruri already has forged a path for himself in the world of online entrepreneurship. The sophomore business student views his establishment of virtual communities for auto enthusiasts as tapping into a largely unexplored, and potentially profitable, niche market.

Plans for his online businesses began percolating in 2005. Maruri, an avid car fan, frequently visited automotive sites and found they did not offer the chance, à la MySpace, to share content, videos, photos, and information, and to construct personal profiles.

“The automotive market is one of the biggest on the web. I thought my brand, with its social networking piece, had a good shot at turning a profit.”

—Onil Maruri, undergraduate business student

“The automotive market is one of the biggest on the web,” Maruri said. “I thought my brand, with its social networking piece, had a good shot at turning a profit.”

In 2007, Maruri launched his first business, Hondaspace.com, and within six months logged 3,600 active members. The site uploads user-created profiles, blogs, automotive advice, classified ads, information about car shows, and invitations to races and other gatherings of auto enthusiasts. Maruri supplements the content with the latest news releases from manufacturers' web sites and industry publications.

“My goal is to push the market further and do this with each car brand,” Maruri said. “I'm already at a break-even point with Hondaspace and am working on enhancing features and content so that people visit the site more often and stay on longer.”

Emboldened by the response to Hondaspace, Maruri launched a second site, Fordspace.com, and initiated an online magazine called *automotivepublisher.com*, which features a mix of content from industry and manufacturers' web sites and columns he writes. In admitting that writing is neither his forte nor his desire, he plans to partner with a syndication company to increase content contributed by performance drivers and automotive experts.

Philanthropic vision is core to business pursuits.

While Maruri's love of automobiles is undeniable, he describes an equally compelling motivation behind his efforts to prosper in the world of online business.

“My idea is that if you can move forward in business, you can give more back to the community,” Maruri said. “I feel really grateful for



Onil Maruri

the opportunities I've had, and I really want to pay forward that positive energy.”

The business student's actions reflect his words. Maruri's unflagging commitment to community service earned him induction into his high school's hall of fame. He served as president of his school's chapter of Best Buddies, an organization that promotes opportunities for disabled individuals. He created an environmental awareness web site and persuaded teachers at his high school to advertise it in their classrooms.

Maruri, whose minor is in environmental studies, plans to expand his online presence so that he can, in part, promote greater use of hybrids and cars that run on alternative fuels to a wider market. Toward that goal, he aims to position Hondaspace.com for a potential partnership with the automotive giant that will generate greater interest in fuel-efficient brands and help spur their development.

“Sure, I want to do well in business,” he said. “But working to make a positive impact is the only way the world will advance.” ■

Entrepreneurial success comes in many languages.

No matter in what language, running your own business for more than thirty years represents quite an accomplishment.

For Maria Cristina de la Vega, a student in the College of Business Administration's Executive MBA (EMBA) program, the success story began in 1973, when she and her husband, Luis de la Vega, launched Professional Translating Services, Inc. (PTS).

"Our mission remains consistent: to be leaders in the language services industry by delivering top-quality translation and interpreting services to a broad base of clients," de la Vega said.

The formula works. Today, PTS ranks as the largest language services provider in Florida. Based in Miami, the company also fields offices in Atlanta, Detroit, New York, and Argentina. The full-time PTS staff includes more than seventy in-house linguists and project management executives, plus a global network of more than 3,000 language specialists. Translation services primarily focus on supporting twenty or thirty languages, but, if needed, PTS has the resources to offer services in more than 100 different languages.

An accredited simultaneous interpreter, de la Vega now serves as president of PTS. Her husband, who has a PhD in linguistics, is the CEO.

Business model changes with the times—and technology.

Having met in Boston—and with shared Cuban roots—de la Vega and her husband moved to Miami to start their business.

"Back then, Miami was just taking off as a center from which to do business with Latin America," she said. "We grew with the city. PTS started by offering interpreting services to help the community do business with our neighbors in Latin America and working with waves of immigrants to the area to help with such matters as business contracts and court appearances."

The scope of services PTS offers has expanded to include everything from simultaneous interpretation services for large conferences to translating a variety of legal, technical, marketing, and medical documents.

Now the Internet has opened up new opportunities for PTS.

"The unfettered global reach of the Internet enabled us to grow and diversify," Vega said. "Today, we have an incredible pool of translators and interpreters all over the world that I can easily tap when needed. Responding to the growing need for web site translation, we've opened a department dedicated to web work."

What makes a successful entrepreneur?

Based on her experience, de la Vega offers keen insights into what traits best typify a successful entrepreneur.



Maria Cristina de la Vega

"You must know what you want as well as be a clear communicator—and you must trust in yourself and in your power to create what you want in your business environment."

—Maria Cristina de la Vega, president, Professional Translating Services, Inc., and EMBA student

"You must know what you want as well as be a clear communicator—and you must trust in yourself and in your power to create what you want in your business environment," she said. "You have to move forward relentlessly, one step at a time. Along the way, you must always pay attention to your instincts and let them guide you in making the right decisions. When you do your part, giving your best to the minute portion of your life that you do control, the universe responds by opening doors to new opportunities." ■

New graduate student organization reaches out to make the world a better place.



Sherman Humphrey (BA '05)

Watch any news program, pick up any news magazine, or browse any online newspaper—and you'll see too many stories about people in need in every corner of the globe.

Many people wonder how they can help. And some—like the group of motivated Master of International Business (MIB) students in the College of Business Administration's Chapman Graduate School—take innovative action.

These students came together and launched Graduates Reaching Out Worldwide (GROW)—a newly

chartered student organization that promotes active involvement in international and local community service.

“Other universities may have formalized service projects at the local level, but I am not aware of any other organizations chartered with the global scope of GROW or with this kind of direct linkage to an MIB program.”

—Robert Hogner, associate professor, Department of Management and International Business, coordinator of the college's Civic Engagement Initiative and GROW's faculty advisor

“Other universities may have formalized service projects at the local level, but I am not aware of any other organizations chartered with the global scope of GROW or with this kind of direct linkage to an MIB program,” said Robert Hogner, associate professor, Department of Management and International Business, coordinator of the college's Civic Engagement Initiative, and GROW's faculty advisor. “What our graduate students have started here may be unique.”

GROW connects with communities near and far.

GROW members work closely with local organizations, corporations, and community groups to increase awareness of the social issues affecting millions of disenfranchised people globally.

“We want to make a difference and to build long-term relationships with communities that truly need our help,” said Melissa Miranda (MIB '07), who served as the first GROW chapter president. “Compassion. Unity. Teamwork. Responsibility. These core principles

“Compassion. Unity. Teamwork. Responsibility. These core principles form the foundation for GROW.”

—Melissa Miranda (MIB '07), first GROW chapter president



Melissa Miranda (MIB '07)

form the foundation for GROW.”

GROW projects include partnering with United Way, Habitat for Humanity, and The Community Partnership for the Homeless, Inc., in Miami. Members also work closely with Friends of the Orphans, a non-profit organization dedicated to improving the lives of orphaned, abandoned, and disadvantaged children; and Nuestros Pequeños Hermanos, a network of orphanages in Latin America and the Caribbean.

GROW played an active role in the recent Fashion for Friends

fashion show and fundraising event benefiting Nuestros Pequeños Hermanos.

“We coordinated fundraising and publicity, plus pulled together a team of event-night volunteers,” said Sherman Humphrey (BA '05), GROW vice president. “We helped raise more than \$60,000 for Nuestros Pequeños Hermanos while elevating awareness about ways to support the less fortunate children in the world.”

GROW leaders motivated to lead and serve.

As one of GROW's founding officers, Miranda brought with her a well-established sense of organizational savvy and entrepreneurial drive. While an undergraduate student at Florida State University (FSU), she helped revitalize that school's floundering International Business Association (IBA) student chapter.

“Shortly after I joined, we had only six members,” said Miranda, former FSU IBA secretary. “Through a coordinated marketing campaign and membership drive, we worked to boost membership ten-fold.”

For Humphrey, the desire to pursue a career in social entrepreneurship follows a family tradition.

“My father worked with the Peace Corps and CARE to help disadvantaged people,” he said. “My undergraduate degree in international relations and geography deepened my theoretical understanding of why the world is the way it is. Now I'm sharpening the practical business skills needed to actually solve problems and promote corporate responsibility.” ■



Executive MBA students outside restaurant after lunch in Beijing

Executive MBA students discover spark of entrepreneurship in China.

This year, the eyes of the world turn to China as the nation prepares to host the 2008 Olympic Games.

In November, 2007, students in the College of Business Administration’s Executive MBA (EMBA) program witnessed first-hand the outward signs of growth and change taking place in China today.

Thirty-five EMBA students and one alumna took the ten-day trip to China, accompanied by Mary Ann Von Glinow, professor and Knight Ridder Eminent Scholar Chair in International Management, and Sumit Kundu, professor and Knight Ridder Center Research Professor, both members of the Department of Management and International Business.

“Global companies are expanding rapidly—and the door is opening wider to entrepreneurs looking to launch innovative business endeavors in China.”

—Sarah Perez, Executive MBA program director, College of Business Administration

“We went to Shanghai and Beijing, visiting different companies in each city,” said Sarah Perez, director of the EMBA program, who also joined the trip. “It’s been five years since my last trip to China. Global companies are expanding rapidly—and the door is opening wider to entrepreneurs looking to launch innovative business endeavors in China.”

If it’s Tuesday, it must be Shanghai.

During the first week of the trip, the group spoke with the strategic customer manager for Coca-Cola in Shanghai, then toured the nearby cola museum and plant. They also met with representatives from Bacardi Asia Pacific, Eagle Logistics, and General Motors

China. While in Beijing, the students met with the director of international development for the No. 1 Machine Tool Plant. They visited local offices for Intel Corporation and Caterpillar and heard a presentation from the standards officer at the U.S. Department of Commerce, Foreign Commercial Service, at the U.S. Embassy.

“The trip exposes our students to what it’s really like doing business in China today,” Perez said. “We gained valuable insights about the challenges and differences to be dealt with when working in the Chinese marketplace.”

EMBA student Maria Kaufmann (BS ’95), currently working as a technical lead at Ryder System, Inc., noted that one of these challenges includes a shortage of locally based management talent.

“Rapid growth puts a strain on the Chinese educational system

“I think the Chinese people are entrepreneurial by nature, eager to establish their own businesses rather than become part of an international conglomerate.”

—Maria Kaufmann (BS ’95), EMBA student

when it comes to preparing students for managerial roles,” Kauffmann said. “But I think the Chinese people are entrepreneurial by nature, eager to establish their own businesses rather than become part of an international conglomerate.”

Martin J. Rodriguez (BS ’01) traveled to China several years ago as part of his job working in the electronics and technical sales fields—but the signs of rapid economic development struck him this time.

In the midst of all this change, Rodriguez learned that any company or investor looking to do business in China must be flexible.

“You have to be willing to take the time to build trust with your Chinese business partners,” he said. “At any given point the rules governing your business relationship may change and you have to be ready to adapt quickly.” ■



Executive MBA students practice Tai Chi at the Forbidden City.



Student lounge inside Commons Hall



Inside the lobby of Commons Hall



Front of auditorium functions as case room.





New College of Business Administration Complex reveals innovation at every turn.

With roots reaching deep into the College of Business Administration's international heritage, the design of the new College of Business Administration Complex (CBC) makes a bold, modern statement about where the college has been—and where it is headed.

The 81,000 gross-square-foot, state-of-the-art facility incorporates interlocking design, openness, landscaped beauty, and technology sizzle that reflect an unwavering commitment to innovation.

“With the opening of the new CBC, the college now has a world-class instructional facility,” said Joyce J. Elam, executive dean. “We’re supporting the demands of management education in the 21st century and creating an active, team-oriented learning environment.”

If you can't visit in person . . . take a quick visual tour.

The three buildings in the complex connect via an external walkway and second-story arcade—with a beautifully landscaped courtyard in the center of it all.

The first three-story building, Commons Hall, houses college administrative offices, an executive board room, Chapman Graduate School program offices, conference rooms, and meeting spaces for students.

Student Hall, a second two-story building, includes the administrative offices for Executive and Professional Education, the Executive and Professional MBA programs, and the Office of

“We positioned the building to take full advantage of the temperate South Florida climate and create a calm oasis.”

—Hana Kassem, senior associate principal, Kohn Pedersen Fox Associates

Communication and Public Relations. The Bank of America Career Management Services offices, with ten interview rooms, a library, and a recruiters' lounge also are located in this building. A special events center on the second floor offers a spacious venue for networking receptions, lectures, and other special events.

Also two-stories tall, the third building, Academic Hall, features a unique two-level, 300-seat

Ocean Bank Auditorium, six classrooms, the Capital Markets Lab—where simulated financial trading takes place—and audio-visual/recording facilities.

New complex melds innovative construction with international flair.

Walking through the courtyard of the new complex, you feel the Miami breezes and hear the calming sounds of water flowing through the basins that traverse the space.

“We positioned the building to take full advantage of the temperate South Florida climate and create a calm oasis,” said Hana Kassem, senior associate principal, Kohn Pedersen Fox Associates (KPF). Based in New York, KPF collaborated with BEA International, the Miami-based architectural and engineering firm that has completed other prominent buildings on Florida International University's University Park campus.

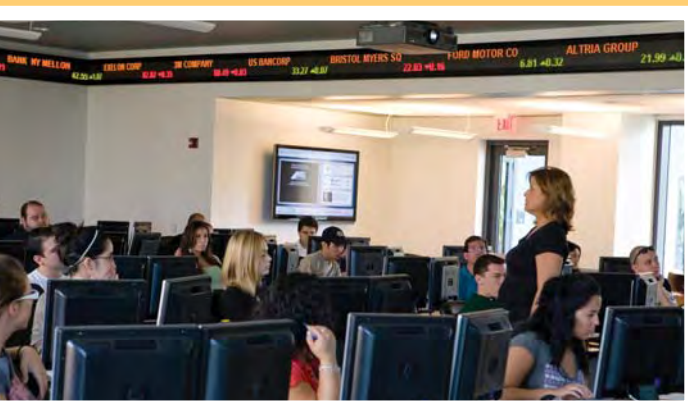
Kassem notes that inspiration for the exterior stucco color palette of the complex came from a pre-Colombian mural and that the grand staircase leading up to the Special Events Center borrows from Mayan culture.

Capital Markets Lab proves hugely popular.

With the exception of Sundays, the Capital Markets Lab, a 2,200 square-foot dedicated space in the new College of Business Administration Complex, buzzes with activity. The authentic securities trading environment provides hands-on experience to give students a competitive advantage in their careers.

Enthusiastically supported by Executive Dean Joyce J. Elam and directed by Helen K. Simon, instructor, Department of Finance and Real Estate, the lab includes a Bloomberg terminal, exposing students to the leading information management software for the finance industry. Forty stations run Reuters, the second-most prevalent information product in finance. Salesforce.com, Vhayu, Crystal Ball, @Risk, Tradestation, TraderX, and other finance-related products reside on a number of the computers.

“Not every business school has a trading room,” Simon said. “Our faculty always has given students practical experience, through simulations, for example. The lab adds important new capabilities in our commitment to preparing them for their futures.”



Helen K. Simon directs the Capital Markets Lab.

In addition to classes, including those for the Master of Science in Finance (MSF), the Lab plans to offer general training sessions for the university community. Eight interns, who report to Simon as part of an official internship program, can earn up to six elective credits, three per term.

“I want the facility to be a resource for the entire business school,” she said. “The more integral to the college it becomes, the more it will benefit everyone, and the more resources we’ll be able to add.”

The facade of the building uses an innovative application of pre-cast concrete.

“The choice to use pre-cast concrete with varying degrees of sandblasting creates an appealing pattern and makes ideal use of an affordable construction material that also works well in the South Florida environment,” Kassem said.

The innovation continues once you step inside the buildings. The Ocean Bank Auditorium, for example, divides readily into two spaces—with the front area designed to be used as a more intimate case room for up to seventy students.

Gustavo Berenblum, principal, BEA International, believes the building design and construction accomplish the original goal: to look to the future with a nod to the past.

“As we went through the design process, we wanted a contemporary, angular facility that also connects with and pays homage to this college community’s global legacy,” he said.

Leading-edge technology impresses—and informs.

From a technology perspective, the new complex offers the very latest in multimedia equipment and flexible infrastructure—all designed to enhance the learning experience.

What most grabs your attention when walking through the complex? Manoel Oliveira, Technology Center director, thinks it’s the networked electronic signage displays and the impressive Ocean Bank Auditorium.

The array of digital screens—including the prominently displayed 103-inch flat-screen monitor in the main lobby—broadcasts information about ongoing college-related events, news, and announcements.

In the auditorium, complete multimedia facilities support the lower classroom environment. The larger higher-level seating space enjoys a thirty-foot diagonal screen with 1080P digital projection and 15,000 watts of digital surround sound.

“Throughout the networked complex, we can make shared information immediately available at the highest speed possible to students, faculty, alumni, and guests,” Oliveira said.

In terms of infrastructure and technology, the complex design casts an eye to the future.

“We created an infrastructure that can easily keep pace as technologies continue to evolve,” Berenblum said.

Elam agrees, adding that “It’s only fitting, given the growth of the college, its increasing reputation, and its successful graduates and supporters, that the business school have a world-class building to support what it has become and is in the process of becoming as it realizes its vision for excellence.”

According to her, “The design of the building complex captures the spirit of the business school—and of what its students aspire for it to be. Its dramatic design, contemporary style, innovative structure, student-friendly spaces, high-tech features, and cosmopolitan ambiance reflect the sense of community, momentum, and entrepreneurial leadership that permeates the college today.” ■

Born global or regional? Why—and where— some entrepreneurs are driven to succeed.

In large part, entrepreneurs powered the past decades' high-technology boom—and nowhere does that manifest itself more strongly than in the software industry.

“Software developers tend to be very entrepreneurial,” said Sumit Kundu, Knight Ridder Research Professor of International Business, Department of Management and International Business. “They share common traits, based in part on their academic and engineering training. Many are innovative and willing to take risks—but not always at a global level.”

A software company's location makes all the difference in the world.

As Kundu's research shows, software entrepreneurs in some regions tend to be more willing than others to expand their businesses beyond regional borders.

His initial research focused on the global nature of the software industry in India, Finland, China, and Taiwan. In these countries, Kundu found software companies willing, if not eager, to introduce products into the international marketplace.

“In India, for example, many companies develop software and solutions, then enter many markets simultaneously, going abroad to sell services and software in less than a year after their launch,” Kundu said. “In Latin America, it's a different story.”

“Software developers
tend to be very
entrepreneurial.
Many are innovative
and willing to take
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—Sumit Kundu, Knight Ridder
Research Professor of
International Business,
Department of Management and
International Business



“It is fair to say that not only have we found few ‘born global’ firms in the Costa Rican software industry, but also we have discovered that most firms generated the majority of their foreign sales in nearby Latin American countries, and thus stayed as ‘born regional firms.’”

—Sumit Kundu, Knight Ridder Research Professor of International Business, Department of Management and International Business

Case in point: Research focuses first on Costa Rica.

Kundu describes Costa Rica as “the crown jewel of Central America—a successful democracy where the bulk of its budget flows into health care and education rather than into the military.”

A small country with an open economy, Costa Rica historically exported coffee and plantains. That changed in 1996 when Intel opened a facility in San José, lured in part by the presence of a population that had enjoyed the benefits of public education.

“With the arrival of Intel, the country got a new microchip industry, and the hardware spilled over into a new software industry,” Kundu said. “Unlike coffee and plantains—tangible products with potentially complex trade requirements—software can be transmitted over the Internet without border-crossing issues. That’s why I was interested in the extent to which Costa Rica took a global approach to exporting software.”

Study examines regional approach to business growth.

To build his research, Kundu and two colleagues collected data through interviews with CEOs or founders of forty Costa Rican software firms—and discovered that the country has chosen to focus on nearby markets.

“Our data showed that most software companies in Costa Rica followed a gradual approach to internationalization, and they did not export immediately after birth,” he said. “Companies have taken a very focused export stance, exporting only in the region—not even to North or South America at the outset. We might more appropriately describe them as ‘born regional.’”

Kundu and his colleagues presented their findings in a paper titled “Born Global or Born Regional? Evidence from an Exploratory Study in the Costa Rican Software Industry” at the Academy of International Business (AIB) 2007 Annual Conference in Indianapolis, Indiana, in June, 2007, during a session titled



Sumit Kundu

“Unleashing the Powers of International Entrepreneurship.” *The Journal of International Business Studies* (JIBS) selected the paper for publication in 2008.

Now the research continues . . .

As planned, Kundu and his colleagues are expanding the focus of this research to other Latin American countries, including Brazil, Perú, and Uruguay.

“Our research is a work in progress,” he said. “We have begun the data collection process with fifty or more companies in each country.”

The findings in Costa Rica revealed few true “born globals,” but Kundu notes that the predictive value of the born global argument may have to be refined. Or, possibly, the “born global” argument is not adequate to explain the internationaliza-

tion processes of high-technology firms based in a small developing country.

“With our limited empirical evidence we can only raise these issues, and our ongoing further research will offer more insight,” Kundu said. “It is fair to say that not only have we found few ‘born global’ firms in the Costa Rican software industry, but also we have discovered that most firms generated the majority of their foreign sales in nearby Latin American countries, and thus stayed as ‘born regional’ firms.”

Kundu believes this research is particularly relevant for theoretical debates about how to define “born global” firms.

“We are proving that if definitions of ‘born global’ firms simply look at exports as a share of sales and at the number of export markets, they may ignore whether a company internationalizes gradually, starting from culturally proximate neighboring countries, or whether it chooses its export markets according to strategic considerations, disregarding physical or psychic distances,” he said.

Further research will shed more light on the true distinctions between software companies “born regional” and those “born global.” ■

New class promotes entrepreneurial thinking among IT professionals.

“Revolutionary and challenging.”

That’s how Mairim Avila (MSMIS ’07), a senior operating systems programmer with Miami-Dade County, described the class that capped off her studies in the Master of Science in Management Information Systems (MSMIS) program in the College of Business Administration.

“The class was strategically positioned at the end of the program, allowing students to take all the experience accumulated throughout the year and mold it into a real business solution,” she said. “For me, it was like the fireworks at the end of a great event.”

Classmate Carlos Gomez (BBA ’01), senior group manager of information technology for Miami Dade College, shared Avila’s assessment about the value to IT professionals of the MSMIS program’s newest requirement—*Management of the IS Function*.

“It does a fantastic job of teaching the strategies that future chief information officers (CIOs) will need to know to align themselves with other business departments.”

—Carlos Gomez (BBA ’01), senior group manager of information technology, Miami Dade College

“It does a fantastic job of teaching the strategies that future Chief Information Officers (CIOs) will need to know in order to align themselves with other business departments, such as marketing, sales and finance,” he said.

The course that drew such praise and excitement from Avila and Gomez is the brainchild of Irma Becerra-Fernández (PhD ’94), associate professor, Department of



Irma Becerra-Fernández (PhD ’94)

Decision Sciences and Information Systems. Becerra-Fernández, who also serves as faculty director for the MSMIS program, used support from her receipt of a Kauffman Professor Award to design the class, which imbues IT students with the skills and vision to operate as entrepreneurs within an organizational environment, an approach known in business circles as “intrapreneurship.”

Taking an intrapreneurial approach means that IT leaders should operate more like business owners, exploring innovative ways to use information technology to effect the transformation of business processes into profitable ventures.

“It’s about emphasizing the managerial aspects of being an IT leader,” Becerra-Fernández said. “We wanted our students to be able to bridge the communication between the IT function and professionals in other departments and to be able to demonstrate the value that technology brings to business.”

IT leaders, argued Becerra-Fernández, focus largely on the cost-reduction aspect of running the IT function. The class urges students to think more broadly about “implementing technology initiatives that generate value for their companies or organizations.”

“As a technical person, I viewed technical competencies as most important for an IT program,” said Eduardo Baez (MSMIS ’07), systems analyst/programmer 2 for the Miami-Dade County Water and Sewer Department. “This class taught me that while technical competencies are important, without being able to talk the business language effectively, a CIO will find it impossible to communicate



“Without being able to talk the business language effectively, a CIO will find it impossible to communicate an IT idea appropriately either to obtain funding or gain support.”

—Eduardo Baez (MSMIS ’07), systems analyst/programmer 2, Miami-Dade County Water and Sewer Department

an IT idea appropriately either to obtain funding or gain support.”

Students tasked with developing entrepreneurial ventures.

Becerra-Fernández divides the class into two halves. In the first, students form teams and brainstorm about ideas for IT ventures with an implementation price of \$50,000 or less. They then hash out their ideas with team members to determine which to adopt for further development. Becerra-Fernández jokingly referred to this phase as the process of weeding out the “ugly babies” from the “beautiful babies.”

“The discussions are very intense because students can become emotionally attached to their ‘ugly babies,’” she said. “It is hard for some students who come up with a great concept to hear that it may not work on a practical level.”

She added that “The Pino Center has been a great resource for us. My interactions with them helped catalyze the development of this class, and they provided me with invaluable feedback as I worked to put it together.”

Venture capitalists offer insights on student ideas.

The student teams next develop the business plans for their ideas and compete against each other to see which will most likely attract investors. Becerra-Fernández assembles a panel of venture capitalists to judge and provide feedback about the plans.

“This part of the class gives students a lot of constructive ideas,” she said. “The judges take the time to explain why they think specific concepts are feasible or not.”

Students also receive once-a-week lectures from local entrepreneurs providing them with direction and practical insights to inform the creation of their business plans—“a much-needed awakening for those of us still floating in the academic cloud,” Avila said. One week, students learned about the business opportunities inherent in social networking sites. The talk inspired Alan Lopez (MSMIS ’07, BBA ’05), a business development manager for Invitech, to develop his idea for an online heating, ventilating, and air conditioning



“The goal of our project was to facilitate interaction among industry folks and between them and the customers.”

—Alan Lopez (MSMIS ’07, BBA ’05), business development manager, Invitech

(HVAC) business that would enable clients and other users to upload content, create profiles, and share information.

“The goal of our project was to facilitate interaction among industry folks, and between them and the customers,” Lopez said.

“The site had tabs that allowed users to create blogs, participate in forums, and rate various HVAC companies based on pricing, quality, and timing of service.”

Becerra-Fernández already is thinking about new ways for teaching the class and presenting the subject matter. She will explore the development of case studies of local businesses that have implemented the intrapreneurship model and found it effective and profitable.

“I want my students to see that you can do this in South Florida,” she said.

Additionally, Becerra-Fernández is working on a book that delineates the course’s concepts and methods and will continue to look for opportunities to expand her research on the topic of intrapreneurship.

“This course has energized my interest in the topic,” she said. “It’s been a really fun way to learn.”



“The class is a great model for a new and innovative way of teaching.”

—Mairim Avila (MSMIS ’07), senior operating systems programmer, Miami-Dade County

According to Avila, “The class is a great model for a new and innovative way of teaching.” ■



Business would be lost without it.

Albert Einstein once said, “Imagination is more important than knowledge.” A valid corollary: Innovation is vitally important to business success.

And yet, as Constance Bates, associate professor in the College of Business Administration’s Department of Management and International Business points out, people seldom learn innovation.

“People think ‘ok, it’s time to invent so let’s sit here and wait for an idea to pop into our heads.’ It doesn’t work that way. But there are learned techniques and skills that can help speed the path to new ideas.”

—Constance Bates, associate professor, Department of Management and International Business

“A myth I’ve discovered while researching the topic of innovation is that it just comes naturally,” Bates said. “People think ‘ok, it’s time to invent so let’s sit here and wait for an idea to pop into our heads.’ It doesn’t work that way. But there are learned techniques and skills that can help speed the path to new ideas.”

Fortunately for the college’s graduate and undergraduate students, Bates shares her insights through a series of courses focused on creativity, innovation, and managing innovation in the workplace.

Get creative—with a right-brain workout.

In one of Bates’ undergraduate courses, entitled *Creativity and Innovation*, students get firsthand experience learning about the tools needed to generate new ideas.

The course, open to students across all disciplines, explores multiple approaches to problem solving: how to begin, how to generate new ideas, how best to screen ideas, and how to implement them.

“The problems we tackle in class may be big ones—crime, hunger, or high medical costs,” Bates said. “Or we may tackle smaller problems—like how to find parking at Florida International University. Whatever the problem, solving it gives us the opportunity to apply new techniques for creativity. By the time a class ends, we may have been able to solve the problems of the world or found parking on campus—or not. But we’ve definitely learned how to apply various models of creativity.”

Bates goes on to emphasize the importance of “letting your right brain fly . . . as this is where your imagination lives and where unfettered ideas bubble up to inspire a creative approach to solving a problem.”



Constance Bates shows off one of her student's creative projects.

Consider this a group activity.

Bates heartily endorses the concept that when it comes to creative problem solving, groups are more productive than individuals—when the right techniques are put into play.

“We’ve all had the brainstorming experience where someone suggests an idea and the naysayers jump in,” she said. “What’s going on here is that the pragmatic left brain takes charge and evaluates everything too quickly—before an idea has a chance to develop. Instantly, the ideas stop coming.”

Bates says the 80/20 rule applies here—as well as when moving on to figure out the optimum way to implement a new idea.

“When you spend eighty percent of your time coming up with a variety of ideas, you only need to spend twenty percent of your time implementing,” she said. “This rule generates much better results than when you spend the first twenty percent of your time thinking up a few quick ideas—and then have to spend eighty percent of your time figuring out how to make them work.”

Managing change and innovation requires a unique skill set.

Corporations. Hospitals. Schools. Engineering companies. No matter what the organization, change is inevitable, unavoidable—and necessary. The challenge comes in finding the best, most innovative ways to manage this change.

Taught at both the graduate and undergraduate level, Bates’s *Managing Innovation* course centers on learning how to create ideas that drive change and how to best manage the process. The course also helps business people develop skills to manage creative people, projects, or departments.

“We talk about how to be ready for change and how to manage and facilitate the creative process.”

—Constance Bates, associate professor, Department of Management and International Business

“We talk about how to be ready for change and how to manage and facilitate the creative process,” Bates said. “We discuss how to hire the right people, set up a new department, and reward creators of new ideas and innovative implementers of change.”

Bates goes on to say that a manager needs to create a flexible environment conducive to innovation while providing policies that help creative projects stay on track in terms of time and budget.

To illustrate her point, she refers to this quote from Andrew S. Grove, former chairman of the board of Intel Corporation, who said, “You need to plan the way a fire department plans—it cannot anticipate fires, so it has to shape a flexible organization that is capable of responding to unpredictable events.”

Bates encourages people to remember that “we are all creative everyday—every time we find a new way of looking at something or a new approach to solving any kind of problem in our lives or work.”

What she does is give students the resources to make the most of that creativity. ■

Innovative use of YouTube enlivens large classroom experience.

In late 2007, David Wernick, instructor, Department of Management and International Business in the College of Business Administration, came up with a novel idea. If it worked, he thought, it would greatly enhance his *Management and Organization* course, and perhaps even serve as a model for other faculty members looking to use new technologies to engage their students.

From a pedagogical standpoint, the idea was fairly straightforward. He would divide his super-sized class of 300 students into two dozen teams of twelve students, assign pairs of teams a business case dealing with a company's response to a managerial challenge, and give them a position to defend. Then, each week, he would have the captains of two teams debate the cases in front of the class, field questions from him and the audience, and offer a closing statement. After the debate, he would have the class vote on the best presentation and award the winning team bonus points—an inducement that had worked well in the past by building camaraderie and promoting a lively, competitive atmosphere.

But there was another element to Wernick's plan.

"I knew from past experience that my students loved it when their peers taped short video clips and incorporated them into their presentations," he said. "Such clips, which sometimes took the form of dramatic skits or mock interviews with CEOs, could be incredibly creative and engaging."

Then it hit him: why not require each team to tape a portion of their presentation—a five-minute opening statement—prior to class and upload it to the web so that the opposing team could view it and prepare a rebuttal?

"Having the videos available ahead of time would enable us to use precious class time to drill down deeper and explore the nuances of



David Wernick uses YouTube in his *Management and Organization* course.

the cases, while students would get an opportunity to polish both their media and public speaking skills," Wernick said.

Technology affords benefits but poses challenges to overcome.

Although the idea seemed compelling, Wernick knew that technological obstacles existed. Among the thorniest was the question of technical standards and compatibility. While most of his students had access to video cameras—many through their cell phones—there was an alphabet soup of different video formats (MPEG, AVI, MOV, etc.) and not all devices supported the same formats.

There also was the question of how the students would transmit the videos to Wernick. They could certainly e-mail him the videos in advance, but sending large, media files through cyberspace seemed like an invitation to trouble, given the time it would take to zip, unzip, download, and decode them.

Finally, there was the issue of accessibility: if the videos were kept inside the "walled garden" of WebCT, the web-based course platform used by the college, they would be less inviting to watch than if students had relatively open access to them.

A chance encounter with FIU Online Creative Director Jair Acevedo offered Wernick a possible solution: use YouTube.

"Most students today are familiar with YouTube," Acevedo said of the video-sharing web site that has become a mainstay of the Internet since its launch in February, 2005. "Simply create a site for your course on YouTube and have the students upload the videos themselves. It's free and easy and the site supports most video formats."



Pilot offering gets high marks.

A week after their conversation, and with Acevedo's help, Wernick had his *Management and Organization* YouTube site up and running, and the plan was rolled out just in time for the spring, 2008 semester.

The initial response was overwhelmingly positive.

"This was one of the most fun and challenging projects that I have done in my two years at Florida International University," said Lisa Marie Young, a sophomore from Trinidad and Tobago majoring in human resource management.

Her team debated the merits of Perrier's response to a crisis caused by the contamination of its French water supply in the early 1990s.

"It wasn't easy," she said. "It took a lot of prep work, late nights, and coffee runs before we finished our video, but we were super

"This was one of the most fun and challenging projects that I have done in my two years at Florida International University."

—Lisa Marie Young, human resource management major

pleased with the end result."

From Wernick's point of view, the project has already been a success.

"My students tell me that this project has greatly stimulated their interest in business administration and management and that they really look forward to coming to class to see, hear, and participate in the debates," he said.

He intends to fine-tune the project in coming months, while developing new ideas and applications, among them, bringing in "celebrity judges" from the community such as alumni and business leaders to evaluate the student presentations.

"It's always the content that matters, but new technologies can help make the material fresh and appealing to a new generation of students," he said. ■

New entrepreneurs step up to the challenge.

First comes the idea—the “ah-ha” moment that motivates every entrepreneur to take an innovative concept and run with it . . . all the way to making it a viable for-profit or non-profit business.

Hosted by the Eugenio Pino and Family Global Entrepreneurship Center, the College of Business Administration’s annual New Venture Challenge business plan competition provides the forum—and the funding—for transforming these dreams into reality.

Winners demonstrate growing commitment and innovation.

In the 2007 New Venture Challenge competitive rounds, the top prize in the graduate/alumni competition went to Biodiversity & Company, which incorporated multifaceted, nature-based business concepts centered on working with the Chachi tribe in Ecuador to promote ecotourism, sales of carbon credits, and sales of non-timber forest products. The monies generated help support research and the renewal of that country’s Chocó rainforest.

“My business focuses on making a profit responsibly.”

— Erica Courtney, graduate 2007 New Venture Challenge winner

“My business focuses on making a profit responsibly,” said Erica Courtney (EMBA ’07), who co-founded Biodiversity & Company with Patricia Jo Terrack, Courtney’s mother and business partner, who has been supporting non-profit efforts in Ecuador since her stint in the Peace Corps there.

Recently, Echoing Green, an organization committed to helping social entrepreneurs achieve their maximum potential through a range of support services, named Biodiversity & Company among its 2008 fellowship finalists. The company also took a second place win in the William James Foundation’s Socially Responsible Business Plan Competition and first prize in the Sustainability Prizes category sponsored by the Foundation for a Sustainable Future.

Erica Courtney (EMBA ’07) wins top prize in the graduate/alumni competition for Biodiversity & Company.



Start-up company QualicAID won the 2007 New Venture Challenge grand prize for the undergraduate competition with a business plan for outsourcing Medicaid eligibility screening and enrollment services to health care organizations.

“Thanks to the challenge, what started out as a desire to make a difference and to help qualify people for Medicaid is now on its way to being a viable company.”

— Jassiel Zapata, undergraduate
2007 New Venture Challenge winner

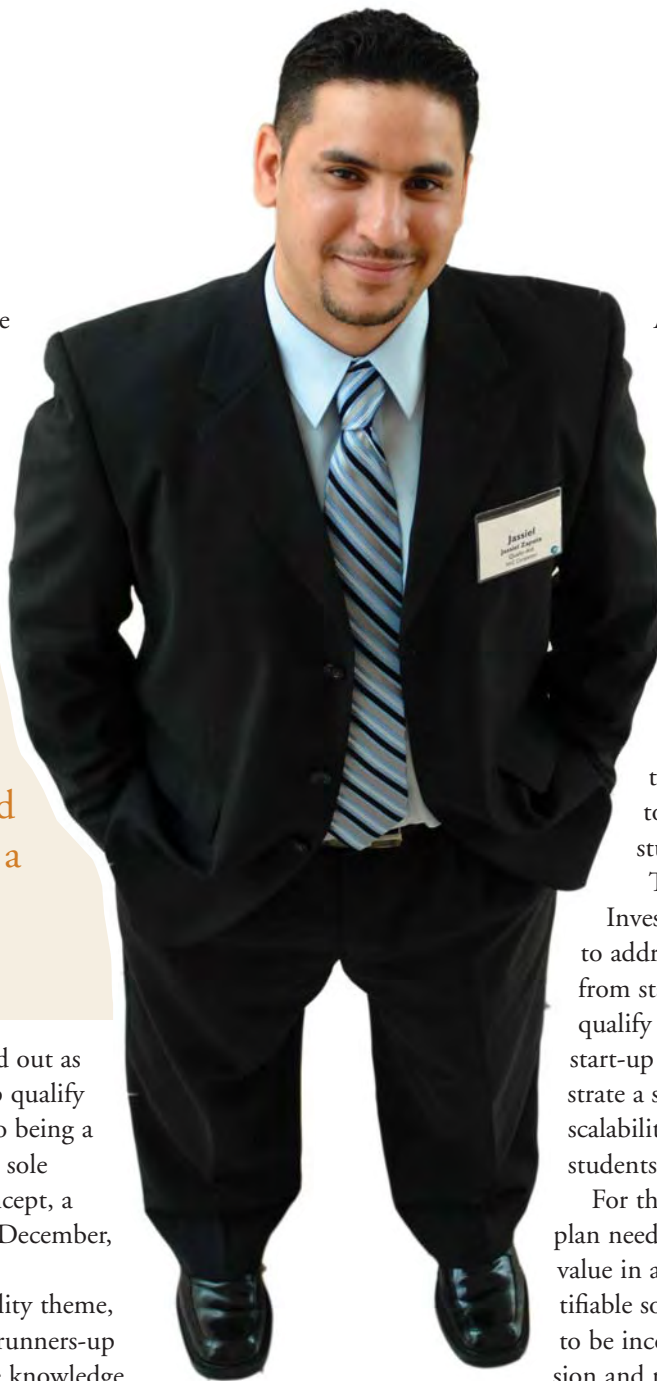
“Thanks to the challenge, what started out as a desire to make a difference and to help qualify people for Medicaid is now on its way to being a viable company,” said Jassiel Zapata, the sole entrepreneur behind the QualicAID concept, a finance major who plans to graduate in December, 2008.

Continuing with the social responsibility theme, the two undergraduate teams named as runners-up included Iraq war veterans who used the knowledge and experience they gained in the military to benefit their communities. Veterans Energy Solutions offers energy consumption audits and renewable energy designs, while Federal Protection Services plans to bring a range of security services to the citizens of Trinidad.

Get ready for the 2008 Entrepreneur Challenge: introducing a new name for an expanded competition.

The 2007 competition brought with it a new emphasis on social responsibility—with the top-placing business plans weaving a feasible connection between successful entrepreneurship and environmentally and community-focused concepts.

“More than ever before, our students are taking innovative paths to combine solid business plans with greater social awareness,” said



Alan Carsrud, executive director of the Pino Center and clinical professor of management. “This trend toward social entrepreneurship is gaining momentum as a growth area for new businesses, which is why we introduced a new social entrepreneurship track as part of the newly named 2008 Entrepreneur Challenge.”

The 2008 business plan competition featured two competitive tracks—one for investment and one for social entrepreneurship. For the first time, the college welcomed area residents to join Florida International University students and alumni in the competition.

To qualify for the competition’s

Investment Track, the proposed venture had to address the complete business concept—from startup through implementation—and qualify as an original seed stage, for-profit, start-up venture. The plan also had to demonstrate a significant return on investment and scalability. This track was open to all university students and alumni.

For the Social Entrepreneurship Track, the plan needed to focus on the creation of social value in a significant, sustained manner. A quantifiable social or environmental bottom line was to be incorporated into the business plan’s mission and practices. The proposed venture had to be an original seed stage, start-up social venture. All university students and alumni were invited to participate—as were residents from Broward, Miami-Dade, Monroe, and Palm Beach Counties.

“We are excited to expand the Entrepreneur Challenge into new areas and to welcome new participants,” said Colleen Post (MBA ’03, BFA ’00), associate director, Pino Center. “We feel this gives the university and the Southeast Florida community an unprecedented opportunity to showcase new ideas while providing a forum to attract investment for innovative business models and sustainable social messages.”

The Pino Center, once again, hosted the 2008 Entrepreneur Challenge, with sponsorships from the John S. and James L. Knight Foundation and the Ewing Marion Kauffman Foundation. In both tracks, the top-prize winner received \$10,000 and the runner-up received \$2,500. ■

COMMUNITY CONNECTIONS

New program helps women leaders chart future course.

“Women on the Move: Advancing Authentic Leaders,” a four-day seminar, gave women forging ahead professionally the chance to understand their experiences within a context provided by experts on leadership.

“As high-achieving women move up the ranks of their organizations, they realize the need to take responsibility for their own leadership development,” said Joyce J. Elam, executive dean of the College of Business Administration; academic director of the Center for Leadership, which organized the event; and seminar presenter. “We designed the program to help them discover their strengths as leaders and to provide a framework for discussing their individual challenges and choices.”

Unique framework maps to other leadership tools.

The framework drew upon research by Nathan Hiller, assistant professor in the Psychology Department and center fellow. After an exhaustive review of existing

studies on leadership, he developed a unique tool that “identified 53 competencies that logically clustered around five ‘meta competencies’: leading self, strategic focus, managing operations, leading teams, and connecting with others” said Hiller, who introduced the model and spoke about strategic focus.

“With this program, the center has created a unique space for women leaders to learn new ways of thinking about and achieving career success.”

—Mayra Beers, executive director, Center for Leadership

Mayra Beers, the center’s executive director, and chief of staff, Office of the President, noted, “With this program, the center has created a unique space for women leaders to learn new ways of thinking about and achieving career success.”

Presenters also included center fellow Dana Farrow, professor, Management and

International Business Department; Kimberly Taylor, associate professor, Marketing Department; and acclaimed author, lecturer, and center fellow Nance Guilmartin. The college’s Executive and Professional Education (EPE) ran the program. ■

Ryder System, Inc. and college transport their relationship to a new level.

Visit University Park at Florida International University and you’ll likely see the Ryder Business Building. Check out the College of Business Administration’s faculty, and you’ll find four Ryder Eminent Scholar Chair positions. Survey the college’s centers, and you’ll discover the Ryder Center for Supply Chain Management, which conducts supply chain instruction and research.

“We’re mutually empowering organizations—supporting each other’s agendas.”

—Natalia Echeverría Sol, director of advancement and corporate relations, College of Business Administration

These signs of Ryder’s presence, hugely significant in themselves, do not even tell the whole story of the “long and rich relationship the business school has with this global transportation and logistics industry leader, including a 1996 pledge of \$4.080 million with the state match,” said Natalia Echeverría Sol, the college’s director of advancement and corporate relations. “We’re mutually empowering organizations—supporting each other’s agendas.”

Ryder now invests time, reaps rewards.

“We have a natural synergy with the college because we are one of the few big companies headquartered in Miami, and the university is our closest major public school,” said Gregory Greene, executive vice president and chief human resources officer; Dean’s Council member; and former



Team building activity, Acid River, aimed at testing participants’ abilities to prioritize, organize, and mobilize around a challenge.

COMMUNITY CONNECTIONS

International MBA (IMBA) Advisory Board member, who taught *Strategic Management*, the capstone course in the Evening MBA program, in 2003. “Participating allows me to provide a reality check for the college so it can better prepare students, which will raise placements and the business school’s reputation.”

“Our relationship with the college has been important in fulfilling our goal of developing top talent in South Florida and has contributed to the college’s high national ranking.”

—Hernan C.Vera (MBA '90) group director, supply chain solutions marketing; member and former co-chair, Executive MBA (EMBA) Advisory Board.

“Our relationship with the college has been important in fulfilling our goal of developing top talent in South Florida and has contributed to the college’s high national ranking,” said Hernan C.Vera (MBA '90) group director, supply chain solutions mar-



Hernan Vera (MBA '90)



Kevin Bott

keting, and member and former co-chair of the Executive MBA (EMBA) Advisory Board.

Kevin Bott, senior vice president and chief information officer, and Master of Science in Management Information Systems (MSMIS) Advisory Board member, agreed.

“Many employees are alumni, and we’ve established a strong pipeline for future linkages through internships.”

—Kevin Bott, senior vice president and chief information officer; Master of Science in Management Information Systems (MSMIS) Advisory Board member

“Many employees are alumni, and we’ve established a strong pipeline for future linkages through internships,” he said. “We also have programs that can reimburse employees for graduate tuition.”

As an advisory board member, Bott gives advice about the curriculum’s relevance, and as a guest lecturer, this former professor gets to flex his academic muscles.

For Eugenio Sevilla-Sacasa, vice president and managing director of Ryder Latin America, membership in the Latin American Forum, which the college runs for CEOs, “is

beneficial, enabling me to interact with other managers of Latin American businesses.”

Greene praises Ryder-sponsored forum.

Greene takes pride in the Green Supply Chain Forum organized by the Ryder Center and the Institute for Technology and Innovation at the Eugenio Pino and Family Global Entrepreneurship Center. Ryder was premier sponsor, and Gregory Swienton, Ryder’s chairman and CEO, was the kickoff speaker.



Gregory Greene

“The topic is hot, and having the event at the university validated its legitimacy for our many customers who attended.”

—Gregory Greene, executive vice president and chief human resources officer; Dean’s Council member; and former International MBA (IMBA) Advisory Board member and adjunct

“The topic is hot, and having the event at the university validated its legitimacy for our many customers who attended,” Greene said. “We generated dialogue that will foster

COMMUNITY CONNECTIONS



Eugenio Sevilla-Sacasa

their commitment to reducing their carbon footprint.”

“The forum—which we hope will be the first of many helping managers to network and discuss important supply chain issues—put us on the map for our knowledge about best practices and as a first-rate university for hosting such events,” said Walfried Lassar, Ryder Professor and Ryder Center director. ■

Burger King finds whopping amount of talent—and reciprocity—in business school.

Despite its attractions, South Florida—with its high cost of living and hurricane threats—remains a tough sell to potential employees. However, the relationship between Miami-headquartered Burger King Corporation and the College of Business Administration has lessened the challenge.

“Employers in South Florida often have to import talent from other cities or tap other local companies,” said José Tomas (MSHRM '03, BBA '92), Burger King’s vice president, human resources, The Americas, and former chair of the college’s Master of Science in

Human Resource Management (MSHRM) Advisory Board. “We benefit when we identify local talent because they’re loyal to the area, which eases retention.”

Burger King has found a welcome supply of such individuals in the college and has instituted a formal summer internship program, participates in career fairs and information sessions, actively recruits, and serves on the Career Management Services (CMS) Advisory Board. Approximately forty alumni work in the corporate headquarters.

Ben Wells, executive vice president and CFO, and Dean’s Council member, shares Tomas’s perception of the value of cultivating local resources, with international implications added.



Ben Wells

“We recognize the importance of Latin America, Canada, Asia, and Europe, and succeed in finding employees from the business school to fill positions.”

—Ben Wells, executive vice president and CFO, and Dean’s Council member

College of Business Administration Advisory Boards

Alumni Circle

Career Management Services Advisory Board

Chapman Executive Committee

Dean’s Council

Executive MBA (EMBA) Advisory Board

International MBA (IMBA) Advisory Board

Jamaica Advisory Board

Jerome Bain Real Estate Institute Advisory Board

Master of Science in Finance (MSF) Advisory Board

Master of Science in Human Resource Management (MSHRM) Advisory Board

Master of Science in Management Information Systems (MSMIS) Advisory Board

School of Accounting Advisory Board

COMMUNITY CONNECTIONS

“To succeed in running a global business, you need talented young people to fill the ranks and extend the brand,” he said. “We recognize the importance of Latin America, Canada, Asia, and Europe, and succeed in finding employees from the business school to fill positions.”

Relationship offers benefits beyond the employee pool.

From its side, the college, which has benefited from Burger King’s involvement in advisory boards and as guest lecturers, has identified ways to contribute to Burger King’s success.



José Tomas (MSHRM '03, BA '92)

“Through a team effort, involving the department of advancement, alumni, and corporate relations; Executive Dean Joyce J. Elam; former Chapman Graduate Dean José de la Torre; Executive and Professional Education; CMS; and faculty members, the relationship has flourished,” said Natalia Echeverría Sol, the college’s director of advancement and corporate relations.

The effort has not gone unnoticed.

“I applaud the business school for its efforts to keep people in the community involved,” Wells said.

In addition to his role on the MSHRM Advisory Board, Tomas stays involved through networking events.

“I meet many business leaders and am building a network to which I can turn for answers to various business challenges.”

—José Tomas (MSHRM '03, BBA '92), vice president, human resources, The Americas, and former chair, Master of Science in Human Resource Management (MSHRM) Advisory Board

“I meet many business leaders and am building a network to which I can turn for answers to various business challenges,” he said.

Meeting peers also has benefited Julio Ramirez, executive vice president of global operations, and a member of the Latin American Forum, a CEO-only group that the college runs.

“It’s great to interact with people who see the world in the same way.”

—Julio Ramirez, executive vice president of global operations, and Latin American Forum member

“We all have responsibilities for profits and results in Latin America,” said Ramirez, whose involvement with the college extends back to the early 1980s when his wife, Myriam Alvarez Ramirez (BACC '82) was a student. “It’s great to interact with people who see the world in the same way. In fact, others in the forum helped us decide to extend our operations into Colombia.”



Julio Ramirez

“We intend to continue to find new ways to develop this mutually beneficial relationship.”

—Natalia Echeverría Sol, director of advancement and corporate relations, College of Business Administration

“We’re proud to count Burger King, one of South Florida’s most important publicly owned companies, as one of our strategic corporate partners and intend to continue to find new ways to develop this mutually beneficial relationship,” Sol said.

Wells shared her enthusiasm.

“I also see the possibility for creating a more robust relationship,” he said. ■

Alumni leadership organizations create new activities and enhance perennial favorites.

Alumni Circle deepens involvement.

With many entrepreneurs and business leaders among its members, it's no surprise that the Alumni Circle, founded in 2001, devises innovative ideas for increasing the business readiness of students in the College of Business Administration.

"Members will offer presentation coaching as well as job-shadowing," said Monique Catoggio (EMBA '03), director of advancement and alumni relations.

Also the Circle, led by its chair Demian Bellumio (BBA '00), who began his career on Wall Street, is developing, along with other committee members, the Investment Banking Recruiting pilot program to help students enter the field by improving their ability to navigate the industry.

"We plan to find non-traditional routes and build on our connections, rather than having students pursue only the formal recruiting process."

—Monique Catoggio (EMBA '03), director of advancement and alumni relations

"We plan to find non-traditional routes and build on our connections, rather than having students pursue only the formal recruiting process," Catoggio said. "The college has qualified candidates, particularly for those firms with diversity initiatives."

Another innovative effort, this one designed to benefit Circle members, involves the Faculty Linkage Program, which gives them the chance to interact with faculty who have shared interests. Over time, the program will build relationships leading to increased student access, mentoring opportunities, speaking engagements, and research projects.



Alumni Circle members join hands for 2007 Hands on Miami Day.

Beyond these academically oriented projects, the Circle continued its active role in the community, especially during the 2007 Hands on Miami Day, during which volunteers—including five Circle members—painted murals and landscaped a middle school in Homestead, Florida. The Continental Group, Inc., and Corporate Catering sponsored the college's contingent, and Burnie, the Miami Heat mascot, entertained.

Business Alumni Chapter adds twist to social traditions.

The Business Alumni Chapter held a number of events to move the group beyond social networking, without sacrificing enjoyable opportunities for graduates to get together. Case in point: the Second Annual Night in Paradise, a joint partnership between the chapter and the Young Urban Alumni Association (YUPA!). The fundraiser benefited the Florida International University Student Enhancement Fund and CHARLEE Homes for Children, a non-profit organization that helps abused and neglected children.

New in 2007: the Art of Networking Happy Hour Series sponsored by

Progressive Insurance. The first event took place at the Miami Art Group Gallery in the Design District. James Bussey (EMBA '99), chief of staff, Executive Dean's Office, and one of ten finalists in the 2007 Toastmasters' World Championship of Public Speaking, made a short presentation about public speaking skills. The second gathering gave attendees the chance to learn from a master networker: David Suarez (MBA '04), CEO and lead facilitator of Interactive Solutions, Inc. (Please see Suarez's profile in this section.)

Also new: the establishment of a chapter sub-group, the School of Accounting Alumni Affinity Council (SOAAAC). Its stated mission is to "provide an environment that fosters relationships, creates mentoring opportunities, engages alumni, and builds university pride and excitement."

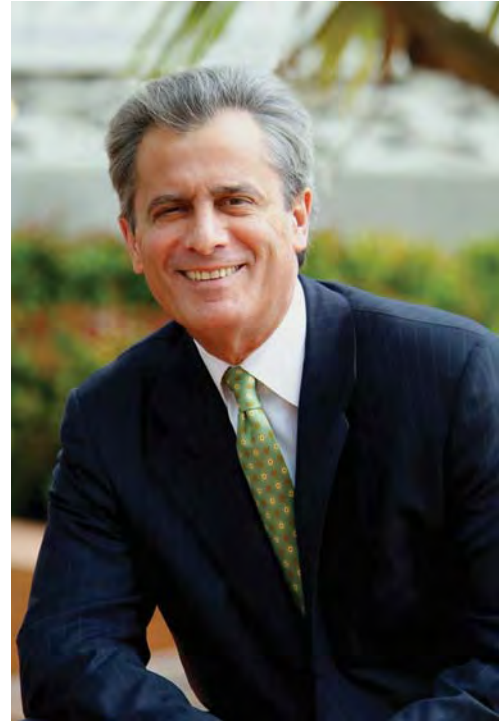
The chapter hosted an array of long-standing popular events: a half-day Business Alumni Conference, the *South Florida CEO Speakers Series*, and the annual Entrepreneurship Hall of Fame (EHOF) Induction Ceremony and Luncheon. (Please see the article about the 2007 EHOF ceremony in this section.)



Margarita M. Gonzalez (BBA '06)



Miriam López



Antonio L. Argiz (BBA '74)

“The Rhythm of Entrepreneurship” honors distinguished entrepreneurs.

More than 500 business leaders from throughout South Florida gathered to honor their own at “The Rhythm of Entrepreneurship,” the Eighth Annual Entrepreneurship Hall of Fall Induction Ceremony and Luncheon in May, 2007. The College of Business Administration’s major alumni event of the year, it celebrates the achievements of those among its 30,000 alumni—an impressive twenty percent—who have become entrepreneurs and, through their entrepreneurial activities, have contributed significantly to the area’s economy.

The 2007 inductees were Margarita M. Gonzalez (BBA '06), president and CFO, AccuBANKER, Founder; Antonio “Tony” L. Argiz (BBA '74), president and CEO, Morrison, Brown, Argiz & Farra, LLP, Builder; and Miriam López, chairman and CEO, Transatlantic Bank, 2007 South Florida Entrepreneur of the Year.

SunTrust Bank and others make the event possible.

For the eighth consecutive year, SunTrust Bank of Miami was the primary sponsor. Executive Dean Joyce J. Elam, thanked SunTrust, represented by Nicolas Bustle (MS '88), SunTrust Bank city president, Miami, for this longstanding commitment to the event.

“SunTrust Bank has been a supporter of the Entrepreneurship Hall of Fame since its inception in 1999 and has provided a cumulative gift of \$125,000 to ensure the college continues to be able to recognize alumni who have achieved distinction as founders and builders of new business enterprises,” she told the audience.

Other business sponsors included Adorno & Yoss; and Morrison, Brown, Argiz & Farra, LLP. Media partners were *South Florida CEO*, represented by Rochelle Broder-Singer, editor; along with NBC 6 and Telemundo 51, whose news anchors Jackie Nespral (MS '91)

and Ambrosio Hernandez emceed. They kept the proceedings lively, as did a performance by two-time Grammy-nominated, singer/songwriter, Elsten “Fulano,” an appearance arranged by another alumni entrepreneur, Demian Bellumio (BBA '00), president, Hoodiny Entertainment, a vigorous supporter of the college, and chair of the college’s Alumni Circle.

Elam also acknowledged previous award winner Albert Santalo (EMBA '97), Avisena, joined in the audience by members of his management team and other business partners.

2007 New Venture Challenge winners announced.

Another highlight was the announcement of incipient entrepreneurs: the winners of the 2007 New Venture Challenge (NVC) Business Plan Competition. Before revealing the much-anticipated news, Alan Carsrud,

director, Eugenio Pino and Family Global Entrepreneurship Center, introduced the 2006 champion, Alexis Nogueras (MBA '06), founder, Ergo Tools, a manufacturer of ergonomic gardening tools. After winning the 2006 NVC, Nogueras competed against twelve Florida universities in the state's first-ever statewide business plan competition, which he also won, earning a slot to present at the Florida Venture Forum.

The 2007 winners were Biodiversity & Company in the graduate/alumni competition and QualicAID in the undergraduate competition. *(Please see the feature about the 2008 New Venture Challenge.)*

“An increasing number of members of our business community express to us how happy they are to support the Entrepreneurship Hall of Fame Induction Ceremony and Luncheon and their pride in the success of the college and the profound impact of our enterprising alumni.”

—Monique Catoggio (EMBA '03), director of advancement and alumni relations

“An increasing number of members of our business community express to us how happy they are to support this program and their pride in the success of the college and the profound impact of our enterprising alumni,” said Monique Catoggio (EMBA '03), director of advancement and alumni relations. ■

Alumnus spearheads development of unique recruiting effort at financial/banking powerhouse.

Charlotte, North Carolina-based Bank of America seems to like what it sees from the College of Business Administration. The program recruits more graduates each year into its top-flight Financial Management Association Program (FMAP), an intense, two-year training experience that facilitates rapid advancement and expanded career opportunities within the bank.

The program can lay claim to an earnest proponent in the form of one Juan Carlos “JC” Mendoza (BBA '06). Mendoza started the program in 2007 and describes the “exposure to high-level responsibilities for multimillion-dollar programs” as unmatched in terms of career development.

“After I complete FMAP, I’ll move into a position at the assistant-vice-president level, something that would take me six years to achieve elsewhere,” Mendoza said. He said he hopes that by spreading the word, he’ll encourage more graduating seniors from his alma mater to apply to the program.

“Our alumni have already established a footprint in the bank,” he said. “I want to see that footprint grow.”

In addition to their superior academic preparation, Mendoza said, the bank views the college’s graduates as possessing “charisma” and being “people-oriented,” attributes that earn high marks in the interview process.

“The bank is thrilled with the caliber of student who comes out of the college,” he said.

Alumni group takes part in recruiting events.

Mendoza and his fellow alumni at Bank of America have formed a group who actively works to facilitate the entry of more graduates into FMAP. Members of the Florida International University Alumni Committee accompany bank executives to campus for recruiting events, where they provide job seekers with peer-based insights regarding the benefits, and challenges, of such a rigorous program and application process.



From left to right: Enrique Orizondo (BBA '06), Josh Alfonso (BBA '06), George Mattocks (BBA '06), Magdiel Narvaez (BBA '06), Jason Tilghman (BBA '06), Sacha Boxill (BBA '06), Andrew Lanziano (BBA '07), and Juan Carlos Mendoza (BBA '06)

“I’m one of the people who is there to say ‘Hey, I was in your shoes a year ago, and this has been my experience,’” he said.

The alumni group also offers tips on résumé development, dispenses advice on interviewing techniques, and answers questions about life in Charlotte. They are developing seminars for recruitment events that will educate students about the distinctive aspects of working in the financial field.

“The key driver behind this effort is to make our graduates more competitive in the application process.”

—Juan Carlos Mendoza (BBA '06), financial analyst, Bank of America

“The key driver behind this effort is to make our graduates more competitive in the application process,” Mendoza said.

Applicants receive support for interview process.

The alumni team kicks into gear every time an applicant from the university comes to headquarters for an interview, meeting separately with them to answer questions, provide guidance, and receive feedback on their experiences.

“We also take interviewees out for a night on the town so they can relax and speak off the record about their impressions of the program and the process,” Mendoza said. “At the same time, it gives them a chance to see the city.”

Given the growing prestige of the university, Mendoza realizes that he, too, competes for the increasingly sought-after graduates of the college. He is banking on the fact that the career advancement opportunities offered by FMAP, combined with his efforts to create a welcoming environment for new graduates, will persuade them to consider seriously the Tar Heel State. ■

Entrepreneur uses art of improvisation to craft unique training approach.

“More of me comes out when I improvise,” said American artist Edward Hopper, referring to the powerful effects of reacting boldly to events and relying on one’s immediate instincts.

David Suarez (EMBA '04) is keenly aware of the transformative nature of improvisation. As president and CEO of Interactive Training Solutions, Suarez designs and delivers training seminars that integrate improvisational methods to help clients build interpersonal skills, cultivate leadership capacity, and create dynamic work environments.

“People improvise every day, though they may not realize it. The same skills you need for improvisation—the ability to react quickly and think on your feet—can help you master the business environment.”

—David Suarez (EMBA '04), president and CEO, Interactive Training Solutions

“People improvise every day, though they may not realize it,” he said. “The same skills you need for improvisation—the ability to react quickly and think on your feet—can help you master the business environment.”

Suarez became involved in improvisation thirteen years ago, both as a performer and as co-founder of Miami-based Just the Funny Improv Theater Company. As a chief organizer and producer of the Miami Improv Festival, he helped resuscitate a flagging local improv scene and establish an event now considered essential for performers on the international circuit.

“Improv has been my passion for a long time,” Suarez said. “It’s been a great motivator in many aspects of my life.”

Business class inspires birth of a company.

Suarez hatched his idea for Interactive Training Solutions in a business plan development course that he took with Alan Carsrud, clinical professor of management and executive director of the Eugenio Pino and Family Global Entrepreneurship Center. The class culminated with student presentations to a panel of venture capitalists. When Suarez pitched his plan for an improv-based corporate training operation, the group gave him the green light. Five years later, he launched Interactive Training Solutions.



David Suarez (EMBA '04)

“I liked the idea of being in control of what I was doing, so I could wake up each day and love going to work,” he said.

The company offers a range of professional development, teambuilding, and executive coaching services, in both standardized and customized formats. Sessions help participants sharpen interpersonal skills, resolve workplace conflicts, enhance public speaking facility, and network effectively.



David Suarez (EMBA '04), center, coaches clients at Interactive Training Solutions.

“Clients really embrace our applied learning method,” Suarez said, adding that the emphasis is on making training interesting, fun, and interactive.

“As improv performers, we’re accustomed to picking up on audience cues,” he said, “so if we detect a disconnect, we can change course quickly.”

Training empowers participants to take risks.

Suarez and his team integrate role-playing exercises that expose participants to worst-case scenarios, then give them feedback and support so they can “change their performance.” Suarez has observed how “putting failure out there on a silver platter,” results in participants’ increased willingness to take chances and try new things.

“We help them see that when they embrace the possibility of failure, they actually take more risks because they stop fearing the fall,” he said.

In April, Suarez returned to the place that started it all, the Pino Center, to co-present a seminar on sales and networking.

“The center has been such a great resource for me,” Suarez said. “It feels good to give back and to be able to help other entrepreneurs.” ■

Where the gas is greener: Alumnus provides South Florida with first ethanol fueling station.

When some people drive by orange groves or cornfields, they imagine the bountiful offerings of harvest time. Urbieta Oil co-owner Ignacio Urbieta (MBA '85) sees the raw materials for a future in which America meets more of its energy needs domestically through renewable, cleaner fuel sources. The oil executive took a major step toward realizing his vision last September, when his company’s U-Gas station became the first in South Florida to sell E85, an 85 percent ethanol-based fuel.

“I believe in the future of ethanol. It’s cheaper and more efficient than gasoline and will help us decrease our dependence on foreign oil.”

—Ignacio Urbieta (MBA '85), co-owner, Urbieta Oil Company

“I believe in the future of ethanol,” Urbieta said. “It’s cheaper and more efficient than gasoline and will help us decrease our dependence on foreign oil.”

Urbieta believes the potential for ethanol’s success in the marketplace lies in the fact that it is “transparent to the consumer.” A growing number of drivers favor flex-fuel vehicles, which can seamlessly alternate between gasoline and alternative fuel sources.

Increasing access to ethanol is prime objective.

“The big challenge right now is to make ethanol more available,” Urbieta said.

With General Motors alone estimating that more than 11,000 Miami-area drivers own one of its flex-fuel vehicles, his eagerness to see more E85 pumps in operation is understandable.

By summer 2008, the company plans to have ethanol-based fuel available at all Miami-area U-Gas stations. To effect the expansion, the company will rely on a formulation comprised of ten percent ethanol, which will require fewer, less costly modifications at the company’s plant and individual service stations. Meanwhile, the quest to provide more E85 will continue.

“Strategically, we need to find locations where there is a commitment to E85,” Urbieta said. “We are looking at stations near government buildings because government vehicles are mandated to use E85 when it’s available.”



Ignacio Urbieta (MBA '85)

Personal values, desire to make a difference inspire actions.

The oil company executive credits his father, founder of the family business, with giving him a “strong work ethic” and the sense that it is a “great legacy to leave something behind and make a difference.” These early lessons in part drive Urbieta’s desire to manifest change within his industry.

His commitment to ethanol brought him to campus in fall, 2007, after a long hiatus, to participate in a public forum on alternative fuels. The event signaled a reunion of sorts between the alumnus and the school that has figured prominently in his professional achievements.

“The education I received has played an

instrumental role in my success,” Urbieta said. “It was so great to be back, see all the changes, and realize that something special is going on there.”

In May, 2008, Urbieta was honored for his pioneering efforts to market E85 in South Florida with his induction into the College of Business Administration’s 2008 Entrepreneurship Hall of Fame. He believes his actions merely reflect an obligation he bears as a citizen of the world.

“I see this as part of my responsibility to future generations,” Urbieta said. “I have three children, and I want to see them inherit a world that’s in better shape and with greater possibilities.” ■

ALUMNI NOTES

1970's

Bartow Mayor **Brian Donelson Hinton** (BBA '75) was featured in *The Ledger, Polk County Business Journal*. He served a three-year term as a city commissioner in Bartow, Florida, chaired the Bartow Chamber Committee of 100's economic development group for years, and serves on the Polk County's Citizens Healthcare Oversight Committee. He's a longtime member of the Bartow Kiwanis Club and an elder and treasurer for First Presbyterian Church. He also is vice chairman and treasurer of the LifePath hospice board, serves on the Good Shepherd Hospice Community Outreach Committee, and sits on the Bartow Chamber Education Committee. In 2005, the Greater Bartow Chamber of Commerce recognized Hinton with the George W. Harris Jr. Leadership Award. In 2007, City Hall honored him with the Spirit of Bartow Award.

Travel firm Interval International has appointed **John A. Galea** (BA '77) as chief financial officer.

Accounting firm Morrison, Brown, Argiz & Farra, LLP has elected **Daniel Flugrath** (BBA '78) partner. Flugrath is a certified public accountant and certified financial planner in the tax department.

Ramon Ferran (BBA '79), senior vice president of corporate lending at TotalBank, has been elected to Florida International University's Alumni Association's board of directors.

1980's

Justo L. Pozo (BA '80), president of Preferred Care Partners, Inc., has been elected to the board of directors of the Florida International University Foundation.

Joseph Caruncho (BBA '81) was featured in *Miami Today* on February 8, 2007, for establishing the first PSO (provider-sponsored organization) in Florida and the

country's third PSO, a Medicare-Plus health plan owned by physicians providing health care. Caruncho was elected by the Florida International University Foundation board of directors as its vice chair. He is a member of the college's Entrepreneurship Hall of Fame and chair of its Dean's Council.

The Jay Malina International Trade Consortium of Miami-Dade County has appointed **Carlos Castellon** (BA '82), a partner at Jordan Castellon Ricardo LLC, to its board of directors.

Mary Cuervo (BBA '83) has been promoted to senior director of compensation and benefits for VITAS Innovative Hospice Care.

Prospero G. Herrera II (BBA '84) has joined North Shore Medical Center's Governing Board. Herrera also is director of support services at Miami-Dade College's North Campus.

Juan Carlos Ruiz (BBA '85) and his company, Micro Sharp Hearing Centers, were recognized recently by the *Miami Herald* for "Outstanding Service and Quality Products for over Forty Years."

Great Florida Bank has named **Daniel Acevedo** (BBA '86) senior credit manager.

Lyle D. Larson (BBA '87) was named chairman of the American Bar Association's Gas and Electricity Marketing Committee, Section of Environment, Energy, and Resources. Larson also was selected as "Best Lawyer in America" for the specialty of energy law.

Albert Oses (BS '88) has been appointed board member of Miami Dade International Trade.

Stephan Titleman (BBA '88) has been promoted to vice president of the commercial property management division at The

Continental Group, Inc. Titleman has been with The Continental Group since December, 2004, initially as director, commercial property management, a new division of the company at the time.

Juan Aguerrebere (BBA '89) has been appointed to the professional ethics executive committee of the American Institute of Certified Public Accountants. This committee establishes ethical codes of conduct for the CPA profession.

1990's

Frank Gonzalez (BA '90), partner at Morrison, Brown, Argiz & Farra, LLP, has joined the college's Alumni Circle.

Mario Nowogrodzki (MBA '91, BBA '89) is one of the nation's most prominent Advanced QuickBooks professional advisors; he owns the top firm in the QuickBooks Enterprise Solution Provider program and is a member of the Intuit Accountants Speakers Bureau.

Maria M. Yip (BACC '91), executive director of the Miami office of Daylight Forensic and Advisory, has joined the School of Accounting's Advisory Board. Yip is a certified public accountant and a certified fraud examiner with fifteen years' experience in the field.

BAC Florida Bank has appointed **Joaquin Arguello** (BBA '91) to senior vice president in charge of the bank's domestic banking division. Previously, Arguello was senior vice president and market manager at BankUnited.

The Related Group has appointed **Matthew J. Allen** (MBA '91) executive vice president and chief operating officer. Previously he was the executive vice president and chief financial officer.

Anna Figueroa (BBA '91) has joined WGEN-TV, Channel 8, as president of sales.

ALUMNI NOTES

Formerly, she was national sales manager for WJAN-TV, Channel 41.

José I. Juncadella (BBA '91), founder of Fairchild Partners, has been named to the board of governors of the Realtor Association of Greater Miami and The Beaches, and of the Realtors Commercial Alliance.

Sonia Díaz (BA '92), training and development manager at Royal Caribbean Cruises Ltd., has been selected as a new Alumni Circle member.

The Public Health Trust has elected **Angel Medina Jr.** (BBA '92) as treasurer. Medina is president of Regions Bank Southeast Florida.

Juan M. De Leon (MIB '92, BBA '90) recently was promoted to director of international development at Ring Power Corporation. In addition to sales, De Leon develops markets for the rental of construction equipment to large multinational corporations.

Insurance firm InSource Inc. has added **William L. Parker** (BBA '93) as a partner. Parker specializes in contract surety, construction, and risk management accounts.

The International Bank of Miami has named **Bashar Dibs** (BBA '93) vice president and branch manager for the Medley-West Branch.

American Express announced that **Francis Hondal** (MBA '94, BBA '87) has been named regional vice president and head of insurance services for Latin America, the Caribbean, and Canada. In this role, she will be responsible for managing the company's insurance distribution businesses, which consist primarily of accident, life, hospitalization, credit protection, and travel coverage marketed to American Express Card members. Hondal is a member of the college's Alumni Circle and of the International MBA's advisory board.

Accounting firm Berkowitz Dick Pollack & Brant has promoted **Diana Rodriguez** (BBA '94) from supervisor to manager in its tax department.

Patricia Soffer (BBA '94), principal of Soffer Adkins Advertising has joined the Alumni Circle.

Albert Montes (BACC '95) has been named director of finance for the Miami-Dade County Fair and Exposition, Inc.

Morrison, Brown, Argiz, & Farra, LLP has announced the addition of **Ramon de Legorburu** (BACC '95) as director of litigation and valuation. Legorburu has more than ten years of accounting and technological experience. He currently is a member of the Georgia Board of Accountancy and the American Institute of Certified Public Accountants.

Emilio Vasquez (BA '95) has been named senior vice president of the Coral Gables Market for Coconut Grove Bank.

José M. Ferrer (BBA '96) was elected partner in the Miami office of law firm Baker & McKenzie.

The International Bank of Miami N.A. named **Roxana Jimenez** (BBA '96) vice president of the Executive Banking Group. Jimenez has spent fourteen years in banking.

Jhoanna Madden (BBA '96) serves on the board of the National Society of Hispanic MBA's South Florida Chapter as the vice president of university relations.

Monique Hamaty-Simmonds (BBA '96) and her successful Tortuga Rum Cake Company celebrated their tenth anniversary.

Law firm Shutts & Bowen has added **Aliette Del Pozo Rodz** (BBA '96) as partner.

Monique Lai's (BBA '96) first solo photography exhibit, *Private Property*, ran six weeks at the ArcLight Hollywood. She is the director of *Jamaica, Farewell*, a one-woman show in Los Angeles that toured to Atlanta, New York City, and then to the Broward Center for Performing Arts. It also was performed at the Woodstock Fringe Festival.

Carla DeMarco (BA '96) was voted to the Southwest Florida, 2006 "Top 40 under 40" according to *Gulfshore Business* and was named the 2006 "Rotarian of the Year."

Benjamin Díaz (EMST '96, BACC '95), managing director with Alvarez & Marsal Tax Advisory Services, LLC, has been selected as an Alumni Circle member.

Robert Perez (BBA '96) opened his own legal practice focusing on criminal defense at both the state and federal levels.

Liz Consuegra (BBA '97) has joined law firm Fowler White Burnett as a shareholder. She will focus on trusts and estates, tax planning, guardianships, and probate administration.

Robert Garcia (EMBA '97), director, Executive and Professional Education at Florida International University, has been selected as an Alumni Circle member.

Catherine Minnis (MBA '97, BBA '93) has been honored with the 2006 American Cancer Society's Volunteer of the Year award. Minnis is vice president of the National Black MBA Association and chair of public relations for Delta Sigma Theta Sorority, Inc.

Manuel Velasquez (BBA '98) has been appointed assistant director for audience services at the Lincoln Center for the Performing Arts in New York City. In this position, he oversees customer service, CenterCharge, and the expanding responsibilities of the audience services group.

ALUMNI NOTES

Jorge Flores (MACC '98), a former vice president and director of internal audit at Banco Internacional de Costa Rica-Miami in Coral Gables, recently was hired at Pacific National Bank as vice president and internal auditor.

Andrea Padilla (BBA '99), corporate communications director of HP Latin America, has been selected as an Alumni Circle member.

The Carlos Albizu University Foundation has named **Jorge Vazquez** (MBA '99) to its board of directors. Vazquez is senior vice president and chief financial officer at Freedom Fresh.

Edgar Ceballos (BBA '99) is a member of the steering committee of the first Hispanic Executive Supply Management Summit (HESMS), organized by the Supply Management Institute. Ceballos is also a member of the Alumni Circle.

Albert Santalo (MBA '99), Avisena president and CEO, addressed a group of physicians during a seminar in Norcross, GA. The seminar aimed at improving performance in the most critical areas of medical practice: reimbursement trends, managed care contracting, and technology/billing and collections.

2000's

Demian Bellumio's (BBA '00) company Cyloop.com, formerly ELHood.com, was featured on the front page of the *Miami Herald*. The article disclosed Cyloop's partnership with Telefónica in Spain. Bellumio chairs the Alumni Circle.

Great Florida Bank has named **Clive Collins** (BBA '00) director of commercial banking.

MTV Networks Latin America has appointed **Juan C. Acosta** (MBA '01, BA '95) vice president/chief financial officer. He was director of finance for NBC/Telemundo Group.

Commercebank appointed **Boyan Mintchev** (MBA '01) as assistant vice president of corporate lending products.

Alfredo Machado (MBA '02) was appointed international account manager with American Tire Distributors, one of the largest independent tire distributors and exporters in the world. Machado will manage a multi-million dollar account portfolio in Latin America and the Caribbean.

The International Bank of Miami has named **Brian San Miguel** (BBA '03) vice president of the executive banking group.

International real estate company Grubb & Ellis has added **Lance Benson** (MBA '03) to its team. Benson was appointed vice president of the Miami office. Benson is a member of the Alumni Circle.

TotalBank has named **Christian H. Aubert** (BBA '03) as branch service manager for the East Kendall branch.

CB Richard Ellis has hired **Jay Hertzbach** (MBA '03) as a real estate analyst for the valuation and advisory services group.

Jaime A. Castaño (BA '03) was promoted to vice president, commercial lending, for Colonial Bank's South Florida region.

U.S. Century Bank has named **George H. Bermudez** (BBA '03) executive vice president for corporate lending. He was a senior vice president and middle-market division manager for CommerceBank.

The International Bank of Miami named **Jorge Scerpella** (MBA '04) assistant vice president of its Credit Administration

Division. Scerpella has ten years of experience in credit analysis.

Misha Kuryla Gómez (MIB '04) was featured in *BusinessWeek* on June 19, 2007, for her success story as an entrepreneur. She is president of Misha's Cupcakes, which sells to restaurants, bakeries, and cafés. She currently is working on a partnership to open a cupcake/cookie store.

Logistics infrastructure company WTDC has promoted **Sean P. Gazitua** (BBA '04) to director of logistics.

Craig Kirsner (MBA '04) received the President's Volunteer Service Award on April 20, 2007. His nomination for the award came from Hands on Miami and was given by the President's Council on Service and Civic Participation.

Gabriel Zdircu (MSMIS '04) has been named director of the Miami-Dade County/Florida Keys office for Passport Health. Passport Health is a nationwide network of travel medicine/vaccine clinics.

Robert Calhoun (BBA '06) started his firm MedPay, Inc. during his senior year at the college and the business is continuing to prosper with new clients and opportunities for growth. His next project is to create a real estate investment company.

Shirley Lowe (IMBA '06) participated in the university's China Track study abroad program, where, in Tianjin, she stayed at Nankai University for one month and took Chinese language classes daily as well as a business class twice a week. She earned a \$2000 scholarship to participate in the program.

Janaina Ribeiro (IMBA '07) has joined Lehman Brothers as part of its Private Investment Management Department.

What lasting effect will you leave?



"I want to teach our students how to see their ideas come to life."
—Demian Bellumio



"I want to see our students make the connection between what they learn in the classroom and real-world application."
— Sonia Diaz Del Oro



"I want to see our future alumni studying in the very best environment."
—Ben Diaz



"I want my influence to be felt."
— Gloria Romero Roses



"I want to help strengthen our community."
—Margaret Brisbane

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Uncommon thinkers

Joseph L. Caruncho has healthy respect for the business school.

In 1962, as a four-year-old leaving Cuba with his family (who “expected to be able to return in six months or so”), Joseph L. Caruncho Esq. (BBA ’81), founder and CEO of Preferred Care Partners (PCP), embarked on a journey that wound from a small town outside Havana, through years of work at Wight Millworks in Miami, to the acquisition of a college and law degree, and ultimately, to establishing a thriving company that has garnered him recognition from both the business community and his alma mater.

Caruncho’s path can now lead him to the Preferred Care Partners Student Organization Center in the new College of Business Administration Complex, the result of his company’s \$125,000 gift to the Building for Business campaign.

Entrepreneurship threads through his life.

“My father owned a small, custom woodworking company in Cuba, and I probably caught the entrepreneurial bug from him,” he said. “Within a month of our arrival in Florida, he had a job at Wight Millworks, within a year became foreman, and eight years later, bought the company and ran it until he retired.”

Caruncho worked in the office fifty hours a week, completing an associate of arts degree at Miami-Dade College, earning his Bachelor of Business Administration in finance at the college, and obtaining a Juris Doctor degree.

“Sometimes, I worked, went to classes, and returned to the office at night,” he said. “I learned great time management skills, and working immersed me in real-world issues that made going to classes seem almost like a vacation.”

After law school, Caruncho plied his legal training for thirteen years, four of them in a firm practicing health care law, where he “put together deals for hospitals and doctors,” excellent grounding for PCP, which he founded in 2002 and which owns and operates South Florida’s largest privately owned Medicare health plan, an innovative alternative to traditional Medicare.

Though his rugged schedule as an undergraduate meant he lacked the time to participate in student activities—he wanted to play trumpet in the FIU Jazz Band, for example—when PCP made its donation, Caruncho chose to name a space “devoted to the college’s best and brightest students. They are the current leaders of the business school and the future leaders of the community.”



Joseph L. Caruncho Esq. (BBA ’81)

Service yields recognition with fun—and justifiable pride—mixed in.

“Giving back is part of having the good fortune to have succeeded.”

—Joseph L. Caruncho Esq. (BBA ’81), founder and CEO of Preferred Care Partners (PCP)

Raised to believe that “giving back is part of having the good fortune to have succeeded,” Caruncho currently sits on many boards and serves as chair of the college’s Dean’s Council, which provides guidance to the college on strategic matters, such as “how to balance quality and prestige while giving access to those who can’t go elsewhere” and which he describes as “the most fun group I’ve been involved with.”

His professional contributions brought him Florida International University’s Distinguished Service Medallion in 2004, when he also was named the Florida 2005 Ernst & Young Entrepreneur of the Year in the health care category and was inducted into the college’s Entrepreneurship Hall of Fame with PCP’s president, Justo Luis Pozo (BBA ’80). He has been featured in many magazines, most recently in a cover story in the October, 2007, issue of *Smart Business Miami*.

For all his honors, Caruncho is proudest of his two children (“my best work”), and of the fact that he was able to “launch a business and build a culture. We began with a young management team whose members started at the entry level and who are now senior executives and department directors. PCP has become a vehicle for fulfilling their dreams for their kids.” ■

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