

# BUSINESS

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# NETWORKS

New Healthcare MBA program brings  
the pieces of healthcare together.



**Business**

FLORIDA INTERNATIONAL UNIVERSITY



## BUSINESS NETWORKS

*Business Networks* is a semi-annual publication of the College of Business Administration at Florida International University. Published in the spring and fall, it includes a selection of articles about the business school culled from the past six months, plus a new feature.

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## Recent Rankings

**Bloomberg BusinessWeek’s** online “The Best Undergrad B-Schools” ranked the undergraduate school of business at 107th. This was the third time in the last four years that the college was recognized. Among all public schools nationwide, the business school ranked 59th and held 18th position in the group with two-year programs. In the south, the college ranked 17th overall among all schools, including public and private institutions.

**Bloomberg BusinessWeek** ranked FIU #3 in the country in return on investment (ROI) for undergraduate business programs.

The Chapman Graduate School was rated among the top 15 business schools in two categories—global management and operations—surveyed in The Princeton Review’s second annual “Student Opinion Honors for Business Schools.” The lists, which reflect the evaluations of 19,000 MBA students, appeared in the April 2010 issue of *Entrepreneur* magazine. The graduate school has also been included in The Princeton Review’s *The Best 301 Business Schools: 2011 Edition*.

**U.S. News & World Report’s** most recent rankings, titled “Best Business Schools 2011,” placed the Chapman Graduate School at the 24th spot in the “Best Business Schools Specialty Rankings: International” category.



# Diverse communities. Diffuse providers.

In South Florida's challenging healthcare landscape, there's never been a more urgent need for "big picture" vision.

**"Students learn about the various pieces of the healthcare industry and how those pieces interact with one another."**

Starting in the fall of 2010, the MBA in Healthcare Management at Florida International University (FIU) will bring an important new educational opportunity to the South Florida healthcare community.

It is a program that's grounded in the strength of the faculty of the College of Business Administration and enriched by the university's deep roots in South Florida's health services community for the past three decades.

"This program will assist students in developing a balance between theory and practice," said program director Nancy Borkowski, one of South Florida's most respected healthcare educators. "Students learn about the various pieces of the healthcare industry and how those pieces interact with one another."



**T**he new program was a top priority for the college's executive dean, Joyce J. Elam, who has championed a Healthcare MBA for several years.

"It was clear to me that Borkowski's leadership, combined with the expertise of our faculty, would result in a compelling new graduate degree," she said.

It is also the realization of recommendations of the Healthcare MBA's advisory board, consisting of some of South Florida's most prominent healthcare administrators and practitioners.

The new MBA couldn't come at a better time. This year's national healthcare reform legislation means substantial changes in the way healthcare providers deliver and manage their resources.

"In this environment," Borkowski said, "we cannot stress enough the importance of understanding how to provide efficient and effective care."

**"It was clear to me that Borkowski's leadership, combined with the expertise of our faculty, would result in a compelling new graduate degree."**

### **Program prepares next generation of healthcare leaders.**

FIU's Healthcare MBA is geared toward individuals with at least four years' professional experience. Borkowski sees this background as a way to infuse class discussions with contributions by those who already are meeting challenges in their work environments.

Among the students already admitted to the fall class are a military clinic administrator who wants to make the step up into hospital management and a clinical department administrative assistant who is looking for new career options. The program can also benefit those who now work in fields like hospitality, finance and technology and wish to pursue a career within the healthcare industry.



### **FIU's Healthcare MBA at a glance**

- Saturday classes
- 20-month program
- FIU Business Downtown Miami center
- Nine core MBA courses
- Five courses specific to healthcare
- Management project requirement

### **Experiential learning pervades the Healthcare MBA.**

Borkowski and other faculty members serve on boards of the area's prominent healthcare organizations, enabling them to bring real-world insights on current issues directly to the classroom.

According to her, even before coursework begins, students will start the process of being acclimated into their new careers by networking with senior executives of hospitals, physician groups, clinics and HMOs.

"They'll start to develop an understanding of the challenges and the barriers, but also how to develop a big picture perspective," she said. "Where does everybody fit? Where are those missing pieces? How can I align the continuum of care for the patient and the patient's family?"

Integrated into the coursework are opportunities to earn important certifications. For example, in operations management students have the opportunity to earn a yellow belt in the "Six Sigma" process valued by healthcare employers.

The final piece of the MBA is the management project, a hands-on experience tailored to each student's professional goals. After discussing the individual's career objectives, strengths and areas

for improvement, Borkowski will arrange for a top-level mentor to guide him or her in a field experience or residency. A nurse engaged in direct patient care, for example, may spend three days a week working alongside the CEO, getting a sense of decision making at that level and using MBA-level skills to assist with special projects.

A pre-licensing healthcare risk management program and a healthcare compliance program will be added to the business school's executive and professional education offerings, with additional degree and certificate programs planned.

### Director has established record in innovative healthcare education.

Trained as a CPA and deeply involved in leading and advising South Florida healthcare providers for several decades, Borkowski's guidance and focus on solving real-world problems will be another essential piece of the program. As the faculty adviser, she helped

guide FIU students to first place in the Fourth Annual Student Case Competition, sponsored by the South Florida Healthcare Executives Forum, Inc. Student participants had to analyze a community hospital's strategic position and propose two programs to expand or eliminate. A panel of senior healthcare executives judged the teams based on their analysis of the hospital's situation as well as their research and presentation skills.

The emphasis on teaching students to solve problems with a real-world focus also guides the advisory board, according to Zeff Ross, a board member who is senior vice president of Memorial Health System and chief executive officer of Memorial Regional Hospital.

"When we look around the room at the board members, we see individuals from all aspects of healthcare—medicine, HMOs, nursing homes, hospitals, patients, students, faculty," he said. "Our board has an eclectic approach, and collectively we have our fingers on the pulse of healthcare."

He applauded FIU's decision to create the Healthcare MBA and the way it's been shaped.

"FIU asked for input and made changes based on it," he said. "They're very responsive to the needs of their students and the community. They did something different: they listened." ■

 <http://fiu.bz/bnvideos>



### FIU students win health information-related grant.

**K**atherine Fischer, Mark Israel and Shaista Mohammed won a prestigious \$15,000 grant from Florida's North and Central Chapter of the Healthcare Information and Management Systems Society. In a study titled "Stakeholder Distrust as a Barrier to Healthcare Information Exchange (HIE) Participation," they will research the roots of physician distrust in sharing health information and potential methods for overcoming the barriers that impede healthcare information exchange.

Nancy Borkowski, director of the Healthcare MBA program, together with Monica Chiarini Tremblay and Gloria Deckard, faculty in the Department of Decision Sciences and Information Systems, will supervise. The students, who represent the decision sciences and healthcare management programs, secured the participation of the Florida Academy of Family Physicians as their partner in the research project.

Left: Nancy Borkowski

## Internships open doors for proactive students.

### Business majors land prestigious study abroad internships in alternative energy field.

Competition was tough as 24 FIU students vied for two “Alternative Energy Markets in the Dominican Republic and Panama: A Study Abroad” internships. These first-time internships were offered through the Global Energy Security Forum (GESF) within FIU’s School of International and Public Affairs.

Renzon Mora and Hector Mujica, both undergraduates in the college, were awarded the six-week internships, valued at \$4,000 each.

“Mora and Mujica competed with students from engineering, environmental studies and other fields, and emerged as the best candidates,” said Ed Glab, GESF co-director. “It shows that our business school attracts top quality talent.”

The interns will participate in a U.S. Department of Education-sponsored project researching the potential for small businesses in Florida to export alternative energy products and services to the host countries.

“This effort is contributing to our country’s and state’s need for energy diversification and climate protection,” said George Philippidis, energy director of FIU’s Applied Research Center and GESF co-director.

The interns are looking forward to the outstanding opportunity during which they will soon get a chance to put their experiences and interests to good use.

“I would like to contribute to the efforts of the United States and possibly South American countries as they work to increase their alternative energy use,” said Mora, a senior majoring in international business and marketing, who will head to the Dominican Republic.

“My three passions are politics, business and environmental stewardship so the

moment I read about this opportunity, I knew it was what I wanted to do,” said Panama-bound Mujica, a junior majoring in international business, who also serves as an intern for U.S. Congresswoman Debbie Wasserman Schultz.

### Unique on-campus Microsoft internship builds on social media contacts.

Texting. E-mail. Twitter and Facebook. These communication and social media tools have fast become an integral part of every student’s academic and campus community activities.

Stefany Marcelino, a management information systems (MIS) major in FIU’s business school, used these same tools as part of a new 10-week internship program brought to the university by Microsoft Corporation and Campus Entertainment, the marketing partner of the National Association for Campus Activities.

“My responsibility was to use social networking to organize opportunities for my peers to view Windows 7 capabilities on the laptop Microsoft provided,” said Marcelino, who worked as a campus representative for Microsoft to help introduce the all-new Windows 7 operating system to students, thanks to the internship.

The selection process for this internship was rigorous. Campus Entertainment sought a campus leader who connected with peers electronically and through



Left to right: Renzon Mora and Hector Mujica (seated); George Philippidis and Ed Glab (standing)

**“This effort is contributing to our country’s and state’s need for energy diversification and climate protection.”**

involvement in clubs and organizations. The selected student also needed to be tech-savvy—having proven experience with Microsoft Windows and Microsoft Office. Marcelino, who works as a student assistant in the Center for Leadership, fit the bill on all counts.

“Stefany is our social media guru,” said Garth D. Headley (MS ’07), the center’s director of programs. “She has created a buzz for the center on the Internet. It’s no surprise she was selected for this internship.”

 <http://fiu.bz/bnvideos>

## Students learn selling skills . . . by selling.

“Close to 70 percent of students with marketing degrees will end up in sales.”  
—College recruiters

“I don’t consider myself a selling-type person.”—Diane Edwards, FIU marketing major

Given that such a high percentage of marketing majors become salespeople, and given that the resistance expressed by Edwards is likely shared by many of her classmates, Nancy Rauseo, who teaches sales management and customer relationship management at FIU, faced a challenge: how to best prepare marketing students for the strong likelihood that they will go into sales—especially consultative sales where they will establish long-term relationships with customers and help solve their problems.

Her solution was to structure her *Personal Selling* course to culminate in an assignment that required the 95 students to put into practice what they had learned about consultative sales through reading, lectures, role plays and presentations: for one-third of their grade, they prepared a detailed sales plan and then videotaped themselves playing the part of both buyer and seller.

To mimic a real-life situation, Rauseo provided each buyer with objections to which the seller had to respond, using all their knowledge, creativity and on-the-fly thinking.

“I was a buyer for a small business copier and a seller of plumbing fixtures,” Edwards said. “As a buyer, I knew I could use the objections I had been given such as cost, lack of need or concerns about the product. But when objections came at me, I had to draw on what I had learned and improvise.”

Despite the statistics, Edwards doesn’t think she’ll go into sales, but if she does she “can now see the strategy and method behind it.”

Because of its initial success, Rauseo plans to continue to include such active learning components in the course.

“I’m thrilled with the final product and how the students did,” she said.

 <http://fiu.bz/bnvideos>

Nancy Rauseo



**To mimic a real-life situation, Rauseo provided each buyer with objections to which the seller had to respond, using all their knowledge, creativity and on-the-fly thinking.**

## New group catalyzes relationship between student leaders and alumni.

Armed with research showing that students are 30 percent more likely to join an alumni chapter if they are involved with a student business organization, a new Student Leadership Group links student leaders and the Business Alumni Chapter (BAC).

“When Michael Fenton (BBA ’07), BAC president, spoke to our student organization leaders, they recognized the chapter’s huge potential as a resource for networking and job opportunities,” said Francesco Orofino, a student liaison to the BAC.



**From left to right:**  
Angel Garcia, assistant director, Center for Leadership and Service;  
Deyanira Romero, executive vice president, Alpha Kappa Psi; Fenton; and Orofino at a “Leadership Summit”

## Students seize leadership opportunities.

### Lively event broadens awareness of the real estate sector.

Although real estate remains a challenge-filled industry, almost 100 FIU students are now aware of the many opportunities afforded by the field following an interactive program “uCREW at FIU.” Hosted by the college and presented by FIU’s Real Estate Student Association (RESA), in conjunction with Commercial Real Estate Women (CREW) Miami and Bank of America, the event took place January 26, 2010.

Dan Berkovitz, a management major, president of RESA and one of the coordinators of the program, along with William Hardin, director of real estate programs in the business school and RESA’s faculty advisor, developed the idea of hosting such events to pro-

vide FIU students with insight into the real estate field, including career options.

### Industry marketing leaders offer insights into “the new normal.”

The profound shift in the global economy has triggered consumers to borrow less, save more and spend with much greater caution. This is “the new normal.” The big question for marketers is how to respond.

The tough, timely topic drove the “Stepping into the New Normal” theme of the second annual Florida Regional Collegiate American Marketing Association (AMA) Conference held November 6, 2009, at FIU. The event, co-hosted with the University of South Florida, attracted more than 180 attendees, up 180 percent from the first conference held last year in Tampa.

The impressive conference line-up included presentations from high-level executives of Google Spain, Bacardi, Zimmerman Advertising and Burger King.

“The speakers shed light on what their companies are doing from a marketing perspective to remain competitive in 2010,” said Yasmin Issa, chapter president and conference co-chair, who was responsible for planning the successful conference.

Target Corporation sponsored the AMA event with a \$2,500 grant. Other area businesses donated necessary conference items, saving another \$2,000.

“I often get credit for the great work my students do,” said Tim Dugan Birrittella, who teaches marketing in the college and serves as the chapter’s advisor. “In all honesty, ‘it takes a village’ to host a conference as successful as this.”



Zamora (left) with Manny Espinoza, ALPFA CEO, during the convention at which Zamora was named ALPFA National Student of the Year

### Junior accounting major wins “National Student of the Year” award from ALPFA.

For the third time, ALPFA named an FIU student “National Student of the Year.” Daniel Zamora, then a junior majoring in accounting, joins Krystel Ramos (MACC ’08, BACC ’07) and Zameer Upadhyia (BACC ’02) as the winner of the highest student award ALPFA gives.

For the seventh consecutive year—each year the awards have existed—ALPFA recognized FIU in two other categories: Zamora as “South Region Student of the Year” and ALPFA at FIU as “South Region Student Chapter of the Year.” The student chapter in the business school is the largest in the country.

“I am very honored to have received the award on behalf of FIU, which has helped me develop as a person,” said Zamora, who has already served as the student organization’s president.

Zamora was among 35 college students to gather for four intense days in Washington, D.C., where they advanced along their career path, thanks to the Karen Marquez Institute (formerly the Hispanic College Fund). The students—chosen from almost 600 applicants and awarded cash scholarships—are now equipped with valuable business contacts, a network of other talented Hispanic students and the skills they need to succeed in their careers.



Attendees at the AMA conference were able to communicate with Alex Gibelade, product marketing manager, Google Spain, during a broadcast.



## Internship programs broaden professional possibilities.

### MBA from Italy savors work and educational experiences in Miami.

As the technical leader of a group of engineers in the R&D department of a telecommunications company in Italy, Piero Vitale (MIB '09) didn't expect to find himself in Miami promoting Miami-Dade County as a place to do business, particularly to fashion-lifestyle companies based in Italy, France and Spain.

But through an internship with The Beacon Council—Miami-Dade County's official economic development organization—Vitale did that and much more. Though he still sees telecommunications as a likely career direction, his graduate work in the college and the internship have heightened his expectation of succeeding in the international arena, regardless of his job.

Among the top projects on which Vitale worked was Wine&FashionFlorence, which drew dozens of Florence-based luxury hotels, leather goods manufacturers, jewelry designers, world-renowned chefs, olive oil experts and fashion designers to Miami in mid-November 2009.

"A U.S. degree is very important in Italy, and I decided to get an MBA from MIP School of Management, Politecnico di Milano, specifically because of its membership in FIU's Dual Degree network," Vitale said of the program that enables students to earn complementary business degrees in two countries: an MBA in their home country and a Master of International Business (MIB) at FIU.

### Virtual internship with U.S. Department of Commerce yields real results.

The for-profit business sector represents a new U.S. economic trend where for-profit businesses also take on a social mission. What, if any, is the impact of this trend on government policy?

For part of her virtual internship with the International Trade Administration (ITA) within the U.S. Department of Commerce (DOC), Pooja Tripathi (IMBA-MSF '09), then a student in FIU's joint International MBA-Master of Science in Finance program and the tenth graduate student to participate in the virtual internship program developed jointly by the DOC and the business school, researched answers.

"Tripathi's research helped us gain a better understanding of the size and scope of this sector," said Paul Thanos, director, Financial Services, DOC. "She did an excellent job identifying the companies doing this type of business as well as highlighting legal trends related to the sector's development."

From his perspective, "The virtual model is working extremely well. So well in fact,



Pooja Tripathi

that I believe other agencies are looking at adopting it. What's more, the college's international focus—with an emphasis on Latin American issues—is a nice fit for us." ●

 <http://fiu.bz/bnvideos>

## Programs explore timely IT issues . . . during lunch.

Two "Distinguished CIO Lunch and Learn" events gave students, alumni and other guests the opportunity to engage with top information technology (IT) officials.

The first, "Healthcare Information Systems: Challenges and Cures," hosted by FIU's Master of Science in Management Information Systems (MSMIS) program, brought observations from an expert panel comprising executives from CareCloud; Jackson Memorial Hospital; Our Kids of Miami-Dade and Monroe County, Inc.; and Health Choice Network. Among the topics, they discussed that despite the benefits of using health information technology (HIT), lack of uniform standards and confidentiality concerns have inhibited its widespread adoption.

"Issues Facing Women in the IT Workplace" included a panel discussion, presentation of "Women in IT: The Facts" report findings and an awards program recognizing local high school girls. ITWomen, a local not-for-profit organization, presented the event with the MSMIS program.

"The session was a great way to understand the future for women in IT and to see good examples of women currently holding prominent IT leadership roles," said Debra VanderMeer, who teaches in the Department of Decision Sciences and Information Systems and who welcomed the audience of 125. "If current trends continue, by 2016, the IT industry will only be able to fill half of its available jobs. Reversing female attrition would add 220,000 workers from the pool of women who would have left their jobs."



## IT audit case study gives graduate students valuable hands-on experience.

**G**raduate students in the Master of Accounting (MACC) program at FIU received hands-on experience by using a simulated client within the banking industry to strengthen their skill sets. They also got a leg up on others interested in IT auditing or other related career paths.

“For my graduate-level class, I wanted to simulate an actual IT audit process to expose and equip students with a strong foundation of knowledge and skills to become successful auditors,” said Antoinette Lynch, who teaches IT audit courses in FIU’s School of Accounting.

To accomplish this, she teamed with Silka M. Gonzalez (MACC ’05), president and founder, Enterprise Risk Management, to design an IT audit case study that took the students through the standard process phases—from meeting the client and preparing an engagement letter to conducting a risk assessment, developing the audit program and issuing a report to management with findings, risks and recommendations.

“We focused on general control risk areas that students would most likely encounter as a user of the system, IT auditor or financial auditor—Microsoft Windows 2003, IBM AS/400, networking components, firewalls, routers and other IT control areas,” Lynch said.

According to participant Annette Jernigan (MACC ’09, BBA ’07), director of property administration, Baptist Health Enterprises, “I now have a much deeper understanding of what the IT department needs from me on a day-to-day basis.”

**Above:** Antoinette Lynch

**Left, from left to right:** Maria Gonzalez (standing), Michael Cohn (standing), Georgios Mortakis, Keiron Quarrie, Yazmin Martin and Gabriela Manrique



## Espirito Santo Bank Scholarship

**J**essica Valente (BBA ’09) and Carolina Nieto became FIU’s first graduate students to win the Espirito Santo Bank Scholarship. Each received \$15,000 toward their tuition in FIU’s International MBA (IMBA). As part of the award they will have the opportunity to have an internship at the bank and the possibility of future employment.

Carlos M. Modio (BBA ’82), the bank’s senior vice president and COO, and member of the Dean’s Council; Jessica Valente; Victor Balestra, the bank’s chairman; Carolina Nieto; and Mark North, president and CEO; at a luncheon at the bank on October 16, 2009.



## Professional MBA-Panama reflects FIU values.

To deepen the relationship to FIU among students in the PMBA-Panama and to develop their school pride, William Newburry, who teaches *Strategic Management* in the program, organized a group class photo as a way to build school spirit there. The picture-taking occasion, at which students sported their FIU shirts, allowed them to feel closer to their Miami counterparts who were celebrating Homecoming, which has become the newly designated FIU Spirit Day.

At holiday time, the group obtained 190 tickets for the children's musical *Chiquilinga* and then donated them to Aldeas Infantiles S.O.S., an organization that rescues raped, abandoned or homeless children, or those whose parents are in jail. A number of people

from the business school and from Quality Leadership University, where the program takes place, also donated.

And, on February 26, 2010, the 28 students in the inaugural PMBA-Panama class graduated. Oscar Leon, QLU president, welcomed the graduates; Christos Koulamas, associate dean of the business school, handed out awards. Craig Morrissey, vice president, American Hospital Management Company, won both the "Leadership Award of Excellence," voted by his classmates, and the "Academic Award of Excellence," from the faculty. ●



Students in the *Strategic Management* course in the Professional MBA-Panama display their FIU pride. Course instructor William Newburry is in the second row from the front, far right.



## 2010 Intercollegiate Case Competition

Five graduate students from programs in the business school traveled to Tampa to compete in the 2010 Intercollegiate Case Competition held February 11-13, 2010, and hosted by the University of South Florida. The students tackled real problems and offered real solutions for financial services company Raymond James. Pictured here, from left to right: Leandro Wong, Femi Lewis, Laura Bacci, Samer Aziz and Jason Kleiss.



## The Business Council

Executive MBA students Rasheme Richardson, Arica Finneston, Rodolfo Bezerra, Jorge Abreu and Luis Pardo, pictured here, were guests at a recent luncheon sponsored by The Business Council, an association of Fortune 500 executives. The event gave attendees a rare opportunity to chat one-on-one with some of the world's leading CEOs.

# FACULTY

## Expert on trade-based money laundering detection presents globally.

In recent months across media and venues, John Zdanowicz, professor of finance and an internationally recognized trade-based money laundering and terrorist financing expert, shared his knowledge. In print, his article “Trade-based Money Laundering and Terrorist Financing” appeared in *Review of Law & Economics*, one of the top premier law journals in the world, while *The New York*

*Review of Book’s* article “Illicit Money: Can It Be Stopped?” cited his research.

He conducted a global webinar titled “Detecting and Understanding the Mechanics of Trade-Based Money Laundering” for AML Services International LLC, and was the keynote speaker addressing an international gathering of ministers of customs and finance in Amsterdam at an event funded by

the European Commission and hosted by Ministry of Justice in the Netherlands.

Stateside, Zdanowicz met with Sarah K. Runge, policy advisor, Office of Terrorist Financing and Financial Crimes, U.S. Department of the Treasury; a five-person delegation from Pakistan looking at terrorism financing; and three senior officials of the Swedish Economic Crime Authority. ●

## Seminars enable faculty to discuss new research.

Two departments in the business school provided colleagues the chance to flex their intellectual muscles during two seminars held on November 6, 2009. Both departments offer such seminars on a regular basis.

The talks and informal discussions enable PhD students to see where the research in their area is headed and helps them build a strong network.

“The events motivate all of us to do good research, which gets our name out,” said Suchi Mishra, Knight Ridder Center Research Professor, and since 2006, organizer of the Finance and Real Estate Department’s seminar series. “Also, these scholars see that

we have a strong PhD program, which helps put us on the map.”

Wayne Ferson, University of Southern California, presented on the topic “‘Out-of-sample’ Performance of Long-Run Risk Models.”



Wayne Ferson



Chockalingam Viswesvaran

“Ferson makes an extremely useful contribution because there is still a wide opening for finance research in the area of what predicts return in the long run,” Mishra said. “Because we are living in one of the worst financial crises since the Great Depression, we must have improved intuition on which risks matter the most in explaining return on assets. His research shows that the simple Capital Asset Pricing Model (CAPM), which brought a Nobel Prize to its developers, remains the winner.”

Later that day, Chockalingam Viswesvaran, professor and director of the industrial and organizational psychology graduate program at FIU, spoke about “Emotional Intelligence.” Aya Chacar, a member of the Department of Management and International Business, organizes its seminar series. ●

## College names new School of Accounting director.

After a national search, Joyce J. Elam, executive dean, announced the appointment of Ruth Ann McEwen as the new director of the School of Accounting, effective July 1, 2010. McEwen’s career spans twenty years of teaching and publication in such premier journals as *The Accounting Review*, *Decision Sciences and Accounting Horizons* as well as a 2009 book titled *Transparency in Financial Reporting—A Concise Comparison Between IFRS and US GAAP*. A CPA, she received her PhD in accounting from the Georgia Institute of Technology and is currently the associate dean, dean of accreditation and administration and professor of accounting in the Sawyer Business School at Suffolk University in Boston, Mass.

## Wertheim Lecture looks at poverty and ways out.

**D**oes the value of education really need to be pitched on a college campus? Yes, when the person doing the pitch is Gustavo A. Cisneros, chairman, Cisneros Group of Companies—one of the largest privately held media, entertainment, telecommunications and consumer products organizations in the world. And yes, again, when he speaks about education in the context of addressing poverty and as an example of corporate social responsibility.

In a Wertheim Lecture titled “The Role Private Enterprise Can Play in Alleviating Poverty in Our Hemisphere,” Cisneros explained that his foundation “focuses most of its work on improving the quality of teaching and learning in the thousands of schools served by our programs, while recognizing they are not the sole solution to such gigantic and complex problems.”

He also emphasized that he wanted to “reveal them as examples of a successful corporate social responsibility strategy at work and an illustration of the private sector’s ability to make a significant contribution to economic development.”

“It was interesting to hear from a very successful business leader in Latin America regarding the company’s support of social programs in the region,” said Jose M. Aldrich, area managing partner Latin America – Tax, KPMG LLP, who sits on the college’s Dean’s Council and was one of the 187 audience members. “Education is critical to continued development there. Every business needs to find the proper balance between financial success and social commitment to the community. Cisneros and the Cisneros Group set the standard by which all businesses

should measure their contribution to the region’s development.”

The Herbert A. Wertheim Lecture Series has brought distinguished speakers and experts in business leadership and entrepreneurship to FIU since 1993.

 <http://fiu.bz/bnvideos>



Above: FIU President Rosenberg with Cisneros

## Disney Institute “Keys to Excellence” program works training magic.

**I**n the current economy, companies know that it is anything but business as usual. With an ever-increasing gap between income and sales versus expenses, professionals are forced to evaluate what they and their organizations need to do to survive—and yes, thrive—in the coming year.

Such a quest motivated 275 professionals from the local business, college and alumni communities to participate in the Disney “Keys to Excellence” program, hosted by FIU Business. A one-day event, it offered attendees the opportunity to learn best practices from Disney professionals.

The workshop focused on four key areas: leadership, management, customer service and loyalty. Disney Institute trainers shared tools and techniques to help professionals create proactive plans to deal with the sluggish economy. Discussions centered on how to strengthen customer loyalty and build team involvement while creating a service culture designed to keep the competitive edge sharp.



Right: Participants at the “Keys to Excellence” program



## ExxonMobil Inter-America

**M**iguel A. Arrieta, public affairs manager, Central America, Caribbean, Ecuador & Peru at ExxonMobil Inter-America, presented a \$7,500 check to Joyce J. Elam, executive dean, and Monique Catoggio (EMBA '03), director of advancement, alumni and corporate relations. Bennett P. Hansen, president and sales director, ExxonMobil Inter-America Inc. and new Dean’s Council member, said, “I know that business students from FIU have the broad background to play a key role in our company.”

## IN THE COMMUNITY

### Multiple outreach efforts to high school students spark excitement.

#### Future business leaders train for success at FIU.

Jose Betancourt went from being a shy high school student a few years ago to winning the public speaking competition at the Future Business Leaders of America-Phi Beta Lambda (FBLA-PBL) National Leadership Conference last summer. He credits his decision to join the organization as a high school sophomore with making that growth possible.

In a show of gratitude, Betancourt, a management major and former president of FBLA-PBL's FIU chapter, devoted his energies to making the group's annual officer training a seminal event for students interested in business careers. He shared that goal with Yanyan San Luis, FBLA-PBL's regional vice president, with whom he combined forces to organize an enthusiastically received training on October 9, 2009.

"It was so gratifying to see this gathering become what he and I envisioned when we took it over," said San Luis, a student assistant in the college's Office of Advancement, Alumni and Corporate Relations. "Having students

tell us how much they loved the experience let us know we achieved what we set out to do."

The training attracted 350 high school and middle school students and more than 50 career advisors who took part in interactive sessions that addressed a range of topics, from career and internship opportunities to effective interviewing to strategies for building local chapters.

Betancourt leveraged his internship at Pepsi Bottling Group to secure one of several sponsorships. This enabled him and San Luis to significantly reduce the cost for the students while simultaneously generating important revenue for the FIU chapter.

"We want to constantly improve on what we do so that the event continues to be memorable and leaves the students wanting more," Betancourt said.



Top: Rodrigo Arboleda Halaby

Bottom, from left to right: Raul Gonzalez, human resources manager, College of Business Administration; Sammi Rosin, assistant director, Career Management Services; and Jose Toscano, assistant director, Campus Life and FBLA-PBL advisor

### Hospitalized children benefit from FIU students' altruism.

Over the course of a week in February 2010, FIU students celebrated hundreds of kids in local children's hospitals.

"The success of our 'A Tribute to Children' week was truly a dream come true," said Megan Lee, finance major and vice president, community service, for FIU's Future Business Leaders of America-Phi Beta Lambda (FBLA-PBL).

FBLA-PBL partnered with other organizations on campus—including FIU Dance Marathon, Phi Mu, Phi Delta Epsilon and Sigma Chi—to raise funds for the Children's Miracle Network (CMN), a non-profit organization dedicated to saving the lives of children through donations to its connected local children's hospitals.

"The members are to be congratulated for their creativity and outstanding efforts in surpassing their fundraising goal of \$1,200 by raising \$1,300," said Maria Moldes, CMN director at Miami's Children Hospital, who attended the gala, which raised \$800.

### FIU Leaders in Practice offer career day for underprivileged high school students.

Months of planning paid off when 50 students from Coral Gables High, Edison High and South Ridge High travelled to FIU's Modesto A. Maidique Campus for a career day of guidance organized by FLIP (FIU Leaders in Practice) in March 2010.

Since forming in October 2009, FLIP members had met regularly to plan this important community service project for underprivileged high school students.

FLIP member Michelle Joubert (MBA '10), assistant director of alumni relations in the business school, whose initial idea paved the way for FLIP's creation, was pleased with the outcome of the daylong event.



“It turned out to be better than I could have ever envisioned,” she said. “The students were attentive, excited and left motivated and inspired.”

One of the activities that led up to the successful day was a meeting with Rodrigo Arboleda Halaby, president and CEO, Ibero-America and the Caribbean for the One Laptop per Child (OLPC) Association, and motivational speaker Frank Kelly (BBA '00).

“Listening to how they have accomplished things inspired me to work hard toward our goal,” David Dominguez (BBA '04) said.

And the highlight of a fundraiser attended by many FIU Business alumni and community leaders came when a FLIP-produced video showed area high school students discussing their concerns about their future prospects.

“You could really see that the students needed help,” Carlos McGrath (BBA '07) said. “I think it’s great that we can address the real problems they face about their future prospects.”

 <http://fiu.bz/bnvideos>

## Capital Markets Lab launches training for high school students.

With its dual-screen monitors and advanced audio/visual systems, the Capital Markets Lab (CML) in FIU’s business school enables students to build the competencies they need to successfully compete in the financial field.

The lab took on a greater role when it played host to a group of high school students from Christopher Columbus High School who were eager to learn about financial markets. Over the course of several

Wednesday evenings, the group received instruction from intern Owen Lee on topics including financing sources and instruments.

“My approach was to start with the basics as they had little knowledge of how finance works,” Lee said.

CML Director Helen Simon, who developed the idea for the training, said it appeared to be a “big hit” among the group.

“My classmates and I have learned so much already about the global markets,” said Christopher Columbus student Kevin Casa-

mayor. “It was an eye-opening experience and an incredible opportunity.”

The training marked the first time CML offered instruction to high school students, Lee said, noting that its success may lead to similar undertakings in the future. The event, in fact, validated CML’s potential as a learning center.

“We are talking about the potential for having the students come back,” he said. “It definitely opens up ideas about other ways in which we might use the lab.”

**Front row, left to right:** Rebekah Stevens, Deyanira Corrales, Andreina Zuccaro, Fabiola Marquez, Kelly Montoya and Desiree Ruiz. **Back row, left to right:** Jeff Ghitman, Daniel Pena, Andre Jaimot, Connor Flynn and George Hancock

## Graduate students calculate ways to increase financial fitness of the homeless.

**W**hat would make a big difference in the life of a homeless person, beyond the obvious answer of a home and job?

“Surveys show that people in shelters want education programs,” said Jeff Ghitman, leader of a team of eleven International MBA (IMBA) students at FIU that plans to increase the financial awareness of homeless people who spend time at the Chapman Center in downtown Miami, one of two sites run by Community Partnership for Homeless (CPH).

The group worked closely with staff from CPH to confirm the need. They benchmarked other programs in Florida, explored sources for instructors and presented a plan—including an engaging and interactive curriculum that focused on helping the homeless succeed in transitioning back into society—to stakeholders.

“Our mission is to provide the people in the Chapman Center with a sustainable framework for responsible financial decision making,” Ghitman said.

## Dean's Alumni Circle's mentoring program reaches out to energize students.

Under the guidance of the Dean's Alumni Circle, the recent re-launch of the college's mentoring program aligns with FIU's President Mark Rosenberg's call to action to energize tomorrow's business leaders today.

"Our goal is to discover potential, nurture talent and help turn lives around, while shaping the future of our school and community," said Luisa Mendoza-Chavez (BS '05), who co-chairs the Alumni Circle mentoring program committee with Gloria Romero Roses (BBA '92).

The mentoring program kicked off with a January 29, 2010 orientation session that brought together 14 students with 14 mentors from among the college's alumni and the local business community.

Mentors and mentees stay in touch via

monthly meetings or phone calls. They work together to meet the goals outlined in their mentoring action plan.

The mentors focus on helping enhance their mentee's learning experience by providing exposure to industry-specific, real-world business experience. They also offer much-needed support to students who may be at risk of dropping out or extending their degree programs.

"The Alumni Circle mentoring committee offers extraordinary support and creativity," Mendoza-Chavez said. "Each member brings many valuable resources to the program."

Mendoza-Chavez describes her own mentor as "an angel dressed in a business suit" who opened the door of opportunity and led her to find a successful career path.

Her experience ignited her belief in the power of mentoring.

"This is the unique value proposition of the Alumni Circle: providing a platform for alums to channel their passion for the benefit of our students and ultimately our community at large," Romero Roses said.

"The beauty of mentoring is that each relationship is unique," Mendoza-Chavez said. "We aim to transform the students, motivating and inspiring them to accomplish personal and career goals. We hope to one day see them come back as alumni and take on a mentoring role." ●

**Below:** Mentors and mentees in the Dean's Alumni Circle mentoring program mark the beginning of their new relationships.





## Entrepreneur returns to campus to share the secrets of success.

When Doug Gallagher (MSM '74) last walked across the FIU campus, the young state university was home to around 5,000 students and only one or two buildings. Today's FIU is quite a different place—a difference that greatly impressed Gallagher when he returned recently to speak at the business school.

One thing that has not changed is the college's commitment to nurturing the entrepreneurial spirit. It certainly took hold with Gallagher, who shared the secret of his own entrepreneurial success with the more than 200 students currently enrolled in the introductory *Organization and Management* course.

After graduating from FIU, Gallagher quickly rose through the executive ranks with AmeriFirst Federal Savings and Loan Association and Brooks Financial Systems Inc. In 1985, he founded Gallagher Financial Systems, Inc., which grew to earn more than \$20 million in annual sales revenue before being sold in 2008. Today, Gallagher owns a vineyard in Napa Valley and markets his successful wine brand, Soñador.

Gallagher felt his story truly resonated with the audience.

"One of the most meaningful moments for me was when almost all the students indicated that they might one day become entrepreneurs," he said. "That is the spirit of the free enterprise system that will sustain our great country."

"Gallagher's presentation elicited a very enthusiastic response from my students," said David Wernick

(MA '93) who teaches the *Organization and Management* course in the Department of Management and International Business. "He touched upon many of the themes of the course—motivation, passion and good business practices. He offered engaging anecdotes about his life as a salesman, entrepreneur, political candidate and family man. Numerous students came up to me after the lecture to express their gratitude for his visit."

One of those students, Iohana Sanchez, an international business major, found Gallagher's presentation to be very informative and encouraging.

"He educated the audience about his entrepreneurial experience, but his presenta-



Doug Gallagher presents Joyce J. Elam, executive dean, with a bottle of Soñador from his Napa Valley vineyard.

tion did more than that," Sanchez said. "He offered reassurance that opportunities are out there and the possibilities are endless."

 <http://fiu.bz/bnvideos>

## World's largest private real estate services firm appoints business school alumnus as its CEO.

Glenn Rufrano (MS Real Estate '74) has been named president and CEO of Cushman & Wakefield Inc. He began his tenure on March 22, 2010.

Cushman & Wakefield Inc. is the world's largest privately held real estate services firm, with 15,000 employees located in 221 offices in 58 countries around the world.

Rufrano actively supports FIU's business school. In December 2005, he gave the first prestigious Herbert A. Wertheim Lecture of 2005-2006—"Public Versus Private Pricing of Real Estate Investment Trusts"—to an audience that included Wertheim himself. In May 2006, as CEO of New Plan Excel Realty Trust, Inc., he was inducted into the college's Entrepreneurship Hall of Fame in the "Builder" category, an award that honors individuals who have taken an existing business to a new level.



## Leaders are not born . . . they are made.

One goal the Business Alumni Chapter established for 2009-2010—to cultivate future FIU business alumni leaders by enriching and enhancing the experiences of business students—is on the road to fulfillment.

Thanks to chapter sponsorship, eight business organization leaders participated in FIU's Center for Leadership and Service's Academy of Leaders (AOL) certificate program in fall 2009.

Among many activities, teams were put through low ropes courses, learning and implementing the concept of "mind over matter." Through team-building exercises and helping participants learn about their individual leadership styles, the program made the idea of "leaders



**"I made connections with others and discovered more about myself. It was a magical time, and I will never forget it."**

From left to right: Andrew Plotnikow, Angelena Adams, Yanyn San Luis, Kelly Dobert, Joni Deckert, Issa Chaves, Carolina Rivera and Gabriel Oms enjoy the serenity of a riverside retreat during the Academy of Leaders training.

are not born . . . they are made" real.

"The retreat exceeded my expectations," Joni Deckert said. "I made connections with others and discovered more about myself. It was a magical time, and I will never forget it."

Michael Fenton, chapter president, was delighted with the results.

"An investment in students is an investment in alumni and the college," he said. "Because students today will be the change makers of tomorrow, it's important to help them on their path to leadership through cultivation and engagement activities like AOL." ●

## Florida A&M University names FIU Business alumna dean of its School of Business and Industry.

After a national search, Florida Agricultural and Mechanical University (FAMU) appointed Shawnta Friday-Stroud (PhD '97) as dean of its School of Business and Industry.

"Friday-Stroud completed our doctoral program more quickly than any other student," said Galen Kroeck, chair, Department of Management and International Business. "Her diligence, persistence and dedication to an academic career is now also reflected clearly in her rapid rise to a top administrative position."

Friday-Stroud appreciates FIU's doctoral program in management in which "the focus on the rigors of analytic and research methods helped me," she said. "I left feeling very comfortable doing research, which contributed to my ability to advance rapidly."

As dean she looks forward to applying "a lot of what I learned in the business school."

Of particular interest, she notes the college's online initiatives and its Executive MBA and BBA+ Weekend programs.



# ALUMNI Notes

**Tony Argiz** (BBA '74) has been installed as president and chairman of the Orange Bowl Committee Board.

**Roberto Munoz** (BBA '80) was recently named the first president of Marquis Bank.

**Jocelyn R. Flynt** (BACC '82) was promoted to principal at Coral Gables-based accounting firm Berenfeld Spritzer Shechter & Sheer.

Pope Benedict XV named **Fr. Fernando Isern** (BBA '82) bishop of Pueblo, Colorado.

**Thomas M. Cornish** (BBA '85) was named chairman of Assurex Global.

**Edwin Rojas** (BBA '85) launched Rojas Talent Group, a boutique agency that supplies artists to corporations for their hospitality areas, trade shows, meetings and conventions along with casinos and the cruise industry.

**Mark Fenaughty** (MSTAX '87) was promoted to director at Morrison, Brown, Argiz & Farra, LLP.

BankUnited has named **Nicholas G. Bustle** (MIB '88) senior executive vice president, Commercial Banking. Bustle will oversee commercial, middle market, small-business banking and commercial real estate services to customers in BankUnited's Florida footprint. Bustle is the chair of the Dean's Council.

**Jeremy Ahwee** (BACC '95) was promoted to principal at Goldstein Lewin & Co.

**Steve R. Picha** (MS '95 in taxation), CPA, was elected treasurer of the South Florida Chapter of the NAIOP (Commercial Real Estate Development Association) for 2010.

Cherry, Bekaert & Holland has hired **Consuelo I. Salcedo** (BACC '96) as a manager in the tax department of its Miami office.

**Albert Santalo** (MBA '97) founder and former CEO of Avisena, has launched CareCloud, a web-based healthcare IT ecosystem.

**Ed Duarte** (BACC '98) was appointed president of the Cuban-American CPA Association.

**Erbin Ramirez** (BACC '98) was promoted to director at Morrison, Brown, Argiz & Farra, LLP.

**Nhayiry D. Arana** (BBA '99) has been named vice president and branch manager of U.S. Century Bank's newest branch on Milam Dairy Road.

**Alvaro J. Luis** (BBA '99) has been promoted to senior vice president of Ocean Bank's corporate lending division.

**Carlos Escobar** (MBA '01) has joined CareCloud as vice president of operations.

**Alexander L. Soto** (BBA '02) has been promoted to relationship manager by the Great Florida Bank.

**Li Chen** (MS '03) was hired as manager by Coral Gables-based accounting firm Berenfeld Spritzer Shechter & Sheer.

**Antonio Lopez** (MS '05), an Alumni Circle member, has been promoted to assistant manager, Parks and Recreation, Town of Miami Lakes.

**Maria Mendieta** (BACC '05) was promoted to senior accountant at Goldstein Schechter Koch.

**Niska Cazau** (BACC '06) was promoted to semi senior accountant at Goldstein Schechter Koch.

**Michael Fenton** (BBA '07) was hired by recruiting firm Stephen James to its banking and financial group as an executive recruiter.

**Nisad Hack** (MBA '07) was hired as senior associate in the audit department of Daszkal Bolton LLP.

**Diana Soler** (MACC '07, BACC '05) was promoted to senior associate of audit services at Grant Thornton, LLP.

**Jovany Cossio** (BACC '08) was promoted to semi senior accountant at Goldstein Schechter Koch.

**Brandi Scott** (MBA '08) has been named sales manager at The Greater Miami Convention & Visitors Bureau.

## In Memoriam

**Isabel Tejera Lopez** (BBA '84) died of complications related to pancreatic cancer. She was 48. Lopez majored in finance at FIU and spent the last 12 years of her business career working for Intercredit Bank, where she was senior vice president in charge of internal audit. She is survived by her daughter, Marissa.

**Have you been promoted or changed jobs?**

**Update your profile at**

**<https://cbasys.fiu.edu/alumni>**

## TO RE-ENGAGE WITH YOUR SCHOOL, CONTACT

**Michelle Joubert** (MBA '10), assistant director, alumni relations, at 305.348.0397 or [joubertm@fiu.edu](mailto:joubertm@fiu.edu)



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*"I reconnected with FIU at the opening ceremony of the new building complex. I enjoyed seeing the great buildings, but even more I was impressed with the energy of the people I met. FIU has become a force to be reckoned with since I graduated and its future impact has increased with Miami's growing importance. Because FIU is as vibrant, diverse and sophisticated as South Florida itself, there is no better university in our community to prepare young people to be future leaders. I hope FIU alumni use their experiences and unique nature to lead the way."*



Martin Cerda (BBA '86)

