

BUSINESS ACCENTS



Magazine

COLLEGE OF BUSINESS ADMINISTRATION

Fall 2004

Volume 1, No.1

<http://cba.fiu.edu>

Florida International University



Who's watching our back door?

International Trade
and National Security26

After 9/11:
Security at What Price?30

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Network Front36



THE COLLEGE OF BUSINESS ADMINISTRATION

The business school for South Florida, the Americas, and beyond...

Florida International University's College of Business Administration, South Florida's leading business school with unique expertise in international business, entrepreneurship, and information technology (IT) strategy, is the largest of the University's professional schools. Among the College's more than 30,000 alumni are some of South Florida's most successful business leaders and entrepreneurs. Approximately 5,000 students are enrolled in its Landon Undergraduate School of Business and more than 800 graduate students study in its Chapman Graduate School of Business every year. Another 1,000 participate annually in one or more of its professional and executive education programs.

The College is one of only 480 business schools in the world—about 25% of all business schools—accredited by the AACSB International—The Association to Advance Collegiate Schools of Business. It ranks in the top 10 among these schools in the number of students it graduates each year, and its Chapman School offers the 6th-largest part-time MBA program among them. *U.S. News & World Report* (2005) ranked the College's undergraduate international business programs the 9th best in the nation and its gradu-

ate international business programs among the top 25 in the U.S. (*Best Graduate Schools 2005*)—the only Florida business school to make both lists. *BusinessWeek* (October 21, 2002) also ranked the College among the best in the U.S., placing it in the group with American, Fordham, George Washington, South Carolina, Syracuse, Rutgers, Tulane, and others. For the past three years, *America Economía*, a premier pan-regional business journal, has rated it among the top 50 MBA schools for Latin American students. For the last five years, *Hispanic Business* has ranked the College among the top 25 business schools for Hispanics. *Hispanic Trends* (Summer 2003) ranked the College in its list of the Top 25 MBA programs for Latinos—the only Florida business school to make the cut. Additionally, in March 2004, *HispanicMagazine.com* ranked the school in its Top 25 colleges for Latinos. The College also is one of only 30 business schools to have received a U.S. Department of Education grant to establish and support a Center for International Business Education and Research.

Visit <http://cba.fiu.edu> or e-mail cbainfo@fiu.edu to learn more.

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Our first issue of *Business Accents* has been a long time in the making—more than a year, in fact. We hope you'll find some information of interest to you in the material we've included and that you'll come away with a broader appreciation for the College of Business Administration and for what we are doing to fulfill our educational mission.

We've themed this issue around the subject of security—a serious one that all of us have been struggling to understand from our own perspectives since 9/11. As our Executive Dean, Joyce J. Elam, points out, security also has become a most significant management issue in this relatively new century. Three of our feature stories focus on this topic. Two involve research in which our faculty are engaged—one dealing with ways to help secure our borders, the other with the impact of new security measures on the cost of doing business, particularly for those firms operating in South Florida. The third profiles one of our alumni, whose work in the area of information security provides another line of defense to financial and other institutions.

But that's not all you'll find in these pages. You'll learn about innovative ways in which we are improving and delivering business education and responding to market demands for

flexibility and relevance. You'll read about some of the exciting research projects our faculty are pursuing—research that helps us better understand how people and businesses can operate more effectively. You'll get to know some of our student leaders and to learn about what they are accomplishing. You'll discover ways in which you might want to become involved with us—as individuals and as organizations—by reading about how some of them already are. And those of you who are alumni will find out about how you can reconnect with each other and with your business school.

Together, we are building a strong community. We want to continue to build on what we already are—not just a business school recognized world-wide for our expertise in international business—but also one that is on the move, that's at the cutting edge, that's accelerating its pace towards excellence in serving you—our students, alumni, friends, supporters and members of the business and academic communities we serve. Join us as we go forward.

We welcome your thoughts, comments, and suggestions. And, thanks for reading!

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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 alumni, informed about the 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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SECURITY: THE DEFINING MANAGEMENT ISSUE OF THE 21ST CENTURY

Helping Business Step Up to the Challenge

Homeland security has become a national priority.

New security laws and regulations are having and will have a profound impact on how business is conducted—across industries and across the value chain.

In international banking and financial services, for example, the USA Patriot Act requires U.S.-based banks and financial services institutions (broker dealers, mutual funds, insurance firms, and money-remitting services) and foreign institutions with offices in the U.S. to be more vigilant about knowing their customers, monitoring their transactions, and reporting suspicious activity to the federal government.

For organizations involved in international trade, security, rather than trade facilitation, has become the paramount concern. Importers, accustomed to quick clearance of goods through customs at local airports and seaports, are facing more frequent and rigorous inspections, which in some cases have meant costly delays and missed deliveries. Meanwhile, ocean and air carriers, shippers, consolidators, freight forwarders, customs brokers, and other service providers are grappling with a slew of new security mandates that will require new administrative procedures that could significantly raise operating costs and divert cargo to foreign ports or other modes of transportation. Healthcare institutions and universities also are being affected by new immigration rules that make it more difficult for foreigners who want to use their services to enter the country.

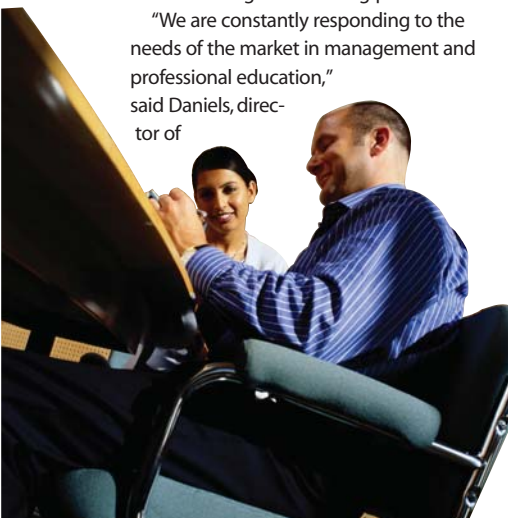
It is imperative that the College of Business Administration take a leadership role in helping businesses address the challenges of complying with the new security mandates and in preparing our students to be effective managers in this new environment. Faculty members currently are engaged in research projects to both understand this environment as well as help business people comply effectively with the new regulations. Some of their work is highlighted in this premier issue of *Business Accents*. We are developing new case studies to be used in our academic programs that teach our students about best practices in addressing security issues. And, we are developing new courses and programs in the security area.

With change comes opportunity. Our alumni are taking advantage of this opportunity by providing information technology products and services that protect the supply chain. You will read about one of these companies in this issue—Guarded Networks, Inc.—which was founded by 1995 graduate Richard Dobrow.

Security will be the defining management issue of the 2000's. More than ever, competitive advantage will accrue to those organizations that can understand, and then adapt to, the rapidly-changing regulatory and security environment. In the College of Business Administration, all of us recognize our responsibility, through our research and teaching, to help people and organizations step up to this challenge.

Office of Professional Education practices and teaches "customer service."

It's supply and demand—as the needs of business professionals change, the College's Office of Professional Education (OPE) works to meet them. Under the direction of the business development "dynamic duo" of Grisell Sotolongo and Vince Daniels, OPE has revamped its popular offerings and has introduced a wide variety of new training and certification programs, adding to the College's educational offerings for working professionals. "We are constantly responding to the needs of the market in management and professional education," said Daniels, director of



business development for OPE. Courses are offered in two paths: open enrollment and custom. "We provide open enrollment programs to prepare participants for nationally and internationally-recognized certification programs," Daniels said. "In addition, each month, we bring out new open enrollment programs that enable attendees to obtain various Florida International University (FIU) certifications."

Faculty of the College, faculty members from other local universities, and qualified business professionals and consultants teach dozens of courses for working professionals in areas spanning accounting and finance (including CERTIFIED FINANCIAL PLANNER™ Certification Professional Education program), human resources,

leadership, management, marketing, professional development, project management (such as Advanced Professional Certificate in Project Management), sales and negotiation (including the International Sales Professional Certificate program), and technology. The non-degree programs are offered on campus and at business and government offices.

In addition to OPE's open enrollment courses, which are available to the general public, OPE customizes programs for local and international companies, delivering them, typically on site, on a contract basis.

For example, the project management certification program was delivered to Miami-Dade County senior-level management and can be customized for other corporate customers. School principals of Miami-Dade County and employees of Miami-Dade County and Miami Children's Hospital are among the other clients for customized offerings from OPE.

The Customized Sales Strategies training seminars were delivered to Carrier Corporation's sales personnel in December, on site at Carrier's office in Puerto Rico and to CityBank, Allplus Computer Systems Corp., and others in the United States.

Now that's what we call customer service!

Advanced Diploma in Business Administration fills gap in business education.

Because a large number of its students come from outside the United States, the



College has taken a proactive role in helping them prepare for graduate business education by administering an Advanced Diploma in Business Administration (ADBA) program.

This unique, supplementary program targets talented international students and potential graduate students whose academic or experiential background has not been in business.

The ADBA program, which began in August 2003, is a cohort-based, thirty-credit-hour professional development program. Consisting of 5,000- and 6,000-level courses, it has been designed as a

- pre-MBA general business education preparatory program for students new to business courses or for business students who need a "boost" in their GPAs for graduate admission
- "fourth year" program for international students whose Bachelor's degree programs of three years often adversely affect their success in entering graduate programs
- stand-alone program that appeals to students who want a non-degree program with the opportunity to incorporate practical training into their learning experience.

"We've drawn students from around the world—Europe, Asia, and North and South America—to this program," Vince Daniels said. "The Chapman Graduate School will accept the general business education preparatory program and the "fourth year" courses from students who complete it successfully and decide to apply for graduate study."

According to Daniels, the office also is working with other graduate schools to ensure that they will accept the courses for those students who may want to pursue a graduate business degree not offered by the College.

Office of Executive Education conducts seminars for senior executives.

The Office of Executive Education coordinates executive education programs, seminars, and courses offered through the Chapman Graduate School. Providing these

high-powered learning experiences is just one way the business school fulfills its commitment to lifelong learning and to helping executives in the business community stay on the cutting edge of best practices in business leadership, strategy, and management.

"We listen to the business community to learn about pressing issues in the marketplace and also work with our internal experts on possible topics," said José de la Torre, dean of the Chapman Graduate School.

What could be timelier than knowing how to handle the media? *How to Manage the Media Effectively* helps executives learn how to handle the press—from a sole reporter seeking an interview to a throng that appears during a crisis. Designed for professionals who either support official spokespeople or serve that function, the one-day, intensive session gives participants real-life experience, through interviews with reporters, for example.

Attendees also get insights from seasoned journalists on how to establish an ongoing relationship with the press that can benefit their companies on a day-to-day basis.

To help executives improve their company's competitive position, the five-day *Strategic Market Orientation* seminar zeroes in on issues ranging from forging strategic alliances to applying technology for business benefits.

A third offering, *Strategic Human Resources for the Americas*, may be available in the future and will capitalize on the College's strengths in helping business professionals maximize their opportunities in North and South America. The five-day seminar has been designed to help companies align their human resource strategies and practices with their firms' strategic plans and enhance their competitiveness in the hemisphere.

"We can tailor-make other courses for companies to address their particular needs or present a more general version of the programs on campus," de la Torre said.

Undergraduate and graduate programs now offered at Pines Center.

South Florida has a population boom on its hands. Broward County, especially, proj-

ects significant growth—to the tune of 53 percent over the next twenty years. When Florida International University (FIU) announced that a new, state-of-the-art satellite facility in western Broward County would open for business in 2003, the College leapt at the opportunity to offer programs there. During the summer of 2003, classes delivered at the Pines Center were a hit.

Now students can take courses for the BBA+ program or the Executive MBA (EMBA)



at the Pembroke Pines location. (Please see the articles on undergraduate programs for more information about technology-enabled collaborative instruction and how BBA+ benefits working professionals.)

In addition, the Master of Science in Finance (MSF), a lock-step, eleven-course, twelve-month cohort program, runs at the Pines Center from January to December. It includes the Investment Track, consisting of three specialty courses. Students who opt for the MSF at the Broward location may switch to the University Park location to take the three specialty courses for the track in Financial Management, while students at University Park can take Investment Track courses at the Pines Center.

Undergraduate certificate in retail management focuses on latest industry trends.

Responding to the most recent currents in the consumer products and services industry, the Certificate in Retail Management Program, which is sponsored by a grant from Burdines, The Florida Store®, is now under the direction of Marketing Instructor Tim Dugan, a former entrepreneurial retailer himself, who has "set up shop" and is opening retailing

doors to students. The intense, year-long certificate program focuses on the latest trends in marketing, management, information technology, and other business disciplines that are shaping the retail industry.

The program concentrates on the seller/customer interface and includes specialized coursework, internship opportunities, individual advising and skills development, and personal placement assistance.

To earn the certificate, students take five required courses, attend one seminar or corporate tour, and complete a retailing internship.

International Business Honors program provides a borderless business school experience.

U.S. News and World Report's annual ranking of U.S. colleges (2005) listed the College's undergraduate international business programs #9 in the country. This was welcome news, especially following as it did a re-launching of the College's undergraduate International Business Honors program (IB Honors) directed by Bob Hogner, associate professor of management and international business and an Honors College faculty fellow.

The IB Honors program, which invites talented undergraduates to "explore the possibilities," pairs rigorous training in business education and humanities with interdisciplinary and regional studies. The program accepts only thirty of the highest-performing juniors into its ranks each year and candidates must gain admission to both the Honors College and the business school to participate.

Selected students enjoy a curriculum that is broad yet focused on the latest and most complex topics in international business. At the same time, their immersion in regional studies teaches them the importance of acknowledging the cultural, political, and social contexts of international business today.



Graduate students capitalize on international trips.

Students in the International MBA program had summer class trips to Rome in 2002 and Madrid in 2003. In this summer program, students learn best practices in business while immersed in a vivid, international context. Coursework is paired with opportunities to meet with business people... with a little fun mixed in.

Participants in the Executive MBA program, starting with the class that began in January 2004, will have a mandatory international trip built into their curriculum. The inaugural required trip will be to China. Especially valuable to students interested in international business, these trips are aimed at helping all of our Executive MBA students gain a deeper understanding of business issues in the international arena. Such broadened awareness is of particular importance to our students because many of them will continue their careers in South Florida—an ever-growing global gateway.

Specialized Master's degree programs afford new options.

The School of Accounting redesigned the curriculum of its Master of Accounting and converted it to a value-added program. The first cohort of students graduated in the fall of 2003 after beginning the program in the fall of 2002. Since then, a second cohort has completed the degree and cohorts three and four are underway.

"Students are able to take the required thirty credits beyond the Bachelor's degree as required by the State of Florida Board of Accountancy to sit for the Certified Public Accountant (CPA) Exam," said Delano Gray, program manager.

The program allows for concentrations in accounting information systems and in accounting and assurance services.

Also in the fall of 2002, the new Master of Science in Management—Human Resource Management (MSHRM) was launched, with 28 students in the first cohort. Nearly fifty students have gone through the program or are currently in it.

The program plans to bring in fifty students annually going forward.

The curriculum focuses on international human resource management, on the uses of information technology in human resource management, and on change management. It also helps prepare participants for the most valued professional certification exams: those of the Society for Human Resource Management's Certification Institute.

The MSHRM program is now being offered in Kingston, Jamaica, as well, in collaboration with the University College of the Caribbean.

In addition to the Master of Accounting and Master of Science in Management—Human Resource Management programs, the Chapman Graduate School offers innovative, cohort-based specialized Master's that include the Master of International Business, the Master of Science in Finance, the Master of Science in Management Information Systems, and the Executive Master of Science in Taxation.

The school's roster of MBA programs are its twelve-month, full-time International MBA, its weekend Executive MBA, and its traditional Evening MBA. Moreover, students can earn dual degrees—combining an MBA with one of the specialized Master's programs like a combination MBA/Master of Science in Finance.

Information on all of these programs can be found at <http://chapman.fiu.edu>.

Dual degree program draws in partner schools.

Thanks to a new dual degree program, students in Latin America can earn an MBA from their "home" institution and a Master of International Business from the Chapman Graduate School—just one way the Chapman School has increased its service to the Latin American market.

Signed agreements for the dual degree program now exist between the School and Universidad de San Andrés, Argentina; COPPEAD, Brazil; Universidad Católica de Chile, Chile; Universidad de Los Andes, Colombia; Universidad del Norte (Uninorte), Colombia; Anahuac, México; ORT, Uruguay; and IESA, Venezuela. It will take students two years to complete the two degrees, after which they will have the opportunity to work in the United States for an additional year through the Optional Training Program.

In addition, the School is continuing to explore other creative opportunities with partner institutions.

"We are discussing collaborative initiatives at both the Master's and Ph.D. levels as well possible faculty exchanges," said José de la Torre, Chapman School dean.

Global programs reach beyond Miami.

To help fulfill its commitment to international business education,

the College exports Master's degrees to several other countries through its Global Programs office. From well-established offerings such as an International MBA (IMBA) in Jamaica, to those under discussion, these opportunities help students prepare to succeed in the global business arena.

The programs generally require twelve to fourteen courses and include a variety of delivery methods to maximize resources.

"College faculty may have a residency in the country, after which, once they return to Miami, students take technology-enabled, interactive coursework," said Flavia Iuspa, program manager of the Global Programs office. "Faculty members from the partner institutions contribute to the teaching as well."

A sixth cohort got underway in August 2004 of the Jamaica IMBA program, which began in 1999 and which takes place at the University College of the Caribbean (UCC). A second cohort of the IMBA at Universidad Iberoamericana (UNIBE) in Santa Domingo, Dominican Republic also started in August 2004. This eighteen-month program was launched in March 2003. A new Master of Science in Management—Human Resource Management, with a strong focus on international human relations management, began in July 2004 at UCC.

The office also is moving ahead with the establishment of a Master of Science and Information Systems (MSIS) cohort in Greece.

"A private organization in Greece that promotes education was interested in the MSIS," Iuspa said. "We have worked out the details, and we plan to start the first cohort in October 2004."

The Chapman Graduate School of Business' Office of Executive Education

offers

Strategic Market Orientation

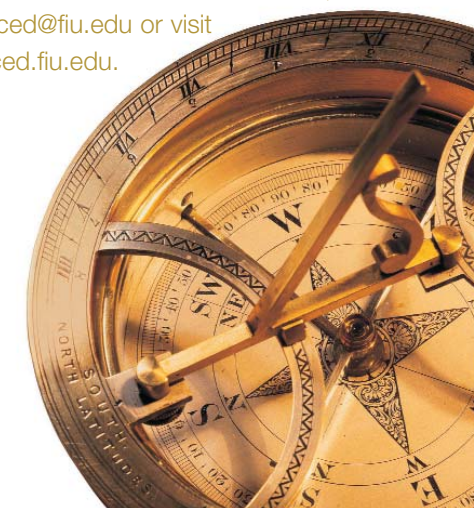
A fast-paced, marketing strategy seminar designed for corporate executives, managers, and entrepreneurs.

Using **INDUSTRAT**, a world-renowned strategic business simulator, participants in this intensive five-day program will focus on:

- ¥ Applying innovative and strategic marketing concepts and tools in a competitive setting
- ¥ Corporate positioning and branding
- ¥ New product and service introduction
- ¥ Effectively implementing marketing information and research
- ¥ Licensing and the importance of strategic alliances
- ¥ Sales forecasting and motivation

The next Strategic Market Orientation takes place **November 8 - 12, 2004**, at Florida International University's University Park campus in Miami.

For more information, contact the **Office of Executive Education** at 305-348-4244, e-mail execed@fiu.edu or visit <http://execed.fiu.edu>.



REGISTER FOR THE OFFICE OF PROFESSIONAL EDUCATION'S

Advanced Management Professional Certificate Program

This program provides a practical foundation in current business theory and practices in an intensive, 12-week format. Through case studies, lectures, problem-solving exercises, and interactive class sessions, the program gives you a framework of knowledge for making informed business decisions on issues affecting organizations today.

Who should attend?

- Experienced managers who need a solid foundation in current business theory and practices
- Technical professionals moving into management positions who need more management "know-how"
- Managers looking to advance their careers by becoming more knowledgeable in a variety of functional areas
- Those who need to broaden their understanding of how functional areas within a business interrelate
- Professionals or business graduates who need to update their business skills and education

When is it offered? Saturdays, 9:00 a.m. - 4:00 p.m., January 29 - April 23, 2005

For additional information, contact:

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OFFICE OF PROFESSIONAL EDUCATION



FIU FLORIDA INTERNATIONAL UNIVERSITY
Miami's public research university

COLLEGE OF BUSINESS ADMINISTRATION



< CHAPMAN GRADUATE SCHOOL UPDATES >

Customized programs meet one-of-a-kind needs.

A customized Master of Business Administration degree for managers in Miami-Dade County (MBA-MDC) was designed this year to meet their unique educational needs as identified by the County's leaders. Based on the Chapman School's prestigious Executive MBA program, the MBA for Public Managers requires students to complete fifteen courses and attend a series of three professional development seminars selected by the group to match their needs or interests.

Students enrolled in the MBA-MDC will have the option of taking at least two elective courses in fields related to public administration, social welfare, and international relations. They'll also have the opportunity to specialize in a field such as accounting, finance, or human resource management and obtain a certificate verifying their participation.

The first cohort began in August 2004 with classes taking place Friday evenings and Saturday mornings.

Ph.D. program draws top students.

Business schools across the Americas need professors, a deficit the Chapman Graduate School hopes to help alleviate by turning out more students with doctorates. The group of Ph.D. candidates starting their program this coming fall will include approximately twenty new students, who will be joining those already in various stages of completing their degree. Over time, the College wants to support a pool of fifty to sixty Ph.D. students.

According to José de la Torre, Chapman Graduate School dean, the business school is particularly well suited to address a specific challenge beyond the general shortage of Ph.D.s: the dearth of minority faculty.

"We are in a privileged position to supply distinguished minority faculty members," he said.

Increasing the number of admitted Ph.D. students also will draw faculty to Florida International University (FIU), he said.

"Any business school that wants to publish or conduct research needs a Ph.D. program," he said. "Top-notch faculty will continue to be attracted to us when they know they'll have access to good doctoral students."

In addition, he said these graduate students can lend brain power and time to new projects, which will stimulate research and enhance the business school's and the University's reputation.

The Chapman School is reaching out, especially in Latin America, by offering to train Ph.D.s from partner universities.

"Our target group in this outreach effort is young academics in other universities who need to advance their careers by acquiring a Ph.D.," said Ronald Lee, faculty director for the Ph.D. program. "The School will collaborate with their home universities by sharing financial support and will ensure flexibility through the use of distance learning technology."

Negotiations for such collaborative programs are underway with universities in Peru, Chile, Mexico, and Brazil.

< NEWS FROM OUR CENTERS OF EXCELLENCE >

Diploma in Fraud Examination meets pressing need in new corporate environment.

With the breakdown of accounting practices continuing to attract public attention, accountants and other business professionals must be able to spot and discourage fraud. The new Diploma in Fraud Examination program, offered through the College's Center for Accounting, Auditing, and Tax Studies (CAATS), equips them to do just that. It covers such topics as interviewing, collecting data, handling evidence, dealing with computer records, testifying, and working with settlements.

"Traditionally, accountants have not been trained in this area," said Dana Forgione, director of the School of Accounting, one of its two fraud examiners and a Regent Emeritus of Certified Fraud Examiners (CFE).

"The Sarbanes-Oxley Act of 2002 establishes higher standards of accountability and responsibility, he said. "As fraud remains a problem in insurance, banking, healthcare, and the government as well as in business, accountants with expertise

in fraud examination will have an important role to play."

Geared for working professionals, the courses take place Friday night and all day Saturday every second weekend for four months. CAATS plans to run the program every four months. Students earn eighty continuing professional education (CPE) credits. In addition, the program helps them prepare for a career as a CFE, though it does not focus on preparing them for the CFE exam.

Jerome Bain Real Estate Institute expands offerings and staff.

Students have been able to obtain their Bachelor of Business Administration with a major in real estate for several years now. The Jerome Bain Real Estate Institute offers the major—with a five-course core curriculum plus electives—through the College's Department of Finance.

To enhance the major and build a master's program, the Institute has recruited new full-time faculty. Randy Anderson has joined the College as a Ryder Eminent Scholar and professor of Real Estate/Finance. He will work closely with John Zdanowicz, director of the Institute, to develop all of its activities.

"Dr. Anderson and I will be focusing on three key areas—the undergraduate curriculum, the graduate program, and a real estate professional development program," Zdanowicz said.

One aspect of the development of the undergraduate curriculum involves allowing real estate majors to take electives in related areas such as building construction, architecture, and public administration.

"The idea is to develop a synergistic curriculum among colleges at FIU," Zdanowicz said. "Through cooperative course offerings, students in each of these majors will be able to take electives in the others."

On the graduate level, plans are underway to offer a graduate course on real estate investment and valuation and to develop a Master of Science in Real Estate.

As their third collaborative commitment, Anderson and Zdanowicz will work

to establish a five-day executive program about how to invest in South Florida.

"We will market this program globally, with a focus on Latin American and U.S. investors," Zdanowicz said.

The Institute also is planning a two-day academic conference on real estate issues. Slated for Spring 2005, the conference will focus on cutting-edge real estate issues and is expected to draw top real estate academics from around the country.

In other news from the Institute:

- Students who complete the Real Estate Principles and Real Estate Law courses will be able to sit for Florida's Real Estate Salesperson License exam without having to declare a real estate major. This new opportunity comes as a result of the Florida Real Estate Commission's approval of the two courses. The Florida's Real Estate Salesperson License is required for a person to provide real estate services.
- Also, the Real Estate Student Association and the Real Estate Alumni Association, headed by Paul Jones of Pyramid Realty Group, Inc., offer two ways for current and former students to stay involved with the Institute. Another way: financial contributions.

"Dr. Anderson and I will become very active in soliciting external funding to help underwrite the activities of the Real Estate Institute," Zdanowicz said.

Opportunities abound through CIBER.

The Center for International Business Education and Research (CIBER), funded by a grant from the U. S. Department of Education and also housed in the College, provides faculty and students a wide array of exciting enrichment programs that take place both in South Florida and around the world.

In August, CIBER launched "Anti-Money Laundering," which combined a two-day seminar in Miami and a four-day session in Panama. More than a dozen organizations from the two countries contributed their

The Jerome Bain Real Estate Institute



Randy I. Anderson
Ryder Eminent Scholar
and Professor of Real Estate and Finance

proudly welcomes

Dr. Anderson has joined the Jerome Bain Real Estate Institute in the College of Business Administration as the Ryder Eminent Scholar and Professor of Real Estate and Finance.

Anderson is the executive director of the American Real Estate Society and co-editor of both the *Journal of Real Estate Literature* and the *Journal of Real Estate Portfolio Management*. He was the Chief Economist and Director of Research at the Marcus and Millichap Holding Company and also served as the Vice President of Investment Research at Prudential Real Estate Investors.

Anderson has published more than 40 academic articles which have given him representation in every major real estate publication and recognition as one of the nation's leading real estate researchers. He has been a distinguished lecturer at Harvard University and Johns Hopkins University. Anderson received his doctorate in finance from the University of Alabama.

Dr. Anderson will be offering a new graduate course, REE 6305 "Advanced Real Estate and Valuation" during the Fall 2004 semester.

For more information
please call (305) 348-2771.

OFFICE OF PROFESSIONAL EDUCATION
FIU FLORIDA INTERNATIONAL UNIVERSITY
Miami's public research university
COLLEGE OF BUSINESS ADMINISTRATION



< NEWS FROM OUR CENTERS OF EXCELLENCE >

expertise, including the Florida International Bankers Association, U.S. Department of Justice and Drug Enforcement Agency, and the Association of Certified Anti-Money Laundering Specialists.

Two opportunities were available for faculty members and others in the community who wanted to learn or improve their Spanish. The Fourth Annual Spanish Language and Cultural Immersion program in Peru in July targeted those interested in learning Spanish for business. A month-long session helped people gain the communication skills they need to function in professional, academic, and business situations and included lectures, discussions, visits to local companies, and seminars detailing the economic and political history of Latin America. CIBER cooperates with the Escuela de Administración de Negocios para Graduados (ESAN), a non-profit private Peruvian institution in Lima, to offer the program.

The Fifth Annual Spanish Language Faculty Development Program, titled Teaching Spanish for Business: A Global

Approach brings Spanish professors from across the globe to Spain for a week-long workshop. Attendees acquire background on business terminology, the method for teaching Spanish for business, and information about the business world in Spain and its relationship to the European Union. This year's program—offered by CIBER and Universidad Nacional de Educación a Distancia (UNED)—took place in Avila.

A consortium of schools collaborates to present the annual Professional Development in International Business (PDIB) Mercosur. Designed for U.S. business professionals and faculty, the program aims to raise awareness about the social, political, economic, and business environments that exist in South America. The 2004 program, which took place in Brazil, Argentina, and Chile and which is the eighth annual trip, is offered by the Mercosur CIBER Consortium

During the two-week PDIB, participants explore a wide range of topics that affect business opportunities, from



Buenos Aires, Argentina

national economic reforms and adjustments to regional and country-specific business practices. Meetings with business faculty from leading academic institutions, business executives from multinational companies, and government officials, along with cultural events and city tours, round out the experience.

Host or contributing institutions include Brazil: EAESP (Escola de Administração de Empresas de São Paulo) of FGV (Fundação Getúlio Vargas); Argentina: IAE Escuela de Dirección y Negocios, Universidad Austral; and Chile: Universidad Nacional de Chile.

CIBER
CENTER FOR INTERNATIONAL BUSINESS EDUCATION AND RESEARCH

During the past 9 years FIU CIBER has offered exceptional programs responding to the needs identified in Florida, reaching further out to the community with multi institutional projects in partnership with the private sector, public entities, local, state and federal government.

Professional Faculty Development Programs: Mercosur in Brazil, Argentina & Chile; and Anti-Money Laundering in Miami-Panama.

Language Development Programs: Teaching Spanish for Business in Spain; Spanish Language Immersion Peru; and Spanish Classes for Faculty/Staff in campus.

Student Study Abroad Programs: In addition to our Study Abroad Programs to France, Germany, Greece, Italy, Japan and Spain; we have the Fund for Improvement of Post Secondary Education Scholarships to study in Europe and North America.

FIU CIBER
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Email: ciber@fiu.edu • <http://www.fiu.edu/~ciber>

< NEWS FROM OUR CENTERS OF EXCELLENCE >



Joining forces with the Latin American and Caribbean Center (LACC), and the Greater Miami Chamber of Commerce's International Services Network, CIBER organized the 2003 Western Hemisphere Business Outlook Conference. Nearly fifty leaders from the private and public sectors and a number of U.S. Department of Commerce's Senior Commercial Officers (SCOs) held two days of interchanges on topics related to the business climate in the Americas. More than a dozen Florida agencies, associations, and councils involved with trade and business development collaborated on the conference, an annual event held in concert with the U.S. Department of Commerce.

Study abroad options reinforce the College's emphasis on international business.

CIBER coordinates a number of short trips for students—ten or fourteen days on average—to far-flung locations. Participants take coursework in management before, during, and after the excursions, and while there, visit company sites.

In 2003, students studied technological, political, economic, and cultural customs

and practices in Greece, Bulgaria, Germany, Japan, and Rome. This year brings them the chance to travel and learn in Central Europe (Munich, Vaduz, Benice, and Ljubljana); Paris; Japan (Tokyo and Kyoto) and Hong Kong; and Spain, an annual event, with stops in Madrid, Granada, Cordoba, and Salamanca.

"Study abroad programs are a necessary part of business programs, enabling students to study while they interact with different cultures and under conditions that will stretch what they learn in their courses," said Randall Martin, lecturer, Management and International Business, who leads many of the trips.

According to Martin, "Our goal is to offer safe learning surroundings and to create new and lasting relationships among our students—as a group and as representatives of the College."

In addition to the short-term sessions, students also can spend a semester in Canada, England, Finland, France, Mexico, or Spain. The Department of Education provides scholarship support for these more extensive international study trips through the Fund for the Improvement of Post Secondary Education (FIPSE).

RANKINGS BOLSTER COLLEGE'S REPUTATION FOR EXCELLENCE IN INTERNATIONAL BUSINESS

• *U.S. News & World Report's* "America's Best Colleges 2005" listed our undergraduate international business program as the 9th best in the U.S. We're in good company—other schools in the Top 10 include Wharton, University of California-Berkeley, University of South Carolina—Columbia, and New York University. No other Florida schools made the list.

• Earlier this year, *U.S. News & World Report's* *America's Best Graduate Schools 2005* rated our school among the Top 25 business schools in the U.S. for excellence international business—again, the only Florida school on the list. Others in the Top 25 included Thunderbird, Wharton, Columbia, Harvard, and Duke.

• In *BusinessWeek's* most recent (2002) ranking of business schools, we made the third tier group along with schools like Fordham, American, George Washington, Rutgers, Tulane, and others.

• *Hispanic Business* has ranked us among the Top 25 business schools for Hispanics every year since 1998, and *Hispanic Trends*, which just started its rankings in 2003, also listed us in the Top 25.

• For three years running, *America Economía* has ranked us among the top 50 international business schools in the world for Latin American business students

• We're in the top 10 among AACSB International-accredited business schools in the number of students we graduate annually and we offer the 6th largest part-time undergraduate program and 8th largest part-time MBA program among this group.

• The College ranks number one in the U.S. in awarding undergraduate and graduate business degrees to Hispanics (*Black Issues in Higher Education, 2002; Hispanic Outlook in Higher Education Magazine, 2004*).

LEVERAGING HUMAN CAPITAL: COLLEGE CONTINUES TO ATTRACT TOP FACULTY.

The excellence of a business school can be evaluated in part by the quality of the faculty it attracts. The College of Business Administration is no exception. We consistently work to bring prominent scholars to our roster, and since the summer of 2002, we have added an impressive group to further strengthen our well-deserved reputation for expertise in international business, entrepreneurship, and the strategic uses of information technology.

These faculty appointments include José R. de la Torre as Byron Harless Eminent Scholar in Management Development and Dean of the Alvah H. Chapman, Jr., Graduate School of Business; Ronald M. Lee as Ryder Eminent Scholar in Logistics and Information Systems; David Weinstein as Visiting Ryder Eminent Scholar in Marketing; and Alan L. Carsrud as Clinical Professor of Entrepreneurship (jointly appointed to the Colleges of Business Administration and Engineering).

In the fall of 2003, we welcomed ten new faculty members—four senior scholars and six junior scholars—who were recruited to support and enhance our mission and vision in critical areas. They represent a valuable addition to our growing stature in several of the most in-demand fields of business—international business, technological innovation and marketing, financial world markets, accounting information systems, and others. With this added intellectual capital, we continue to make strides toward becoming a premier business school for the Americas and beyond.

We are pleased to have these new faculty members on board and look forward to their contributions. Here's a snapshot of their achievements and interests.



Michael Prietula

(Ph.D. in Information Systems, University of Minnesota)
Ryder Eminent Scholar, jointly appointed to the School of Accounting and the Department of Decision Sciences and Information Systems

He's the newest in the College's lineup of Eminent Scholars, wearing two hats as a renowned expert in accounting and in decision sciences and information systems. Author of five books on computational organization theory and the use of systems technology in business, Michael Prietula is widely published in respected journals in his field, including *Organizational Science*, *MIS Quarterly*, and *Information Systems Research*. He also has published articles about business systems in journals such as the *Journal of Personality and Social Psychology* and the *Journal of Experimental Social Psychology*.

Currently, Prietula is the recipient of a \$180,000 funding award from the National Science Foundation for a research project called "Integrating Models of Trust, Gossip, and Emotion for Artificial Agents." He already has held faculty appointments at Emory University, Warrington College of Business and Fischer School of Accounting (University of Florida), Johns Hopkins University, Dartmouth College, and the University of Minnesota. Internationally respected, he has been invited to speak at pres-

tigious business schools in Mexico (ITAM and ITESM), in the United States (Stanford, Harvard, Yale), and in the United Kingdom (Oxford). He continues to hold affiliated faculty membership at Carnegie Mellon University and at ITAM.



Kannan Raghunandan

(Ph.D. in Business Administration, University of Iowa) Professor of Accounting

Dasaratha Rama

(Ph.D. in Business Administration, University of Iowa) Professor of Decision Sciences and Information Systems

Kannan Raghunandan and Dasaratha Rama insist that you call them "Raghu" and "Rama." They also made names for themselves as publishing power players in academe when they were doctoral students. These married, Indian-born scholars graduated together from the University of Iowa in 1990. Both earned tenure and the rank of professor within eight years of completing their doctoral

work; between them, they have authored more than 23 articles in premier quality publications and nearly 40 in high-quality journals.

Raghu, who specializes in accounting and auditing, was named



FACULTY PUBLICATIONS 2002-04



BOOKS

Joey George, Dinesh Batra, Joseph Valacich, and Jeffrey Hoffer, *Object-Oriented Systems Analysis and Design*. (Upper Saddle River, N.J.: Prentice Hall, 2003)

Irma Becerra-Fernandez, Avelino Gonzalez, and Rajiv Sabherwal, *Knowledge Management: Challenges, Solutions, and Technologies*. (Upper Saddle River, N.J.: Prentice Hall, 2004)

A second edition of Mary Ann Von Glinow's *Organizational Behavior: Emerging Realities for the Workplace Revolution* was published last year. (New York: McGraw Hill, 2003) Co-authored with Steven Lattimore McShane, the book originally was published in 1999.

BOOK CHAPTERS/CONFERENCE PROCEEDINGS

Andrew M. McCosh, "E-education as E-commerce. Delivering Financial Decision Support System Understanding," in Adam F., Brezillon P., Humphreys P., and Pomerol J., eds., *Decision Making and Decision Support in the Internet Age*. (Cork, Ireland: Oak Tree Press, 2002).

Duane Truex, Emmanuel Monod, and Richard Baskerville, "The Discourse of Large Scale Organizational Transformation: The Reengineering of IBM 1989-1994," in *Discourse Theory in IS Research—Global and Organizational Discourse about Information Technology, IFIP TC8/WG8.2 Working Conference on Global and Organizational Discourse about Information Technology*, December 12-14, 2002, Barcelona, Spain. *IFIP Conference Proceedings*. Eleanor Wynn, Edgar A. Whitley, Michael D. Myers, and Janice I. DeGross, eds. (Berlin: Kluwer Press, 2002), pp. 249-272.

ARTICLES IN PREMIER JOURNALS

Irma Becerra-Fernandez and Rajiv Sabherwal, "An Empirical Study of the Effect of Knowledge Management Processes at Individual, Group, and Organizational Levels," *Decision Sciences* 34.2 (2003): 225-260.

Peter Dickson, Ronald Rust, and Christine Moorman, "Getting Return on Quality: Revenue Expansion, Cost Reduction, or Both?" *Journal of Marketing* 66.4 (2002): 7-24.

Farok J. Contractor, **Sumit K. Kundu**, and Chin-Chun Hsu, "A Three-Stage Theory of International Expansion: The Link between Multinationality and Performance on the Service Sector," *Journal of International Business Studies* 34.1 (January 2003): 5-18.

Nitish Singh and Sumit K. Kundu, "Explaining the Growth of E-Commerce Corporations (Eccs): An Extension and Application of the Eclectic Paradigm," *Journal of International Business Studies* 33.4 (December 2002): 679-697.

Walfried M. Lassar, Leslie J. Vermillion, and Robert D. Winsor, "The Hunt-Viteil General Theory of Marketing Ethics: Can It Enhance Our Understanding of Principal-Agent Relationships in Channels of Distribution?" *Journal of Business Ethics* 41.3 (2002): 267-285.

Paul Miniard and Michael J. Barone, "Mood and Brand Extension Judgments: Asymmetric Effects for Desirable versus Undesirable Brands," *Journal of Consumer Psychology* 12.4 (2002): 386-400.

David E. Sprott and Anthony D. Miyazaki, "Two Decades of Contributions to Marketing and Public Policy: An Analysis of Research Published in *Journal of Public Policy & Marketing*," *Journal of Public Policy & Marketing* 21.2 (Spring 2002): 105-116.

the most prolific accounting academic in 1992. In addition, he was Radcliffe Killam Distinguished Professor at Texas A&M International University and a Citibank Scholar while earning his MBA at the Indian Institute of Management. He also held a National Merit Scholarship, given by the government of India.

With a specialization in information systems and accounting, Rama has an impressive record as well. Before joining the College's faculty, she taught at Bentley College, the University of Massachusetts, Dartmouth, and Texas A&M International University. From 1999-2002, she held the distinguished position of "Engaged Scholar," selected by *Campus Compact* (a service-learning award funded by the Pew Charitable Trust). She also has chaired committees on teaching and learning topics with the American Accounting Association.

Raghu and Rama live in Weston, Florida with their two sons.



Sumit K. Kundu

(Ph.D. in International Business, Rutgers University) Associate Professor of Management and International Business

For several years now, Sumit Kundu has been touting the benefits of relationship-building to corporate CEOs and college students alike.

"It's how to do business on the global playing field," said this Indian-born scholar. The message to both groups is the same: "Focus on relationship-building strategies to see results."

Kundu is an expert in the internationalization of service industries, theories of multinational enterprises and global strategic alliances, international entrepreneurship, and emerging multinationals. He has published in the *Journal of International Business Studies*, *Management International Review*, *Journal of Business Research*, *Journal of International Management*, *Journal of International Marketing*, and *Journal of Small Business Economics*.

For this scholar of international business, the "bottom line" always has been teaching. So far, Kundu has taught international business to students in China, Thailand, Spain, India, and the United States, and he's consulted to executives of multinationals around the world. He's the perfect candidate to lead our Executive MBA students on their international trip in 2005. But, for now, he calls Miami home.



Anthony D. Miyazaki

(Ph.D. in Marketing, University of South Carolina) Assistant Professor of Marketing

Anthony Miyazaki has been quoted in the local media as an expert on risky decision making and state-sponsored lotteries. "What that translates to," said the affable Miyazaki,

LEVERAGING HUMAN CAPITAL

"is that every time the Lotto jackpot gets 'up there,' someone from the media calls me up and wants me to comment on why people buy tickets. It's a no-brainer."

But, of course, he knows much more than that. He's an expert in price management and price perceptions, consumer behavior, online consumer privacy and e-commerce, corporate partnerships' effects on brand and image, the impact of technological innovation on the consumer and seller, and public policy.

He's been published in the *Journal of Marketing*, *Journal of Retailing*, *Journal of the Academy of Marketing Science*, *Journal of Product and Brand Management*, *Journal of Public Policy & Marketing*, *Journal of Business Research*, *Journal of Consumer Affairs*, *Psychology and Marketing*, and others. Most recently, Miyazaki was Assistant Professor of Marketing at the University of Miami, where he earned 11 research awards between 1996 and 2001 and "Excellence in Teaching" awards in 1997 and 1998.

It's a career that's come full circle for this experienced young scholar: Paul Miniard, BMI Professor of Marketing in the College, was Miyazaki's dissertation advisor at the University of South Carolina. Miyazaki lists competitive ballroom dancing as one of his passions, and he's the proud father of four daughters.



Aya Chacar
(Ph.D. in Policy and Organization,
University of California at Los Angeles)
Assistant Professor of Management
and International Business

An expert in business and corporate strategy, Aya Chacar's areas of specialization have been the pharmaceutical and utility industries. Her research has been published and praised widely: she's been "noticed" by the *Academy of Management Proceedings*, which compiles a list of the best five percent of papers published annually, and has had her work cited in the Strategic Management Society's annual "Best of the Conference" list of edited books.

A scholar and expert in international business, Chacar has some surprising ideas up her sleeve. In a recent article, Chacar analyzed the business of baseball to elucidate theories of innovation and value creation. For instance, she argues that, for decades, Major League Baseball encountered little competition from other sports, refusing to adopt most 20th-century innovations—night games and radio broadcasts, for example—and as a result lost the chance to create more value. However, luckily for Marlins fans, MLB "woke up" in time to reverse its half-century long ban on expansion teams, leading to the creation of the team in the 1990s.

Born in Lebanon, Chacar most recently was assistant professor of Strategic and International Business at the London Business School. She is enjoying Miami and has settled into Coral Gables.



Suchismita Mishra
(Ph.D. in Finance, University of Nebraska-Lincoln)
Assistant Professor of Finance

Brice Dupoyet
(Ph.D. in Finance and Business Economics,
University of Washington-Seattle)
Assistant Professor of Finance



The Finance Department strengthened and diversified its portfolio in several key areas by adding two promising young researchers to its team this year. Suchismita, or Suchi, Mishra, is a scholar in corporate finance, financial markets and institutions, and international finance. Brice Dupoyet also is a scholar in corporate finance; he adds to the finance team's expertise in options and futures, financial theory and analysis, and business and managerial economics.

Mishra's current interests are in the areas of asset pricing, market microstructure, and corporate governance. Her dissertation was based on incorporating the skewness preference in asset pricing models and investigating its effect in cases of major corporate events such as stock splits, mergers, earnings announcements, etc. This young, Indian-born scholar has already published two journal articles, both in the *International Journal of Finance*, and a book chapter in a volume dedicated to regional financial markets. She likes to spend her free time experimenting with spices in Indian cuisine.

At the University of Washington, Dupoyet studied the Japanese Yen for his dissertation project, looking at the alternative performance of currency option pricing models. He has several publications in progress and has earned industry experience as a financial analyst, working in the division of International Finance and Operations for prominent California wine distributor, E. & J. Gallo. A native of Lyon, in the Rhône-Alpes region of France, Dupoyet prides himself on being a food and wine connoisseur.



Kaushik Dutta
(Ph.D. in Information Technology
Management, Georgia Institute of
Technology)
Assistant Professor of Decision
Sciences and Information Systems

Kaushik Dutta is a young entrepreneur and scholar in information technology. Specializing in information technology management at Georgia Institute of Technology's Dupree College of Management, he has expertise in e-commerce, the use of technologies to support real-time, one-to-one interac-

tions with customers, the mining of web log data, methods of building scalable e-business infrastructures, and database systems and data management.

Before embarking on a career as a researcher, Dutta did systems engineering and architecture work for private firms in India, where he was born; in Europe; and in the United States. He also has tried his hand at a Silicon Valley technology start-up venture. He has used his entrepreneurial savvy to rise quickly to a promising research career, publishing articles in journals such as *VLDB Journal*, *IEEE Internet Computing*, *Management Science*, and *IEEE Transactions in Mobile Computing*. He was a finalist in Penn State's e-BRC Doctoral Proposal Award Competition.

So what does this hi-tech researcher and entrepreneur do for fun? Dutta's interests range from watching cricket to reading Bengali novels.

For more information on these individuals or on any of our faculty experts, please visit our online **Expert's Guide** at <http://experts.fiu.edu>.

UNIVERSITY RECOGNIZES COLLEGE'S 'FOUNDING PROFESSORS'

On October 4, 2002, on the occasion of FIU's 30th Anniversary, University President Modesto Maidique and Provost Mark Rosenberg conferred the title of 'Founding Professor' on eight long-time faculty members in the College who played a role "in the founding of [FIU]."

Gary Dessler
Management and
International Business
Ph.D., City University
of New York

Earnest Friday
Management and
International Business
Ph.D., University of Miami

Jan B. Luytjes
Management and
International Business
Ph.D., University of
Pennsylvania

J.A.F. Nicholls
Marketing
D.B.A., Indiana University

Herman W. Dorsett
Management and
International Business
Ed.D., Columbia University

Rosalie C. Hallbauer
Accounting
Ph.D., University of Florida

F. Bruce Seaton
Marketing
Ph.D., Washington
University

Raul Moncarz
Finance
Ph.D., Florida State
University

FACULTY PUBLICATIONS 2002-04



ARTICLES IN PREMIER JOURNALS continuation
Sherry Moss, Enzo Valenzi (ret.), and Bill Taggart, "Are You Hiding from Your Boss? The Development of a Taxonomy and Instrument to Assess the Feedback Management Behaviors of Good and Bad Performers," *Journal of Management* 29.4 (2003): 487-510.

Mark DeFond, Kannan Raghunandan, and K.R. Subramanyam, "Do Non-audit Service Fees Impair Auditor Independence? Evidence from Going Concern Audit Opinions," *Journal of Accounting Research* 4.4 (September 2002): 1247-1274.

Kannan Raghunandan, "Non-audit Services and Shareholder Ratification of Auditors," *Auditing: A Journal of Practice and Theory* 22.1 (March 2003): 155-163.

Juan Sanchez, Spector, P.E., Cooper, C.L., O'Driscoll, M., Sparks, K., et al., "A Twenty-Four Nation/Province Study of Work Locus of Control, Well-Being, and Individualism: How Generalizable Are Western Work Findings?" *Academy of Management Journal* 45.2 (2002): 453-470.

Bruce Seaton, John Tsalikis, and Petros Tomaras, "A New Perspective on Cross-Cultural Ethical Evaluations: The Use of Conjoint Analysis," *Journal of Business Ethics* 35.4 (2002): 281-292.

Krishnamurthy Surysekar, Ramji Balakrishnan, and K. Sivaramakrishnan, "Short-term Contracts, Long-term Actions and Information System Design," *The Journal of Accounting, Auditing and Finance*. (Forthcoming 2004)

Mary Ann Von Glinow, Debra L. Shapiro, and Jeanne Brett, "Can We Talk, and Should We?: Managing Emotional Conflict in Multicultural Teams," *Academy of Management Review*. (Forthcoming 2004)

Mary Ann Von Glinow, Debra L. Shapiro, Stacie A. Furst, and Gretchen M. Spreitzer, "Transnational Teams in the Electronic Age: Are Team Identity and High Performance at Risk?" *Journal of Organizational Behavior* 23.4 (2002): 455-467.

Mary Ann Von Glinow, Ellen A. Drost, and Mary B. Teagarden, "Converging on IHRM Best Practices: Lessons Learned from a Globally-Distributed Consortium on Theory and Practice," *Human Resource Management Journal* 41.1 (2002): 123-140. *Mary Ann Von Glinow was guest editor of this issue of the publication. Her Guest Editor's note appears on pages 3-4.*

Clark Wheatley, David Manry, and Samuel L. Tiras, "The Influence of Interim Auditor Reviews on the Association of Returns with Earnings," *The Accounting Review* 78.1 (2003): 251-274.

Clark Wheatley, Samuel L. Tiras, and Daniel M. Bryan, "The Interaction of Solvency with Liquidity and its Association with Bankruptcy Emergence," *Journal of Business Finance & Accounting* 29.7&8 (2002): 935-965.

EDITORSHIPS

Mary Ann Von Glinow, Department Editor, *Journal of International Business Studies*

Kannan Raghunandan, Associate Editor, *Auditing: A Journal of Practice and Theory*

Dana Forgione, Managing Editor of *Research in Healthcare Financial Management*

FACULTY RESEARCH HIGHLIGHTS



Dinesh Batra:
Building a Base for Research in Systems Analysis and Design

*Dinesh Batra has published a textbook—the first ever of its kind—entitled **Object-Oriented Systems Analysis and Design** (Prentice-Hall, 2003). Teachers will use it in undergraduate and graduate courses in systems analysis and design.*

Systems analysis and design—the study of a business problem and the proposing of a technology-based solution for it—constitutes an intrinsic part of learning in the management information systems (MIS) field. The reason is simple: In “real world” business, the majority of such systems—as many as four out of five—fail. Consequently, MIS managers who have an understanding of both the technical and managerial issues related to creating and implementing effective information systems are in high demand.

“All MIS programs have a course in systems analysis and design,” said Dinesh Batra, associate professor of Decision Sciences and Information Systems. “But not much is done in terms of research or theoretical investigation in this area.”

According to Batra, who’s been with the College since 1989, “What little research exists has focused on management issues rather than on theory. In addition, between 80 and 90 percent of the academic conferences on the subject are held in Europe.”

Recognizing this gap, Batra has led the charge in research in systems design and analysis in North America. And he’s made significant progress.

He attended the December 2001 International Conference on Information Systems (ICIS), the “Mecca” of information technology (IT) and IS researchers worldwide, and participated in a special interest group (SIG) focused on systems analysis and design.

In March, 2002, he and two colleagues, Jeffrey Parsons of Memorial University of Newfoundland (Canada) and Ramesh Venkataraman of Indiana University’s Kelley School of Business, called for a follow-up meeting in Miami, where 14 systems analysis and design researchers met to consider the state of research in this field.

“Because we still don’t have a core theory, we said to ourselves, ‘we must think like philosophers, then develop models,’” he explained.

Another challenge the group in Miami discussed was the need to identify a critical mass of researchers, he said. To tackle the

problem properly, they talked about setting up a special interest group within the Association for Information Systems (AIS). The SIG would focus specifically on creating a framework and theories for studying systems analysis and design. The move would entitle them to hold their symposium concurrently with a major AIS conference, but there was a major hurdle: the AIS requires that special interest groups have a minimum of 40 members.

While trying to meet that requirement, Batra said the group decided to begin “developing core theories and frameworks that would facilitate the construction of a shared set of concepts for research in systems analysis and design.” Essentially, they agreed to begin building a common theoretical language for systems analysis and design researchers.

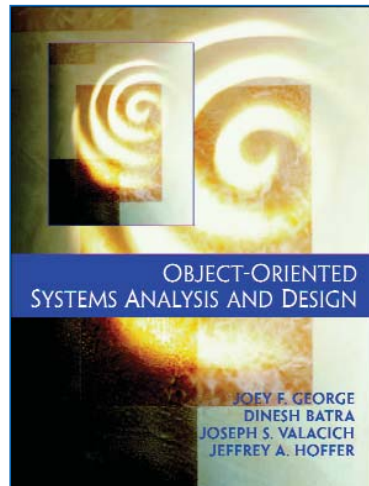
“We wanted to provide a challenge to researchers in the United States while preparing ourselves to be better teachers of systems analysis and design concepts,” he said.

The following year, the initial group grew to 21 members. They reconvened in Miami in April, 2003, for their second symposium entitled, “Systems Analysis and Design Research: Toward Core Theories and Frameworks.” This meeting was more formal: It was held over a two-day period and consisted of thirteen presentations on topics ranging from empirical studies and pedagogical issues to the uses of systems analysis and design in

organizations to possible theoretical frameworks for research to philosophy.

In December, 2003, Batra and his hard-working colleagues got the news they had hoped and worked for: The AIS council approved SIGSAND (Special Interest Group on Systems Analysis and Design). Batra will serve as chairperson until elections take place at the conference.

Currently, the group is setting up the organization, planning conferences, and establishing links and portals, among many other tasks.



FACULTY PUBLICATIONS 2002-04



He Said, She Said: What to Do When Managers and Employees Don't See Eye to Eye

Giving and receiving feedback is an important aspect of manager-employee relations. But, it doesn't always work well, leading to what Sherry Moss and Juan Sanchez, College researchers in human resource (HR) management, call “the feedback gap.” And when it comes to addressing such essential—and often thorny—HR challenges, the old adage, “Two heads are better than one,” is right on target.



They're currently working together, formalizing the connections between their individual research. A co-authored journal article about their findings on the manager-employee feedback gap was published in the February 2004 issue of *Academy of Management Executive*, and they hope to take their findings “live” as well—in the form of a seminar or workshop.

“People in the HR industry, managers, and employees all could benefit from taking a look at their feedback-seeking behavior,” Moss said. “We think this makes the perfect topic for a one-day workshop on human resource management,” Sanchez added.



PUBLICATION AWARDS

Peter Dickson (Marketing) received the Marketing Science Institute's (MSI) Best Paper Award for his article, “Getting Returns from Service Quality: Is the Conventional Wisdom Wrong?” *Journal of Marketing* 66.4 (2002): 7-24. Co-authored with Ronald Rust and Christine Moorman, “Getting Returns” previously appeared as a “working paper” published by the MSI. Dickson and his colleagues demonstrated empirically that firms are much more successful when they focus on improving service quality rather than on trying to reduce costs and improve service quality at the same time.

Mary Ann Von Glinow received the Gold Book Award from the Ministry of Economic Affairs in Taiwan, ROC, in 2002, for *Organizational Learning Capability*. That book has been translated into Spanish (*Las Capacidades de Aprendizaje*) and Chinese.

The December 2002 issue of *OR/MS Today* declared Florida International University's (FIU) Decision Science and Information Systems (DSIS) faculty the seventh highest among IS/IT/OR departments in the United States based on their research productivity in flagship INFORMS journals.

An associate professor in the department of Management and International Business, Moss conducts training sessions on “Managing Diversity” and “Workplace Violence” in several of the College's certificate programs. In the 1980s, Sanchez, now a professor of Management and International Business, worked as a human resources evaluation specialist in Europe and in the United States. His research on HR has captured awards from the International Personnel Management Association and the International Society for Performance Improvement. They both have received FIU's “Teaching Incentive Plan” (TIP) award for excellent teaching performance.

A call to an old friend provided the inspiration for Moss's collaborative efforts with Sanchez. Moss said she had been researching and publishing for several years on the ways that attributes of gender and language affect workplace behaviors. The work improved her understanding of human factors in manager-employee relationships. One day in 1991, she decided to phone a friend who worked for the State of Florida in Tallahassee.

“She told me that she was working from home because she was hiding from her boss,” Moss recalled. “Evidently, she hadn't finished some work on an important project.”

The conversation prompted Moss to reflect on what happens when employees and managers don't communicate or don't communicate well about work. She began looking at

feedback-seeking behavior in employees or, in this case, feedback-avoiding behavior.

“What are the consequences to the manager-employee relationship and to the organization when an employee avoids feedback, or seeks it in the wrong way?” she asked.

Her questions and research resulted in the aptly titled article, “Are You Hiding From Your Boss? The Development of a Taxonomy and Instrument to Assess the Feedback Management Behaviors of Good and Bad Performers,” which was published in the premier journal, *Journal of Management*, in 2003.

Meanwhile, on the other side of the hallway, Sanchez was working on similar notions. His research projects generally focus on measuring or assessing organizational HR practices—studies in benchmarking practices, validity studies, and psychometrics, for example. He also has been studying stressors and strains in the workplace. For example, in 2002, he published “The Effects of Temporal Separation on the Relations between Self-Reported Work Stressors and Strains” in *Organizational Research Methods*. And, he was working on defining best HR practices for managers.

Following conversations Moss had with Sanchez, they decided to work together since each had been researching in the area of feedback-seeking behavior for several years—

Moss from the employee’s side of the equation, and Sanchez from the managerial side.

Together, they have drawn conclusions about ways to close the feedback gap. “In addition to giving reasons that account for the gap, we give a set of prescriptions for managers to follow that might reduce it,” Moss explained.

Sanchez said that his research shows that “most managers are not very skilled at giving feedback. In fact, when a manager fails to give constructive criticism, or gives it in the wrong way, in one-third of those situations, they make things worse.”

Moss reported that “in 24 percent of cases, when someone performs badly, he or she avoids interaction with his or her manager and the situation becomes unhealthy.”

Combined, those statistics may reveal that more than half the time, workplace relationships are not healthy, owing nearly equally to the behavior of the manager, the employee, or a combination of the two.

“In any given organization, there are manager-employee relationships that don’t work properly,” said Moss. She and Sanchez offer a simple explanation: “It’s just human nature.” And while they realize that their research can’t change human nature, their results might help to make the work week a little less stressful.

HOW MANAGERS CAN IMPROVE THE FEEDBACK PROCESS

- Try to recognize your own biases before giving feedback. For example, are you more likely to blame your employee for poor performance rather than to look at the circumstances?
- Are you anything like one of the following three management types most prone to creating a feedback gap?
 - The **conflict-avoider** wants everyone to like him or her, is uncomfortable with giving negative feedback, and generally will wait too long to do so, thereby letting the problem worsen.
 - The **micro-manager** is overly-critical and his or her need to control everything suppresses the autonomy of employees, who may stop thinking and caring about their work, which can strain the relationship.
 - The **zero-tolerance** manager intimidates employees and “blows up” in response to their failures. Since employees know this, they avoid giving the manager any bad news.
- Try to reduce the psychological or physical distance between yourself and your employees by being aware of situational constraints that may affect their job performance.
- Avoid making the giving of feedback a personal matter.



Accounting research affects SEC regulations.

The Security and Exchange Commission (SEC) has used conclusions reached in research by Clark Wheatley and two former colleagues in the College of Business Administration to justify new regulations.

Under the old law, firms could have the quarterly reports they file with the SEC reviewed prior to filing them (a timely review) or as part of the year-end audit (a retrospective review). Now, firms must have external auditors review the quarterly financial statements before they are filed.

Wheatley and his colleagues, former College faculty members, David Manry and Samuel Tiras, tested whether there was a difference between the way securities markets

treated the quarterly earnings of corporations that filed timely or retrospective reviews. They found that the securities markets

viewed timely-reviewed earnings as more “credible.” Of greatest importance, they discovered that most firms did not disclose whether or not their quarterly reports were timely-reviewed.

“Our evidence isn’t based on whether or not investors had some indication of ‘perceived credibility,’” Wheatley said. “Rather, our evidence indicates that markets ‘learned’ which firms to trust and which not to trust and that the amount of that trust was higher for firms that had independent auditors review their quarterly reports prior to SEC filing.”

The research influenced the SEC in its decision to require all firms to have their quarterly reports reviewed by an independent auditor before filing them with the SEC. According to Wheatley, “This requirement is expected to increase the overall credibility of the information contained in financial reports, to enhance the efficiency of our capital markets, and to bolster investor confidence.”

The study is also significant because with it, Wheatley and his colleagues accomplished what fewer than eight percent of academics in accounting have achieved: They published a paper, “The Influence of Interim Auditor Reviews on the Association of Returns with Earnings,” in *The Accounting Review*, considered by many to be the number one accounting journal in the world.

Not only has Wheatley’s work had an impact on the government, but also, businesses facing bankruptcy will be well served by insights from his other major area of research: bankruptcy emergence.

By examining firms before and after they file for bankruptcy, Wheatley, Tiras, and Daniel Bryan (SUNY-Buffalo) have generated a somewhat unorthodox view of the effect of an auditor’s “going-concern” opinion on the inevitability of a firm filing for bankruptcy and on the condition in which that firm might emerge from bankruptcy.

“The ‘going concern’ opinion is given when the auditor expects that the firm will not survive as an entity beyond twelve months,” Wheatley said. “Our conclusion, that the ‘going concern’ opinion provokes stakeholders to ‘stop the bleeding now’ and thus enhances the probability that the firm will, indeed, survive as an operating entity, contradicts the auditor’s expectation.”

The researchers’ conjecture, supported by their evidence, is that the longer that managers of a distressed firm fail to ask for court intervention (Chapter 11 bankruptcy), the greater the likelihood that they will continue to squander the assets of the firm, and ultimately cause the entity’s liquidation. Conversely, managers who file for bankruptcy (Chapter 11 reorganization) have the opportunity to reorganize their operations in a way that enhances the probability of their survival.

The paper, “The Interaction of Solvency with Liquidity and its Association with Bankruptcy Emergence,” was published in a 2002 issue of the *Journal of Business Finance & Accounting*.



BUSINESS STUDENTS MAKE LEADERSHIP A PRIORITY.

Samir Qureshi, 21, looks frantically around his bedroom floor trying to find his finance book so he can start heading to campus. Already, he has finished a mid-term business law paper, run four miles, and read half *The Wall Street Journal* while eating a bowl of Shredded Wheat, but if he doesn't hurry, he'll be late to class. It's another typical day in his busy life.

Despite Qureshi's hectic schedule, he still finds time to devote to leadership. He serves as president of FIU's Accounting Association, controller of the Student Government Association, and vice chairperson of the Student Organizations' Council.

"The days I don't plan, I don't get everything in that I need to," he said.

And while Qureshi suggested that a class in time management will help any student, he also knows a person has to want to accomplish his or her goals badly enough to make time to reach them.

"It is a matter of using your time wisely and making your priorities crystal clear," he explained. "The key, however, is not prioritizing your schedule, but scheduling your priorities."

Scheduling those priorities is a challenge faced by thousands of students each semester.

"Prime time television is probably my biggest time trap during the week," said Yahaira Hernandez, 23, American Marketing Association co-president. "It really helps me unwind after a long, hectic day, but I know I should be studying instead."

Pablo Bravo, 24, former president of Beta Alpha Psi, looks at setting priorities from a different perspective. "I figure that CEOs of companies have to handle a lot on a daily basis," he said. "Where else but school am I going to have an environment in which to learn how to handle a lot of responsibilities at once?"

Bravo said he feels the crazy pace of college life can be ideal preparation for a life that will demand that the right priorities be solidly grounded.

"If we set that foundation now, we will be better and more successful professionals than our classmates who didn't," he said.

Qureshi, Hernandez, and Bravo are representative of undergraduate business

students who assumed leadership roles in the College's student organizations and who serve or served on the College's Business Student Council. As members of that council, they communicate student concerns to the Executive Dean and her administrative staff, ensure their organization's members are involved in the life of the College, convey important messages to the student body, and work with College administrators to plan student-focused, College-wide events like the International Biz Fest.

Thanks to their enthusiasm and considerable talent, the lives of all students in the College continue to be enriched.

Student Leader and Association Snapshots

AMERICAN MARKETING ASSOCIATION

Founded in 1937, the American Marketing Association is the world's largest and most comprehensive professional society of marketers, consisting of more than 45,000 worldwide members in 92 countries and 300 chapters throughout North America. At last year's International Collegiate Conference in Orlando, the FIU chapter won three awards—Outstanding Chapter Planning and Outstanding Membership Activities (2001-2002) and Outstanding Regional Chapter (2002-2003)—all of which placed it among the top ten chapters in the country.



Joel Gandara,
Co-President and Honors Chairperson
Status: Senior
Major: International Relations
Minor: Business Administration
Future Plans: Work in sales/promotions/marketing; attend a graduate business school a few years after graduation

Honors: Student in FIU's Honors College, Dean's List

Memberships: Gamma Epsilon Phi, FIU's Honors College Society; Phi Kappa Phi Honors Society

Employment: Owner of an Internet retail business; also works for FIU Athletics Department as independent marketing contractor



Yahaira Hernandez,
Co-President
Status: Junior
Major: Marketing
Future Plans: Attend law school and study real estate law
Memberships: Student Support

Services, Hispanic Business Association
Employment: Marketing Project Manager for an Internet retail company, 8B8 USA, Inc.

BETA GAMMA SIGMA

Beta Gamma Sigma's mission is to encourage and honor academic achievement in the study of business, and personal and professional excellence in the practice of business. Beta Gamma Sigma has inducted more than 480,000 outstanding students into membership since its founding in 1913. Since the College of Business Administration re-activated its Chapter in 2002, it has inducted nearly 200 students.



Yvette M. Hernandez,
President
Status: Senior
Major: Accounting and International Business
Future Plans: Pursue an MBA and sit for the CPA exam
Honors: 3.94 GPA;

member of the FIU team in the Association of Latino Professionals in Finance and Accounting (ALPFA) KPMG Case Study Competition and won 2nd place; on the Accounting Association team for the Johnson & Johnson Case Study Competition
Memberships: National Society of Collegiate Scholars, Golden Key, Phi Kappa Phi Honors Society, Gamma Epsilon Phi, ALPFA, Florida Institute of Certified Public Accountants, student representative for the ALPFA Miami Professional Board
Employment: Completed a summer internship at Cordis

FIU ACCOUNTING ASSOCIATION

The FIU Accounting Association (FIU AA) is one of the largest and most active organizations on FIU's campus. The goal of the Association is to introduce students to the vast opportunities in the field of accounting. Through its participation in two corporate case study competitions, FIU AA has

BUSINESS STUDENTS MAKE LEADERSHIP A PRIORITY.

shown to the nation the dynamism and high caliber of its students. The first was the 2003 Johnson & Johnson Case Study Competition, in which the FIU AA won first place at the local level. Next, the organization participated in the 2003 national competition at Johnson & Johnson's headquarters in New Jersey, placing second in the nation. In 2004, the FIU AA team first place in both the local and the national competitions. Students also participated in a KPMG Case Study Competition, winning third place at the recent ALPFA convention.



Samir Qureshi,
President
Status: Senior
Major: Finance
Future Plans: Work for a Fortune 500 company, beginning as a financial analyst and working my way up to management, eventually becoming a CEO or CFO

Honors: Who's Who in American Colleges and Universities 2000-2003; Outstanding Student Life Award (Sophomore Leadership), 2002

Memberships: President of Student Organizations Council
Employment: Student Assistant, Campus Life

ALPHA KAPPA PSI

Alpha Kappa Psi (AKPsi) is America's first professional business fraternity. Founded October 5, 1904 at New York University, AKPsi now has more than 230 college and alumni

chapters. Xi Sigma Chapter at FIU celebrated its 10th anniversary on June 27, 2003.



John Singh, President
Status: Senior
Major: Management Information Systems and Management
Future Plans: Attain a management position in a global corporation
Honors: Collegiate

Leadership Development Program (CLDP) graduate
Memberships: Tau Kappa Epsilon
Employment: Desk Assistant, FIU Housing and Residential Life

BETA ALPHA PSI

Beta Alpha Psi is a national scholastic and professional fraternity for financial information professionals. Founded in 1919, there are nearly 230 chapters on college and university campuses with over 200,000 members initiated since the fraternity's foundation. At the Annual Meeting in Honolulu, Hawaii, on July 31, 2003, FIU's Beta Alpha Psi Chapter was awarded the "Distinguished Chapter Award," gaining national recognition.



Pablo D. Bravo,
President
Status: Graduated Spring 2003
Major: Accounting
Future Plans: Pursue a

Master of Accounting degree and sit for the CPA exam. Then, work with the fifth largest public accounting firm, Grant Thornton, as an assurance agent here in South Florida
Honors: National Accounting Honors Society
Memberships: FIU Accounting Association, Internal Revenue Service's Volunteer Income Tax Assistance program
Employment: Graduate Assistant for FIU's School of Accounting

FINANCIAL MANAGEMENT ASSOCIATION

Established in 1970, the Financial Management Association (FMA) is a global organization whose purpose is to develop and disseminate knowledge about financial decision making. FIU's FMA Chapter recently attained national-level Gold Membership status.



Derek Nembhard,
President
Status: Senior
Major: Finance
Future Plans: Work in the financial services industry, earn a CFA, earn an MBA at one of the top 50 business

schools
Honors: Dean's List
Membership: Association of Financial Professionals
Employment: Vice President of Finance, Total Development Concepts International

ACCOUNTING STUDENTS WIN AICPA MEDALS.

Another graduate of the School of Accounting was recognized this year in *Florida CPA Today* (May/June 2004) for receiving one of the highest scores in the state on the CPA exam.

Alejandro M. "Alex" Perez (BACC '92) registered one of the ten best scores in the state, rounding out the "Florida Top-10" list after sitting for all four parts of the November 2003 Uniform CPA Exam. Perez is an accountant with Miami-Dade County's South Florida Work Force, where he has been employed since 1997.

"I was surprised when I found out my score," he said. "I had just wanted to make sure I passed."

According to Dana Forgione, director and professor in the School of Accounting,

Perez joins rank with seven other College graduates who have met with phenomenal success on the exam.

The prestigious AICPA Elijah Watt Sells Gold Medals, which denote the highest score in the nation, went to **Deborah Egurrola** (BA/BBA '99, MST '02) in May 2002, and **Rodolfo E. Pita** (BBA '78) in May 1979, who recorded the best score in the history of the exam at that time. A Silver Medal, for the second-highest score in the nation, went to **Patrick Joseph Smith** (MS in Management '79) in May 1976. Those who have made the Florida Top-10 include: **Frank Cordero**, who chalked up the top score in the state on the May 1987 exam; **Adrian Valencia** (BACC '97, MACC '99), in May 2001; **Tian Shu Chu** (MACC

'01) in May 2001; and **Jose Miguel Iglesias** (MST '03) in November 2001.

"To put our award-winning achievements in perspective, consider Olympic medal winnings coming from a single hometown community," Forgione said. "For one community in America to produce a single Olympic gold medalist would be an outstanding achievement. For one community to produce two Gold Medalists, one Silver Medalist, and eight bronze medalists would be almost unbelievable."

Nearly 60,000 nationwide sat for the November 2003 exam, the last to be administered as a paper test. Now available in a computer-based form, the test is taken by about 120,000 each year in all 50 states.

HOWARD J. LEONHART NEW VENTURE CHALLENGE

BECKONS STUDENT ENTREPRENEURS.

New Venture Challenge 2003

Knees trembling, palms sweating, and blood pumping, the young entrepreneurial students stepped onto the stage in front of a panel of judges, ready to defend a business plan they had sweated and cried over for months. This was it: their moment to shine. This was the oral presentation round of the 2003 Howard J. Leonhardt New Venture Challenge: A Business Plan Competition.

Based on fifty written business plans submitted by students from schools throughout Florida, the Caribbean, and Latin America, the panel of judges had selected five finalist teams to compete in this Final Oral Presentation Round of the New Venture Challenge, which was held at University Park last spring. At stake were cash prizes ranging from \$2,500 to \$7,500.

The College of Business Administration (CBA) has a long and proud tradition of sponsoring an annual business plan competition to support its educational emphasis on entrepreneurship. The 2003 Challenge was the first to be

offered in partnership with the College of Engineering and funded through gifts from Howard J. Leonhardt and a National Science Foundation grant.

In the Challenge, students across many disciplines—business administration, engineering, arts and sciences, architecture, hospitality, and other fields—can participate by forming a team and developing and submitting a solid business plan. To prepare for the Challenge, they can take workshops on how to write a business plan or sit in on business development courses offered in the College.

"The important thing about this competition is that you can't be a recognized center for entrepreneurship without one," said Alan Carsrud, clinical professor of entrepreneurship and director of Florida International University's (FIU) new Global Entrepreneurship Center.

At the oral competition last year, the five finalist student teams each gave fifteen-minute presentations of their business plans and then fielded questions from the ten consultants and venture capitalists

on the judging panel. In this question and answer session, students were forced to think on their

feet and address questions about their plans that they might not have thought about before.

Team members not only answered questions, but also received feedback from the judges about the viability of their business ventures. For all the teams, the process amounted to an eye-opening reality check.

"A competition like the New Venture Challenge provides a real-life test for students," Carsrud said. "They get exposure to people who are sophisticated in business. He added that, "It's not like reading a Harvard case study; it's building something and having to defend it."

The written business plans submitted to the 2003 competition represented a variety of business ideas, from firefighter training software to escargot farming to marketing biomedical equipment. The judges reviewed and scored the written submissions on each of twelve required sections, and teams were given the opportunity to review their scores, along with the judges' comments.

"We wanted to be sure that every student who participated was able to extract value from the experience," said Monique Catoggio (EMBA '03), who coordinated the Challenge last year and now serves as the College's director of alumni and partner relations.

Two teams from FIU were finalists in the 2003 competition. VCUBE, Inc., a firm that specializes in manufacturing, engineering, and providing regulatory services to the medical device industry, hopes to provide single-source solutions for companies with device-developing and manufacturing needs. Amazonia Products researches, designs, produces, imports, markets, and distributes dietary supplements developed from Amazonian rain-forest plants. Proposed product lines included supplements for losing weight



HOWARD J. LEONHART NEW VENTURE CHALLENGE

BECKONS STUDENT ENTREPRENEURS.

and for increasing energy and virility. Winners of the New Venture Challenge 2003 were:

■ **Grand Prize, \$7,500: Ensol, Inc**
Ensol, Inc., developed by a team from the University of Central Florida, is a firm specializing in developing and commercializing advanced vacuum packaging, such as ZipVac™ Bag, a new form of in-situ vacuum packaging that increases the shelf life of food and other perishables three- to five-fold without the need for an external vacuum pump.

■ **First Runner Up, \$5,000, and Technology Prize, \$5,000: BioMed, Inc.**

BioMed, Inc., created by a team from Florida Agricultural and Mechanical University, is a business specializing in home health care products, such as Baby Pulse, a Sleep Analyzer used to help prevent Sudden Infant Death Syndrome.

■ **Second Runner Up, \$2,500: Caracoles del Sur**

Caracoles del Sur was the business concept from a team from Argentina's Universidad Torcuato Di Tella. It specializes in breeding and exporting escargots, particularly to Spain and Portugal.

New Venture Challenge 2004

The 2004 New Venture Challenge offered additional, heftier prizes and gave awards at both the undergraduate and graduate levels. Participation was limited to teams from FIU and from those international business schools with whom the College of Business Administration offered dual degree programs. More than 60 FIU teams applied for the competition and more than 20 submitted business plans.

During practice rounds in early May, FIU student teams interacted with coaches, teachers, and business professionals to gain insight into the approach they had



2004 Grand Prize Winners: Graduate Level



2004 Grand Prize Winners: Undergraduate Level

taken in their plans. The number of teams was winnowed to a group of semifinalists who competed with the international business school teams during the Final

Oral Competition Round. The 2004 winners of the Challenge were unveiled at the Entrepreneurship Hall of Fame luncheon May 13.

HOWARD J. LEONHART NEW VENTURE CHALLENGE

BECKONS STUDENT ENTREPRENEURS.

Taking top honors in the graduate student division was University Placement Services.com, an international student service addressing all aspects of the university admissions process in the United States. Team members Jose I. Alvarez, Alba N. Nuñez and Michael Reyerros received \$15,000 and \$4,000 in in-kind contributions for their efforts.

The same prize went to the first-place undergraduate team of Charles Bowden and Dale Andrew Silvia for their company, Eco-Solutions, Inc., which manufactures mulch and tea tree oil from Florida's abundant nuisance, the melaleuca tree.

The only winning team not from FIU was first runner-up Gladys-T Porto Alegre, a Brazilian company designing, importing,

and trading high-quality women's garments in Uruguay. Members Andres Buella, Rosina Guisande, and Elianne Hecht, all recent business graduates from Universidad ORT in Uruguay, were on hand to accept their \$5,000.

Receiving \$1,000 and \$2,500 in in-kind contributions were Les Bagatelles team members Lindsay Thomas, Alexander Riera, Judieth Cure, and Anne-Christine Lenquette. The company manufactures and distributes designer handbags through retail outlets and donates the profits to the Women's Alliance.

The prototype award and \$5,000 went to Moe Sadeek and his Dirtyboi, Inc., a wheel rim that illuminates while in motion.



2004 First Runner-Up



The Global Entrepreneurship Center at Florida International University is an internationally-recognized leader in entrepreneurial research, education, and outreach. It integrates entrepreneurship into all disciplines at FIU and in the economic life of South Florida and the Americas.

Whether in the arts, sciences, business, engineering, or humanities, entrepreneurship at FIU adds value to every discipline and enhances the creativity and innovation of its students, faculty, staff, and alumni. The Center fosters new technology firms, strengthens existing family-owned businesses, and engages in research that affects entrepreneurial firms worldwide.

FIU... founded on the spirit of entrepreneurship.

www.entrepreneurship.fiu.edu

FIU's Global Entrepreneurship Center has been designated a Kauffman Campus

by the Kauffman Foundation of Kansas City.

COLLEGE'S STUDENTS STAND AMONG THE BEST.

COLLEGE TEAM WINS NATIONAL CASE COMPETITION.

At the national Johnson & Johnson business case competition held April 14-15 in New Brunswick, NJ, our College's team took first place, beating teams from Wharton, Rutgers, Lehigh, LaSalle, Villanova, University of Illinois, and others. Teams were given three weeks to prepare for the national competition, which required them to balance their course loads, work schedules, on-campus activities, and personal lives to pursue victory.

In March 2004, FIU teams of from five to seven students, primarily in finance, accounting, and marketing, were given the challenge of developing and launching the first bariatric product for Surgical Innovation, a multinational medical device company based in Austin, Texas. Team members worked together to answer the case question by performing

an in-depth financial and marketing analysis, and teams competed against each other in a presentation format in front of faculty and corporate judges. The FIU Accounting Association (ALPFA Student Chapter) team won the local

competition and, thereby, the right to represent FIU at the nationals. With its impressive showing there, Johnson & Johnson donated \$3,000 in their names to the College.



From left, Thomas Casares, Miguel Martinez, Ana Perez, Julius Nuñez, Ana Garcia—the FIU Accounting Association's winning team at national Johnson & Johnson Case Competition.

AMA CHAPTER RANKS IN TOP FOUR NATION WIDE.

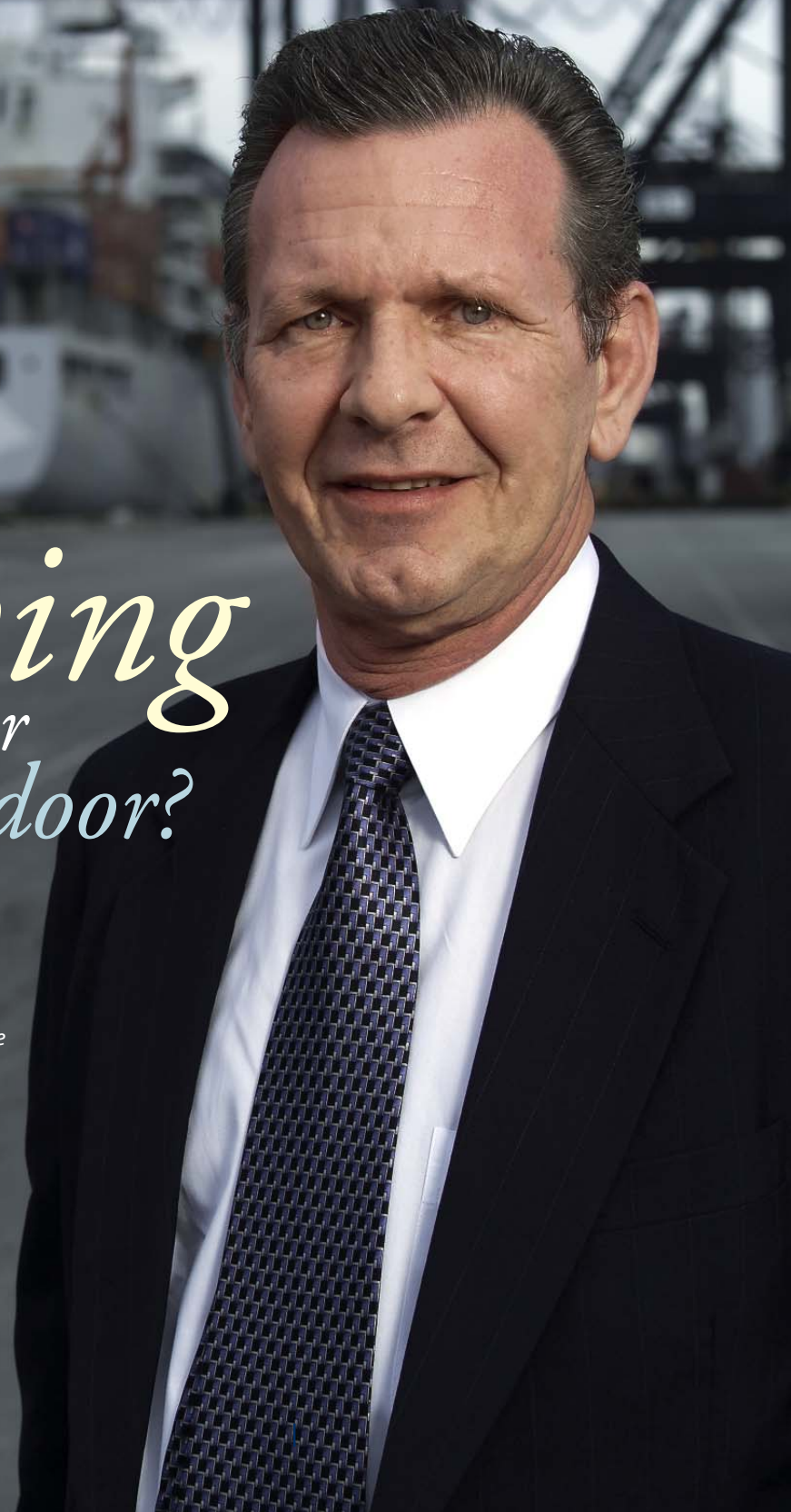


In late March 2004, students in the College's Chapter of the American Marketing Association (AMA) attended the 26th Annual International Collegiate Conference. During the event, the College's Chapter was awarded "Top Regional Chapter," placing it at Number One in the South (out of 75 chapters) and in the Top Four (out of 300 chapters) nationally. Among the accomplishments

that helped the College's Chapter earn these honors were its ability to maintain a membership of 150 students, its hosting of thirteen professional recruitment seminars, its having raised more than \$12,000 to subsidize attendance at the Conference for 22 members, its having participated in eight community service programs during the year, and its having enhanced its web site.

Who's watching our back door?

The idea came to him one Sunday afternoon at the movies. While watching *The Sum of All Fears*, in which an atomic bomb is smuggled into the U.S. inside a vending machine, College Finance Professor John Zdanowicz thought to himself, "That vending machine must have weighed considerably more than a regular vending machine. **Why didn't anyone at the port notice that?**"



Reasoning that imported or exported goods of abnormal weight could be carrying concealed money, explosives, drugs, or other contraband, Zdanowicz and his colleague Donald Chambers of Lafayette College launched a project focused on detecting abnormal weights in U.S. international trade.

It isn't the first research project Zdanowicz has conducted using import and export data released monthly by the U.S. Department of Commerce. With another colleague, Simon Pak (now at Penn State), he has spent more than ten years analyzing this Merchandise Trade database to identify abnormal pricing schemes used by tax avoiders and money launderers. Zdanowicz' current research focuses on detecting terrorist financing.

"Since 9/11, the U.S. government has done a great job shutting down what I call the 'front door,'" Zdanowicz said. "Thanks to the U.S. Patriot Act, it has intensified its monitoring of financial transactions for possible instances of money laundering."

Banks, credit unions, insurance companies, brokerage firms, currency exchangers, check cashers and so on must adhere to strict and closely-watched reporting regulations.

"But the 'back door'—international trade—is not being monitored very carefully," Zdanowicz said. "The U.S. government collects weight and pricing data on goods entering and exiting our air and seaports, but doesn't systematically analyze or use it to guard our borders."

He added that the government does not publish weight data on goods crossing its borders on trains and trucks.

While Washington has spent billions of dollars on airport security since 9/11, it has done little to monitor the more than six million shipping containers arriving at U.S. seaports every year.

An article on just this issue, "On the Waterfront," (*CBSNews.com*, August 3, 2003) quotes Stephen Flynn, a former Coast Guard Commander and senior fellow at the Council of Foreign Relations, as saying "It is physically impossible to check every container without essentially stopping global commerce."

Typically, shipping containers are quickly loaded onto trains and trucks which deliver them throughout the country. Flynn said his biggest fear is that terrorists could use such containers to smuggle in weapons of mass destruction (WMDs).

While customs agents have been armed with radiation detectors, they can physically inspect only about 2% of the cargo entering the U.S.

Zdanowicz's research provides some valuable tools for watching this back door.

"He's helping the government do its job," said Charles Intriago, publisher of *Money Laundering Alert*.

THE BACK DOOR: ABNORMAL WEIGHTS

In his analysis of weight data, Zdanowicz relies on the U.S. Department of Commerce's international trade data, which contains detailed information on every product imported into and exported out of the U.S. from and to every country in the world—for all U.S. Customs Districts.

"Chambers and I developed a computer analysis that allows us to determine the normal weight characteristics for every product imported into the U.S.," he said. "Once we determined relevant normal weight ranges, we compared the weight of every imported product to the range and filtered out all transactions with abnormal weights."

The duo initiated their research looking at imports to the U.S. from the U.S. State Department's 25 al Qaeda "Watch List" countries. Sample results from two U.S. Customs Districts are reflected in Chart 1. "There are thousands of similar transactions every month across all Districts," Chambers said.

While not able to identify individual names or firms because

Chart 1: Abnormal Import Weights at San Francisco and Los Angeles Customs Districts from al Qaeda "Watch List" Countries - 2001

Port	Product	Country	Weight
San Fran.	Coffee	Indonesia	1.26 kilograms per kilogram
San Fran.	Briefcases	Malaysia	98 kilograms per unit
San Fran.	Carpet	Iran	63 kilograms per square meter
LA	Pens	Malaysia	8.7 kilograms per unit
LA	Televisions	Malaysia	202 kilograms per unit
LA	Carpet	Pakistan	62 kilograms per square meter

that data is not available for the research, Zdanowicz said the Homeland Security Office does have the ability to do that.

"Our research data could be coupled with real time import data to determine which items a Homeland Security official should inspect," he said.

THE BACK DOOR: ABNORMAL PRICING

Since 1991, Zdanowicz and Pak have been examining this international trade data to isolate instances of abnormal pricing—an indication of tax avoidance and/or money laundering schemes.

Tax Avoidance

In 2002, for example, they reported that the United States government lost more than \$53 billion in tax revenues in 2001—more than \$145.5 million per day—due to artificial over-pricing and under-pricing of products entering and leaving the country. Because it allows them to shift profits abroad, a number of individuals and firms engage in abnormal international trade pricing to avoid or reduce their U.S. tax liability.

Japan tops the list of countries with the highest amount of estimated U.S. tax losses due to abnormal trade pricing in 2001 (see Chart 2). Trade with other countries that resulted in large U.S. tax losses include Canada, Germany, and Mexico. Charts 3 and 4 show some examples of the abnormally-priced transactions they uncovered.

Through his research, Zdanowicz has found that U.S. tax revenue lost through abnormal pricing in international trade has been increasing steadily over the past decade. Using the same kind



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of analysis, they estimated in 2001 that lost tax revenue in 2000 was \$44.55 billion.

“Initially, I was looking at international price discrimination to try to assess the efficiency of international trade markets,” Zdanowicz said. “I assumed there would be some difference in price for the same product from market to market, but what I discovered was some bizarre pricing—what’s called ‘statistical noise.’”

If you’re shopping for a new television and checking prices for the model you want at a number of different stores, you’ll discover some price variation, he said. But the prices will fall within a range—a range that’s typical for your market. If that range is \$180 to \$225, but you suddenly find one selling for \$800, it raises a red flag. That

Chart 2: Top 25 Sources of Lost U.S. Taxes due to Abnormal Trade Pricing - U.S. Total Trade (Export & Import) 2001 Income Shifted and Federal Income Tax Losses

2001 TOTAL TRADE	Tax Loss @34% (\$ millions)	Income Shifted (\$ millions)
All Countries	\$53,117	\$156,225
Top 25 Countries	\$49,073	\$144,332
JAPAN	\$12,225	\$35,957
CANADA	\$4,967	\$14,608
FR GERM	\$4,640	\$13,646
MEXICO	\$3,459	\$10,175
U KING	\$3,003	\$8,833
NETHLDS	\$2,628	\$7,731
CHINA	\$2,416	\$7,107
FRANCE	\$1,753	\$5,157
PHIL R	\$1,691	\$4,973
TAIWAN	\$1,507	\$4,431
KOR REP	\$1,504	\$4,423
SINGAPR	\$1,057	\$3,108
HG KONG	\$1,010	\$2,969
ITALY	\$952	\$2,800
IRELAND	\$904	\$2,660
MALAYSA	\$755	\$2,221
AUSTRAL	\$626	\$1,840
BRAZIL	\$609	\$1,792
INDIA	\$606	\$1,781
BELGIUM	\$593	\$1,745
SWEDEN	\$589	\$1,732
SWITZLD	\$487	\$1,433
THAILND	\$456	\$1,342
ISRAEL	\$360	\$1,057
VENEZ	\$275	\$809

DAILY LOST U.S. INCOME TAX REVENUES
53,116,638,061/365 = \$145,525,036 PER DAY

is the kind of “statistical noise” that was uncovered, he said.

Zdanowicz assumes that import and export prices are suspicious if they deviate above or below the interquartile range of all prices, as defined in the 1994 “Intercompany Transfer Pricing Regulations Under Section 482” of the Internal Revenue Service tax code. He also assumes that every dollar of taxable income shifted out of the United States would have been taxed at 34 percent.

Senator Byron L. Dorgan (D-North Dakota) included \$2 million in the 2002 Treasury-General Government Appropriations bill to expand the study to help determine policies that will allow the Internal Revenue Service to collect taxes due but avoided under abnormal pricing schemes. The legislation was signed into law by President Bush.

The research grant was awarded to Florida International University (FIU), with Zdanowicz designated as FIU’s principal investigator. Senator Dorgan and others in Washington are concerned that foreign multinationals with U.S. subsidiaries shift their income tax liability to lower-tax countries. Typically the money they move out of the U.S. to avoid tax liability was lawfully gained—hence the descriptor, “tax avoidance.”

“Multinationals hire “transfer pricing” staffs whose job it is to justify pricing among their subsidiaries,” Zdanowicz said.

Some multinationals either overvalue imports or undervalue exports to avoid paying taxes. The goal is to move money from high-tax jurisdictions to low-tax jurisdictions.

“Let’s say a foreign company manufactures automobile radios at a cost of \$100 each,” Zdanowicz said. “It sells them to its U.S. subsidiary for \$100 each, and the subsidiary sells them for \$200—a \$100 profit on which they would pay a tax of \$34 per radio.”

To shift the tax liability, he said, the foreign firm would sell the \$100 radio to its U.S. subsidiary for \$199 and the U. S. subsidiary would sell it for \$200, earning \$1 profit per radio. The tax liability is now down to 34 cents per radio. In other words, higher import prices, lower U.S. profits, and lower U.S. income tax liability. Although import duties on overvalued imports might be higher due to these inflated prices, they’re much lower than income taxes, the liability for which are often further reduced by inflating costs of shipping, insurance, freight, and so on.

This research is expected to help the U.S. Internal Revenue Service collect some of the unpaid taxes. In fact, Zdanowicz has provided expert analysis in a number of tax cases. The same kind of analysis also can help developing countries collect taxes and import duty revenues currently being lost thanks to abnormal pricing practices.

Money Laundering and Terrorist Financing

Multinationals aren’t the only entities moving money from country to country using overvalued imports and undervalued exports. Money launderers and terrorists are doing it as well.

“Money laundering describes movement of money out of the country that was illegally gained, say through extortion, drugs, crime, prostitution, and terrorism, for example,” Zdanowicz said. “Money laundering also results in tax evasion.”

Zdanowicz has helped uncover money laundering and terrorist financing schemes over the years and continues to furnish expertise to the Department of Justice, U.S. Customs, and others in law enforcement. He also has provided training on financial crime at the U.S. Treasury Department’s Federal Law Enforcement Training Center.

“If I want to move \$1 million in cash to, say, Panama, I can go and buy \$1 million worth of gold watches, say 200 of them at \$5,000 apiece,” Zdanowicz said. “I can sell them to my partner company in Panama for \$5 apiece, so my friend there pays \$1,000 for the lot. He then sells the watches at \$5,000 apiece, and now, my \$1 million is in Panama. I’ve moved the money.”

Chart 3: Abnormally High U.S. Import Prices

Multiple Vitamins	China	\$ 1,868.77/kg
Plastic Buckets	Czech	\$ 972.98/unit
Fence Posts – Treated	Canada	\$ 1,853.50/meter
Wood Moldings	Bolivia	\$ 1,124.17/meter
Toilet/Facial Tissue	China	\$ 4,121.81/kg
Briefs and Panties	Hungary	\$ 739.25/doz
Dishtowels of Cotton	Pakistan	\$ 153.72/unit
Other Made-Up Articles	Arab Em	\$ 106.73/unit
Unglazed Tiles – Ceramic	Italy	\$ 4,480.00/sqmt
Rubies – Cut, Not Set	Burma	\$38,192.30/carat
Bolts – Iron or Steel	France	\$ 3,067.17/kg
Threaded Nuts	Belgium	\$ 2,426.70/kg
Tweezers – Base Metal	Japan	\$ 4,896.00/unit
Lawnmower Blades	Australia	\$ 2,326.75/unit
Razors	UK	\$ 113.20/unit
Air Pumps –		
Hand/Foot Operated	Malaysia	\$ 5,000.00/unit
Camshafts and Crankshafts	Saudi Arabia	\$15,200.00/unit
Telephone Sets – One Line	Japan	\$ 2,728.00/unit
Unrecorded Magnetic Disks	Denmark	\$ 164.19/unit
Smoke Detectors –		
Battery Powered	Germany	\$ 3,500.00/unit
Industrial Hand Trucks	Spain	\$ 3,800.86/unit
Hypodermic Syringes	Switzerland	\$ 142.78/unit

Moreover, his firm has cheated Panama of import duties because the importer is only paying \$1,000 for the goods, which also enables him to compete and make money against legitimate importers and competitors.

Money can be moved from other countries to the U.S. as easily as from the U.S. to other countries. The former is typical “capital flight,” Zdanowicz said. “I could buy emeralds in Brazil at their real value, export them to the U.S. at 1/100 of this value, then resell them in Miami at their real value.”

The same practices are used to move money for the purpose of financing terrorist activities.

“In the future, I hope to establish a multi-agency task force including analysts from U.S. Customs, the Internal Revenue Service, the Department of Commerce, and the Department of Justice,” Zdanowicz said. He added that he hoped these analysts would provide insight into some of the mysteries uncovered by his research and that the work will lead to changes in U.S. policies with respect to monitoring trade statistics.

And that monitoring could help close the “back door.” ■

Chart 4: Abnormally Low U.S. Export Prices

Bovine Animals - Live	Mexico	\$20.65/unit
Multiple Vitamins	Finland	\$1.34/kg
Dynamite	Canada	\$1.24/kg
Radial Tires – Bus/Truck	UK	\$11.74/unit
Diamonds – Not Industrial	India	\$13.45/carat
Toilets -		
Bowls with Tanks, one piece	Hong Kong	\$1.75/unit
Aluminum Ladders	Japan	\$4.40/unit
Fork-Lifts, Self Propelled	Jamaica	\$384.14/unit
Industrial Robots	Ireland	\$324.37/unit
Bulldozers – Self-Propelled	Colombia	\$1,741.92/unit
Automatic Teller Machines	France	\$97.00/unit
Trash Compactors	UK	\$54.82/unit
Video Monitors - Color	Pakistan	\$21.90/unit
Video Projectors – Color	Brazil	\$33.95/unit
Road Tractors –		
For Semi-Trailers	Nigeria	\$3,750.00/unit
Truck Caps	Mexico	\$10.77/unit
Cameras – SLR, 35mm	Colombia	\$7.44/unit
Clinical Thermometers	Germany	\$.06/unit
Wrist Watches –		
Cases of Precious Metal	Colombia	\$8.68/unit
Missile and Rocket Launchers	Israel	\$ 52.03/unit
Prefabricated Buildings	Trinidad	\$1.20/unit
Seats – For Motor Vehicles	Belgium	\$1.66/unit

After 9/11:

Security at what price?

STUDY SHOWS IMPACT OF SECURITY MEASURES ON THE COST OF DOING BUSINESS AMONG COMPANIES IN SOUTH FLORIDA.

In the nearly three years since 9/11, we have been living in a world in which security has become a precious, highly-sought-after commodity. But how much are we willing to pay for it and who should foot the bill? The cost of arming American businesses against potential terrorist threats—physical and cyber—is a subject of intense debate among researchers, legislators, and executives alike. Since the collapse of the Twin Towers, the question of how to enhance national security while allowing for the unrestricted movement of physical, human, and financial capital has risen to the top of the policy agenda and will likely stay there for years to come.

David Wernick, research director of the College's Knight-Ridder Center for Excellence in Management, is devoting considerable attention to the issue, and, in particular, to what the alphabet soup of new federal laws and regulations—among them, the USA Patriot Act, the Bioterrorism Act, the Maritime Trade Security Act, and the 24-Hour rule for ocean cargo—mean for companies doing international business in South Florida.

“We are particularly interested in how these new mandates are affecting just-in-time production systems, how the new expenditures on security-related equipment and software are affecting corporate profitability, how the new visa restrictions may affect the long-term productivity of U.S.-based multinationals, and what types of technology might be used to help secure supply chains, minimize risk, and deliver a return on investment,” Wernick said.

WHAT IS THE COST TO BUSINESS?

Wernick, former faculty member Laura Kozloski, and the College's Executive Dean Joyce Elam, in partnership with the Greater Miami Chamber of Commerce's Business Advocacy Committee, embarked on a study in early 2003 to address these questions.

The original shape of the project—a series of case studies of several South Florida businesses that would address the post-9/11 impact on South Florida's business community—quickly grew into a more comprehensive economic-impact study.

“We interviewed executives in the banking, healthcare, hospitality and real estate industries and all had stories to tell of clients,

deals, and transactions that were lost or adversely affected by the new regulations,” Wernick said. “We soon realized that we needed a more comprehensive study, one that would tell the story with hard data and real-life testimony.”

“We were especially concerned with businesses that manufacture or source product or clients overseas,” Wernick said.

Essentially, the research project was launched with a survey which landed in mailboxes and e-mail

boxes of more than 1,000 businesses in Miami-Dade, Broward, and Palm Beach counties during the summer of 2003. The study targeted four industry sectors—manufacturing and international trade, banking and financial services, tourism, and health care.

“We were especially concerned with businesses that manufacture or source product overseas and import or transship it via our airports and seaports,” Wernick said. “International trade represents the backbone of our economy and importers were among the first to be hit with the new rules.”

The survey itself was designed to “get at the costs in terms of money and other measurables such as delays and bureaucratic hassles associated with the new rules,” Wernick said. It asked businesses to disclose, in specific terms, how much time and money they are currently spending to comply with homeland security measures and how this figure compares to the pre-9/11 period. The data revealed some interesting and worrisome trends.

For example, he said, “We learned real estate agents have lost lucrative sales because potential foreign investors are deciding that

SINCE THE COLLAPSE OF THE TWIN TOWERS, THE QUESTION OF HOW TO ENHANCE NATIONAL SECURITY WHILE ALLOWING FOR THE UNRESTRICTED MOVEMENT OF PHYSICAL, HUMAN, AND FINANCIAL CAPITAL HAS RISEN TO THE TOP OF THE POLICY AGENDA AND WILL LIKELY STAY THERE FOR YEARS TO COME.

their vacation home in the U.S. comes with too many strings attached.” Furthermore, he observed that international tourism is still in a slump, due to fears of terrorism and to the fact that many tourists are finding it more costly and cumbersome to obtain a U.S. visitor’s visa from their local consular offices.

“Though overseas visitors comprise less than half of all visitors arriving at Miami International Airport, they have an outsized impact on our economy, boosting demand for everything from airline workers to hotel and restaurant staff and generating considerable tax revenue,” Wernick said.

Moreover, since international visitors stay longer and spend more money than their domestic counterparts, Wernick said, their economic impact is significantly greater. Figures from the Miami-Dade Aviation Department indicate that for every international leisure visitor Miami loses, the city must attract more than three domestic visitors to recoup the difference.

“The visa issue has affected a wide range of businesses, from universities like ours, to language schools, retail outlets, and hospitals,” he said.

“We think it’s our ‘civic duty’ as a research institution to provide this kind of expert information to legislators, to help them make better policy,” Elam said. “And if they won’t come to us, we’ll bring it to them.”

Wernick said the study, which contains a list of ten policy recommendations from the private sector, is designed to both critique and improve existing anti-terror legislation. In January 2004, he presented the study at a half-day conference at the Biltmore Hotel in Coral Gables which brought together more than a half-dozen local executives and administrators and senior policymakers from Washington. Among those in attendance was Ambassador Crescencio Arcos, director of international affairs for the Department of Homeland Security and the right-hand man to Secretary Tom Ridge.

In February, Wernick also presented the study to Governor Jeb Bush’s Council of Economic Advisors and personally briefed Senator Bob Graham in April, who he said was particularly interested in the findings. The study also was circulated by the Florida International Bankers Association to policymakers during a May 2004 trip to Washington, D.C.

“We think it’s our ‘civic duty’ as a research institution to provide this kind of expert information to legislators, to help them make better policy,” Elam said. “And if they won’t come to us, we’ll bring it to them.”

WHEN DOES SECURITY BECOME COUNTER-PRODUCTIVE?

Clearly, the events on 9/11 have presented challenges for American legislators. The fact that the terrorists used international banking and financial networks to move money and had procured

legitimate visas to enter the country made it clear that the security of the United States had been breached and that policymakers would have to fix the system to minimize the likelihood of similar attacks in the future, or worse—an incident involving a Weapon of Mass Destruction (WMD).

Experts argue that at least some of the 19 terrorists involved in the attacks on the World Trade Center and the Pentagon should have and, indeed, would have been red-flagged for suspicious activities ranging from errant credit histories to outrageous financial statements had the government been paying attention.

In his remarks at the April 2002 World Conference on Information Technology, former U.S. President Bill Clinton said that “One of the terrorists had more than 30 credit cards and more than half a million dollars in debt.” He said that any one of those 30 banks or credit card companies should have caught and reported him as suspicious.

Clinton also said that “One of the most important aspects of the technology and the Internet is the ability to monitor people who might be terrorists.”

He was right: After 9/11, the government has been able to track all of terrorist Mohammad Atta’s safe houses by scrutinizing his financial history.

Since 9/11, of course, the government has “stepped-up” its existing counter-criminal policies, scrambling to protect against reoccurrences of terrorism and to seal the ‘holes’ that made the terrorists’ breach

possible. Congress created the USA Patriot Act—the Act to “Provide Appropriate Tools Required to Intercept and Obstruct Terrorism.” President Bush created the Department of Homeland Security, which has enacted a myriad of policies for conducting safe, terrorist-free business.

In addition to pressures from the federal government’s Department of Homeland Security, businesses in South Florida also have other agencies, such as the Financial Action Task Force (an inter-governmental body), the State Counter-Terrorism agencies, the United Nations’ Counter Terrorism Committee, and the Office of International Affairs breathing down their necks.

While designed to intercept and obstruct terrorism, these measures have constructed an obstacle course of red tape that affects nearly every industry involved in international commerce. The results of Wernick’s research so far indicate that these measures have had some serious short-term effects and may have even more serious long-term effects on South Florida’s competitiveness.

IS THE NEWS ALL BAD?

Not all of it. According to the study, a variety of high-tech companies, legal and accounting firms, and security consultants are cashing in on the homeland security bonanza.

Wernick said that software companies like Coral Gables-based

Americas Software “are making a bundle” in this new market, since they can hawk their product to a wide range of industries—from banks to real estate brokers—that must comply with the USA Patriot Act.

“Most businesses are eager to comply with the new rules, but are frustrated by the contradictory mandates being put forth by different agencies,” Wernick said.

Firms identified the hiring of extra staff, retraining of existing staff, and purchasing of new security-related software systems as some of the negative consequences of the new rules.

“In addition to the cost in dollars,” Wernick said, “there is the ‘hassle factor’ of not getting your goods cleared by Customs in a timely manner, or having to wait an extra month or two to procure a visa for an employee you want to bring into the country.”

Hospitals, in particular, are feeling the squeeze.

“Doctors and administrators from a local hospital said they have lost patients and physicians seeking to travel to South Florida for training because they were denied visas or had their visas approved after the fact,” Wernick said.

In some cases, a hospital executive told Wernick, patients who wish to travel to the U.S. for treatment must submit a letter from the hospital to the overseas U.S. Consulate stating that the treatment they seek cannot be performed at

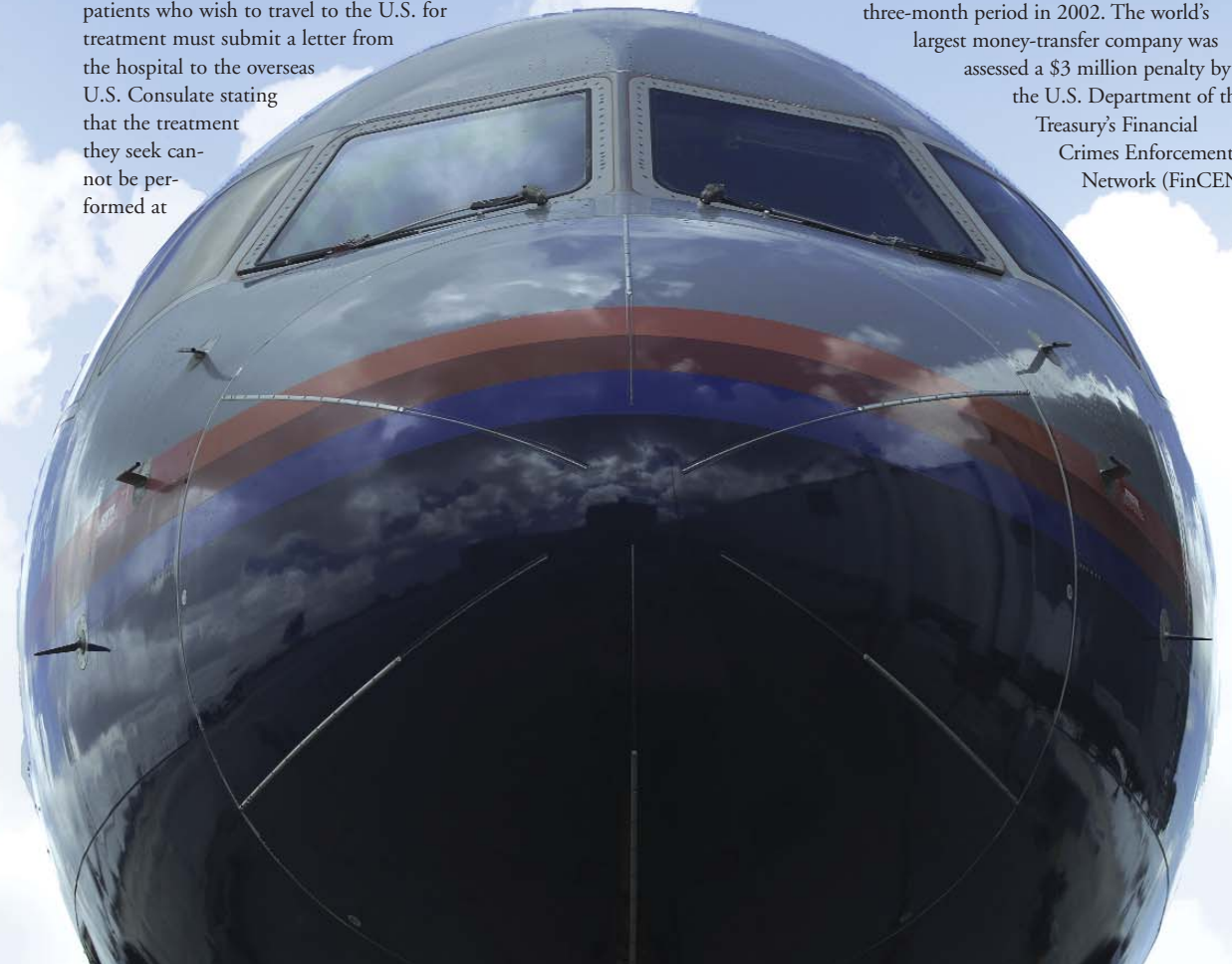
home. If the operation or treatment is available in their own country, at any kind of facility, they may be denied a visa.

“U.S. hospitals that do a lot of ‘cash’ business with foreign patients are suffering, and patients, too, may receive inferior healthcare elsewhere,” Wernick said.

Banks and financial institutions, which include everything from car dealerships to pawn shops, are also facing new monitoring and reporting requirements under the USA Patriot Act. For example, former government officials, their family members, and “close associates” are now subject to intensive scrutiny. Some banks have reported that their customers are moving their assets to non-U.S. jurisdictions to avoid being put through a battery of questions that some consider intrusive and demeaning.

The penalties for non-compliance, however, are severe. As an example, Wernick cited the travails of money services giant Western Union Financial Services, Inc., fined more than US\$11 million for failing to file currency transaction reports (CTRs) for customers who had transacted more than \$10,000 during one business day, as required by the post-9/11 revisions to the Bank Secrecy Act, and

for failing to file 63 suspicious-activity reports during a three-month period in 2002. The world’s largest money-transfer company was assessed a \$3 million penalty by the U.S. Department of the Treasury’s Financial Crimes Enforcement Network (FinCEN)





and \$8 million by the New York State Banking Department. The fine marked the first time the USA Patriot Act was used against a major financial firm—but certainly not the last.

INDUSTRY SECTOR: BANKING AND FINANCE 'TIME IS MONEY.'

South Florida's money business is feeling a big pinch in profits as a result of post-9/11 legislation and regulations, unofficially dubbed "know thy customer" policies and overseen by the U.S. Treasury's Financial Crimes Enforcement Network (FinCEN).

In the name of keeping our borders safe, casinos, banks, pawn shops, brokerage and investment firms, life insurance companies, and money-remittance firms all are shelling out big bucks and factoring in time delays in their business transactions. For instance,

- Banks must purchase or upgrade existing anti-money laundering systems to check new accounts against lists of known criminals and terrorists and monitor account activity. Many of these systems use artificial intelligence and pattern-recognition technologies to mine data for irregularities. Costs to deploy the systems range from tens of thousands of dollars to over \$1 million.
- Banks also are hiring new personnel to ensure they stay "in-line" with the new regulations—financial auditing and compliance experts such as senior compliance officers and senior auditors who command salaries in the \$100,000 and upward range.

"Few banks were using these systems before 9/11 because there was no need for them," said Kenneth Henry, a Ph.D. candidate in Decision Sciences and Information Systems and a lecturer in the School of Accounting who has 20 years experience in the field of information and communication technology (ICT) used for financial auditing, including serving as an ICT/performance audit advisor for the United States Department of the Treasury. "Pattern-matching and pattern-detection are prime uses of ICT to detect suspicious activity" he said.

But he cautions that banks alone won't be able to detect suspicious activity. By tracking across commercial networks—banks, shippers, port authorities, for example—"cracks" or audit risks are much more likely to be detected.

"It will be a while longer before businesses find the optimal combination of 'crack detection,' efficiency, and economy," he said. "These technologies are just now being invented and customized for individual banks."

INDUSTRY SECTOR: OCEAN CARGO FREIGHT COMPANIES CITE SHIPPING WOES.

In recent years, nearly one million tons of cargo have passed through the Port of Miami, making it one of the busiest seaports in the nation. Miami is home to literally thousands of ocean cargo service companies—vessel operators, customs brokers, trucking companies and freight forwarders. Their businesses have been subjected to major changes in regulations since 9/11. New programs and initia-

tives include the 24-Hour rule, the Container Security Initiative (CSI), and the Customs-Trade Partnership Against Terrorism (C-TPAT), which promises expedited Customs clearance to companies that do a security audit of their supply chain.

In addition to the new regulations, importers must contend with more frequent and rigorous inspections of cargo, both overseas and at U.S. ports of entry, since U.S. Customs wants to make absolutely certain that inbound containers contain the items declared on the shipping manifest—and nothing more. This has led to recurring delays and bottlenecks at the port.

The problem for South Florida is that, unlike the goods arriving at other major U.S. seaports, a large percentage of cargo—as much as 40%—is transshipped. This includes bananas from Ecuador destined for Germany, flowers from Colombia destined for the U.K., and electronics from Hong Kong destined for Costa Rica. If these goods

get held up for a week or more due to inspections, Wernick said, they may miss the next leg of their journey. "There are also additional costs for inspections and storage, and these costs and delays make Miami a less attractive distribution point," he said.

"At one time, Miami was the only game in town for companies transshipping goods to or from Latin America and the Caribbean," Wernick said. "Now we are competing with the Bahamas, Jamaica, Panama, Trinidad, and others for this lucrative trade."

He said that one of the people he interviewed, the president of an importer/consolidator, said the increase in inspections and delays since 9/11 are costing his company roughly \$20,000 per month. "That's a bitter pill to swallow for a medium-sized company that's working on thin margins."

Another concern of the trade, Wernick said, is the new Bioterrorism Act, which applies to anyone who produces, picks, packs, or ships a food product. Companies must register with the Food and Drug Administration, appoint a U.S. agent, provide several hours advance notification of shipments, and furnish minute details about the contents of the shipment. If any of the information is incorrect or deemed incomplete, shipments can be detained or destroyed.

"The new rules, which already have gone into effect and will be enforced beginning in August

2004, have confused nearly everyone and

angered our allies who regard them as non-tariff barriers," Wernick said. Ultimately, he said, he believes that U.S. consumers will pick up the tab by paying more for imported produce.

"I don't think anyone would complain about paying a few cents more for a head of lettuce if it meant a safer product," Wernick said. "Unfortunately, I'm hearing that the new law creates a lot of additional paperwork that will raise costs without delivering much in the way of added security." ■

"MOST BUSINESSES ARE EAGER TO COMPLY WITH THE NEW RULES, BUT ARE FRUSTRATED BY THE CONTRADICTORY MANDATES BEING PUT FORTH BY DIFFERENT AGENCIES," WERNICK SAID.

THE PROJECT TEAM

As a researcher, analyst, and writer, David Wernick has years of experience reporting on international economic and security issues for corporate and government clients. While with the Ackerman Group, a Miami-based international security consultancy, he traveled throughout Latin America and the Caribbean and wrote business and political risk assessments for multinational clients. He also has served as managing editor of *The Latin America Advisor*, and communications director for The Council of the Americas and Americas Society, headquartered in New York.

Laura Kozloski was faculty member in the College of Business Administration from Fall 2000-Summer 2003. She left Ryder Systems, Inc., in Brazil in 2000 after five years of directing the company's strategic analysis and research, mergers and acquisitions, and international market entry strategies. She knows which policies work and which ones

don't during periods of organizational transition. This knowledge helped to guide the study's assessment of what she calls "both direct and indirect" effects of new legislation. Kozloski's hands-on understanding of international market management strategies, coupled with Wernick's extensive research experience in international business, proved to be a winning combination.

As Executive Dean of the College of Business Administration, Joyce Elam is a dedicated advocate of business research and education in the private and public sectors. She is an expert in Information Technology (IT) and, in the last two years, has increased the College's focus on the uses of IT for security with projects such as the Network Security Lab, the Information Security and Privacy Professional Certification program, and the Homeland Security study.

DOBROW PROTECTS SECURITY ON ANOTHER FRONT.

While much public attention has been focused on ways to ensure the security of our geographic borders, security threats also are being felt across electronic ones.



Have you ever thought about the amount of private information your financial institution stores about you and/or your clients? If you have, and if you've asked your banking representative how the bank manages your secure information, you're most likely aware that information security is a major concern for them as it is for banks everywhere. According to the Federal Financial Institutions Examination Council, the number of Internet users is growing at the rate of more than two million per month, suggesting a continued expansion of electronic banking as well.

How does your bank prevent hackers from gaining access to your data?

Richard Dobrow (BACC '95 and MACC '97), president and founder of Guarded Networks, Inc., asked himself this question when he started his company over three years ago. He found answers that have led many banks to partner with his firm to provide round-the-clock network surveillance to prevent hackers from invading their systems.

Because of Dobrow's extensive knowledge of and hands-on experience in assessing and building secure network architectures for financial institutions, it's no surprise that banks comprise 75% of his business today.

"Guarded Network's technology allows us to focus on our number one priority—our customers. We feel comfortable knowing that someone is always protecting our customers' best interests," said Felipe Cam, information technology director and vice president at Gibraltar Bank in Coral Gables.

In simple terms, Guarded Networks, Inc. helps protect what its corporate customers have worked so hard to build—knowledge and networks. His people identify, trace, and rectify security violations and understand the potential impact they may have had on an organization's network environment. They also help companies develop their information technology (IT) policies, assist with regulatory and industry IT security compliance, and provide targeted educational programs for IT professionals and individuals seeking a career in IT security.

"Over the last few years, our strategic team has built a nation-

wide consortium of banks that sell our services," Dobrow said. "This partnership exists in Latin America as well, where our products are created for bilingual audiences."

Given the ongoing threat of terrorism and the security mishaps that frequent both businesses and individuals, he said his business is booming. And, although competition is beginning to increase in the industry, Dobrow said his firm has a competitive advantage in several areas: Dominance in the banking industry; proprietary, cutting-edge technology; solid alliances; excellent customer service; and a variety of off-the-shelf security products for individuals and smaller businesses.

Statistics show that the IT security market is expected to be worth \$14 billion by 2006. Given the industry expertise of its Board of Directors, which includes Carlos and Jorge de Cespedes, founders of the Pharmed Group, Dobrow said Guarded Networks will target the healthcare industry for the majority of its new business. Other industry targets include utilities, insurance, government and education.

Dinesh Batra, associate professor in the Decision Sciences and Information Systems Department of the College, hired Dobrow to teach several courses in the College's Master of Science in Information Systems (MSMIS) program.

"Teaching provides another way for me to share my resources with the talented individuals who will be continuing the work we have started in the IT security industry," he said.

Dobrow also helped create the Information Security and Privacy certificate program now offered through the College's Office of Professional Education.

"Students who took Dobrow's classes and those who have the opportunity to participate in the professional education program learn network security hands-on and engage in scenarios involving security breaches," Batra said. "They are challenged to detect the security breaches and to take preventive measures."

Batra added that "Network security is his business and that's what makes his courses exciting and memorable." ■



TONY Arguiz: *He never drops the ball.*

“This is my CPA. He never drops the ball,” proclaims the headline of a framed ad hanging on the ninth floor office overlooking stunning vistas of Biscayne Bay.

The photograph features a beaming John Elway next to the College of Business Administration alumnus Antonio “Tony” L. Argiz (BBA ’74) in a promotional message for the American Institute of CPAs. As one of the greatest quarterbacks in NFL history, Elway gets the kind of attention that a sports hero deserves. As one of Tony Argiz’s clients, Elway gets the kind of attention that an astute businessman covets.

Since the mid ‘90s, Argiz has been managing partner of Morrison, Brown, Argiz & Company—a firm that ranks among the top 70 CPA firms in the country. He counts among his distinguished list of clients professional sports teams such as the Denver Broncos, a number of banks, various celebrities, and more than 100 automotive dealerships. In fact, he is recognized as an expert in audit services and litigation support in the automotive industry.

With more than 27 years experience in the field of public accounting, he is certified in five states and has lectured internationally—including appearances in Switzerland and Spain.

Argiz said the success that he enjoys today has strong roots in his beloved alma mater—Florida International University (FIU).

“Math was always my strong point,” he said. “I was awarded a baseball scholarship to FIU and happily discovered that the University had a great accounting program.”

In addition to his accomplishments as an FIU starting and relief pitcher, he quickly became known as an achiever in the academic arena as well. But Argiz’s gift for numbers never diminished his passion for baseball, a passion birthed by his Cuban heritage and nurtured by a father who loved the sport as much as he cherished his beloved operettas.

“Saturday nights in my homeland always began with operettas and ended with baseball,” Argiz reminisced. “My father had a beautiful voice and knew all the operettas by heart.”

As part of the “Peter Pan Exodus,” Argiz left Cuba at the age of eight, then lived in Tampa with his older brother until his parents immigrated to the United States. He moved to Miami in 1972 to attend FIU.

He has much more than education for which to show his gratitude to the university. It was there he met his wife, Conchi, who was pursuing a graduate degree in education. His dedication to his family is evident at every turn in his office, which is replete with proud displays of family photos featuring Conchi and his three children—Carolina, Tony, and Andy.

Also gracing his Brickell Avenue office are tributes to his staunch belief in giving back to his community and his industry. He has served as United Way Campaign co-chairman (2002),

chairman of FIU’s Council of 100, president of the Miami City Club, and treasurer of the Orange Bowl Committee. He was the first Cuban-American appointed by a governor to Florida’s Board of Accountancy (in which he later served as chair as well as on its Probable Cause Panel). He is on the Council of the American Institute of Certified Public Accountants (AICPA), the AICPA Nominations Committee, Florida’s Constitution Revision Commission, and the executive committee of the Beacon Council, among others.

As a strong supporter of the University, Argiz is a man who leads by example.

“I hope to be an inspiration to others,” he said. “Our firm is proud to have recently pledged \$100,000 toward the FIU’s College of Business Administration. And on a personal level, I have given \$35,000 in support of the University’s baseball program.”

Those who are closest to Argiz would say he is hard-working and competitive. Argiz agrees, but said, “I like to think that I have mellowed over the years in my expectations for myself so that I can put more energy into encouraging others to succeed.”

When asked what field he might have pursued had it not been for accounting, it was no surprise to hear his answer, “baseball.”

The ultimate Argiz experience, he said, would look like this: He is dressed in full Cincinnati Reds regalia, pitching the winning game of the world series against the New York Yankees. As Argiz described the scene, you could smell the pretzels, hear the roar of the crowd, and see the wonder in the face of a child whose father had planted the seed of unbridled possibilities decades ago in Havana.

No matter what the arena, you’ll always find Tony Argiz playing from an elevated position. He’ll never be one to sit on the bench—not in baseball, not in business, not in life.

He’s the kind of guy you’d expect to see on the cover of magazines and newspapers. (and he was—*Accounting Today*, 2001 and *CPA Today*, 1989). The kind of guy whom movers and shakers have recognized as a “rainmaker” (and he was—*Miami Herald*, 1998). Three times he has been honored with the FIU “Outstanding Alumnus” Award and the Cuban-American CPA Association named him “CPA of the Year.”

He has that look that says “distinguished,” and an inner warmth that is quickly unveiled as he talks about his family, his business, his community, and his baseball. Determination and honesty are his creed, and as the progression of his success unfurls through an informal conversation, it is evident that Tony Argiz is totally comfortable with who he is...a man in full. A man who loves Sunday mornings with the *New York Times*, chilling out on the islands of Turks and Caicos, attending a Marlins game with his ten-year-old, and adding to the fiscal success of people like John Elway. ■

BBA+ meets working professionals' preferences ...and then some.

With a full-time job, a family, and a desire to move up the professional ladder, Bob Hartman (BBA '02; MSMIS '03) needed a way to complete his education that would fit his busy lifestyle. "If I had had to go to classes every night, it would have been hard on my family," said Hartman, director of applications development at Carnival Cruise Lines for the past four years. "Also, as I tried to plan my schedule, I would have had to work around the availability of the classes I needed."

"I have a very busy, hectic work schedule," said Maria Pulles, operations manager at Wal-Mart. "I have been out of school for ten years but have never been able to finish my degree because I don't have time to spend twelve hours a week in a classroom."

These two hard-working professionals are among the growing number of students who have found an ideal solution in the College of Business Administration's BBA+. BBA+, a cohort-based, lock-step program, gives students the chance to earn a business degree quickly: BBA+ Weekend takes just seven twelve-week sessions to complete, while BBA+ Sunrise (formerly Early Bird BBA) and BBA+ Sunset can be completed in as little as eighteen months.

BBA+ Weekend matched Hartman's requirements, while Pulles found BBA+ Sunrise "perfect" for her limited availability. It will enable her to complete her degree through three short morning classes per week, combined with a hefty technology-assisted component that she can do on her own time. (See *related article about technology-enabled learning on page 44.*)

"I may work sixteen hours a day for a stretch, then have two consecutive days off," she said. "Thanks to the technology-assisted classes, I can make excellent use of my time... when I have it. This program is a combination of hands-on learning, freedom, and what's convenient."

This program is a combination of hands-on learning, freedom, and what's convenient.

Maria Pulles, (BBA+ Sunrise), Operations Manager, Wal-Mart



Not only can students choose the time that suits them best, but also they can opt to take the BBA+ program at both the Florida International University (FIU) Pines Center in Pembroke Pines and the University Park campus in state-of-the-art facilities.

OFFERING A HIGH LEVEL OF ATTENTION, SERVICE, AND RESPONSIVENESS

The program is replete with "extra" services (hence the "+") to accommodate the multiple demands that students who are working professionals often juggle.

"We get our registration materials in the mail," Pulles said. "I don't have all day to stand in a registration line. Avoiding that is the extra gravy to me ... and I don't mind paying for it."

Jesus Aleman (BBA '04), who graduated from BBA+ Weekend, agreed.

"The staff helped with registration and with other procedures," said Aleman, IT manager for a global company, who wants to move into a CIO position and knows he'll need the right degree. "I could be sure that I would finish my degree on schedule. Also, I didn't have to spend time planning what I would take and when. That's all taken care of for you."

Jose Espinoza, operations manager for Sode Tech Corp, an engineering company that serves as a contractor for the Mexican government in the military area,

shared Aleman's enthusiasm for course availability.

"I used to miss a lot of classes because no one could guarantee when they would be offered," said Espinoza, a student in BBA+ Sunrise. "When I heard about BBA+ Sunrise, it sounded perfect for me. I never have to worry about getting the courses I need when I need them."

The program attracts students from within and beyond the College who like the feeling of a small college experience with the resources and activities of a large university at hand, and who appreciate a level of attention usually reserved for MBA candidates.

"Even though we're undergraduates, because of the cohort structure and all the personal attention we get from our professors and staff members, we're experiencing what people in MBA programs usually do," Espinoza said.

He also likes the fact that the program is based on quarters, not semesters.

"I feel like I am on the fast track to my degree," he said. "I'm 28 years old and I don't want to spend much more time in school. This program fits my lifestyle like a ring to my finger."

DELIVERY OPTIONS THAT REFLECT WHAT STUDENTS WANT

Another feature of BBA+ that responds to student preferences is its emphasis on collaborative, active learning.

twenty mutually-exclusive courses."

BBA+ includes a specially designed business calculus course in addition to its integrated, enhanced curriculum.

"Dr. Perry wanted to take a whole new approach in the program," said Moe Izadpanah, director of online learning, whose office helped with instructional design. "He wanted the courses to interrelate. Also, he wanted to use technology to support collaborative, active learning."

According to Dr. Nancy A. Raouseo, an instructor in marketing who teaches in the program, "We coordinate among the instructors to ensure that learning is integrated each term and that there's a common thread throughout the entire program."

The students readily perceive the commitment to an integrated approach.

"All three professors are there on the first day of each term," Espinoza said. "They communicate with each other throughout the term and participate in each other's classes. I like the fact that there's integration among them as well as among the students in my cohort."

For example, team projects—such as business development and marketing plans—are related to all the courses the students are taking that quarter, and all three professors evaluate the work.

BBA+ puts different demands on instructors and

"We wanted to prototype an enhanced student learning model," said Cliff Perry, associate dean of academic affairs and academic programs in the College and faculty director and chief architect of the BBA+ Sunrise program. "We embraced student collaborative learning as well as a holistic, cross-course curriculum—a departure from having the student complete

I could be sure that I would finish my degree on schedule. Jesus Aleman, (BBA '04), IT manager for a global company

Even though we're undergraduates, because of the cohort structure and all the personal attention we get from our professors and staff members, we're experiencing what people in MBA programs usually do.

Jose Espinoza, (BBA+ Sunrise), Operations Manager, Sode Tech Corp.

students than they face in a conventional course.

"Those of us who teach in the program function more as facilitators and coaches than as lecturers," Rauseo said. "Our students learn concepts, but more importantly, they apply them to real-world situations. In each course, we emphasize interaction, discussion, and critical thinking, and we verify that our students are engaged in critical thinking by including oral exams."

The relevance of the courses and projects has been a boon for Pulles.

"What I'm learning is very current and I put it to use it right away...sometimes the same day," she said. "When I was taking a management class, I was also teaching new managers. I'd learn a concept in class in the morning and then teach it at work in the afternoon."

In addition, Pulles does monthly training of twenty customer service representatives, drawing material from her BBA+ Sunrise courses.

To maximize the students' interaction with the professors and among cohort members, the technology component of the course has been carefully structured.

"I've taken online courses at other universities, and I'm really impressed with this program, which is far better than anything I've encountered before," Espinoza said. "There's a huge amount of communication through e-mail, chat rooms, and discussion forums. We get lots of evaluation, both of our Internet work and in class. The whole program was very well thought out."

ENRICHING THE PROGRAM THROUGH DIVERSITY

"We've gotten strong interest from individuals looking to bring their real-life experiences and issues into the classroom, which deepens the program for both students and faculty," said Donald Roomes, BBA+ director and instructor. Among the participants are high school graduates in their early 20s as well as working professionals in their 40s representing diverse areas such as banking,

law, real estate, healthcare, and finance.

"The people in my cohort were generally a little older than I am, and I felt I benefited from the life experience of the VPs and managers in my group," Aleman said. Hartman, the only IT professional in his cohort, and Pulles agreed.

"There was added value for me because of the different backgrounds of my colleagues, who were experienced stockbrokers, bankers, and insurance brokers, among others," Hartman said.

According to Pulles, who had been out of school for ten years before starting BBA+ Sunrise, "We're already professionals. We know what we want. This program is taking us to another level."

Another important aspect of the program is its attention to community leadership.

"As part of its community service project, one cohort in BBA+ Weekend raised more than \$7,000 through 'Relay for Life,' which benefits cancer patients," Roomes said. "The effort demonstrated the commitment our students bring to this aspect of their education." (See the article on civic engagement on page 47 for more details about the important role community service plays in the College.)

By soliciting input from students, faculty, and employers, who sometimes pay for their employees to attend, Perry plans to alter the program as necessary to ensure it remains responsive to the needs of its constituencies.

"To best meet the needs of everyone involved, we're open to modifying meeting times, the type of technology we use, and when and where we offer the program in the future," he said.

Even as the program evolves, it will continue to reflect a philosophy of education based on opportunity.

"We should provide access and inspire students to strive for lifelong learning," Roomes said. "Many of the students in the program would not be able to attend a traditional BBA program or would require many years to complete it. Now, they can finish their BBA quickly and move on to their next professional or academic goals." ■

There was added value for me because of the different backgrounds of my colleagues.
Bob Hartman, (BBA 02; MSMIS 03), Director of Applications Development, Carnival Cruise Lines



BBA+ Accelerating time to degree

"Time to degree' is important to our students and became an important issue to the Florida Legislature in the early to mid '90s," said Donald Roomes, instructor and director of the BBA+ program. "Since most of the students in the College work, it could take them three or four years to complete the two years of required classes."

Work hours of seniors graduating from the College of Business Administration in 2003

None: 18 percent
1-20 hours per week: 18 percent
21-30 hours per week: 20 percent
31-40 hours per week: 22 percent
More than 40 hours per week: 22 percent

The College of Business Administration puts the + in undergraduate business education!



BBA+ Weekend (21 months) Sunrise (18 months)

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College uses technology to enhance collaborative, active learning.



Is it possible to offer high-caliber college courses beyond the walls of a classroom?

In the business school, the answer is yes.

After careful initial research, and with ongoing evaluation of its offerings, the College of Business Administration (CBA) has fashioned a number of courses that include technology to strengthen the collaborative, active learning of its students. Using the Internet as its primary tool and without sacrificing the rigors associated with conventional classroom learning, the College's Web-based collaborative learning pedagogy is facilitated through its Office of Online Learning. (See related article on page 40 on programs for working professionals for details on the vision behind courses with technology-enabled collaborative components.)

Working full-time in a human resources position at a Miami law firm left Kristie Konobeck (BBA '03) little leeway in her schedule to continue her work toward a degree in business. After taking an Internet-based course or two for several semesters, she appreciated their educational value as well as their convenience and increased her online course load to a full eighteen credits per semester.

"I got lots more homework than in a traditional class, I interacted with my classmates more than I did in my regular classes, and I had to apply more of the learning through projects," Konobeck said. "I also loved the flexibility of being able to do the work at my own pace and as my schedule permitted."

Beyond supporting collaborative work, the technology also makes individual feedback easy.

"I felt more comfortable having a dialogue with my professors

and classmates through discussion forums on the Internet than I did in person," Konobeck said.

Nancy A. Rauseo, an instructor in marketing who has taught these technology-enabled courses for three years, explained that a well-designed Internet-based course challenges students intellectually and gives them ample opportunity to engage effectively with teachers and fellow students. In addition, the courses put heavy emphasis on active learning.

"I include a lot of active learning, which is also the philosophy behind the BBA+ programs," Rauseo said. "With active learning, students get to put into practice the concepts they learn, which helps prepare them for the highly competitive business environment they'll encounter. We use the techniques of interaction, discussion, and critical thinking—all of which can be accomplished as effectively over the Internet as in a classroom."

Konobeck appreciated the emphasis on practical experience. "We had to apply more of what we were learning, which meant we learned more in the end," she said.

To ensure that active learning takes place, Rauseo regularly posts questions on a discussion page, provides feedback, and assigns a project weekly. And because the professors facilitate and coach the sessions, rather than simply lecture, the students make their own discoveries.

To complete projects, students often work as teams, devising marketing plans or analyzing a case study together, either in person or virtually.

"About ninety percent of my work was group work," Konobeck

said. "I interacted with everyone, getting feedback from other students and the professor on a discussion page. Not only did the professors communicate directly with each of us, but also they had online office hours, which made them very accessible."

Many professors use more feedback and more assessment tools when teaching over the Internet than in traditional courses, including mid-term and final exams, quizzes, projects, and participation in the discussion forums.

"In my technology-enabled courses, I base sixty to seventy percent of the grade on projects, along with interchanges in the Internet discussion forums," Rauseo said. "In a traditional course, a student may derive as much as eighty percent of his or her grade only from exams."

The College's Office of Online Learning has been supporting technology-enabled collaborative learning and course delivery since 1998.

The effort began with a modest selection—fewer than ten pilot courses. In response to the ever-increasing demand for them, the College now offers more than fifty such courses and sixty blended (a combination of technology-enabled and in-class instruction) options.

More than 4,000 students a year avail themselves of the opportunity to complete some, or all, of their third and fourth years of business coursework from home and office, according to Moe Izadpanah, director of online learning in the College.

The selections have proven popular with instructors as well: Twenty-five faculty members teach the collaborative learning, Internet-based courses and 35 teach courses that blend technology-enabled and face-to-face instruction.

The Office of Online Learning now offers all the courses required for an international business major and a finance major using this technology-enabled model.

In addition to student-centered learning and convenience, these courses provide an excellent way for the College to extend its reach into the community.

"People in the immediate area and beyond who want to take a business course with us really like the convenience of these courses," Izadpanah said. "Because we run our office like a business, we focus on providing top-of-the-line service to students, enhancing courses with new technology and constantly improving the experience for people who choose to do coursework this way."

Konobeck can summarize her reaction to her experiences with technology-enabled collaborative learning in a word: "Perfect." Currently a consultant with Kadix Systems, an Arlington, VA-based firm, Konobeck said, "I loved it. I was able to concentrate on what I needed to learn, and I wouldn't have been able to finish my degree as quickly as I did otherwise. Best of all, I use what I learned all the time in my job." ■

We had to apply more of what we were learning, which meant we learned more in the end. Kristie Konobeck (BBA '03)

CIVIC ENGAGEMENT IMPROVES COMMUNITIES AND ENRICHES LIVES.

"I wanted to be a hot shot manager or CEO until I got involved with civic engagement through the College of Business Administration," said Henry Fernandez (BBA '02). "It completely changed my career path. I'm now going for a Master of Public Administration instead of an MBA."

Whatever it's called—civic engagement, corporate citizenship, or service learning—it's happening at business schools and on campuses across the country.

"Civic engagement is a way for the College to provide knowledge, expertise, technology, and resources locally through projects that center on the importance of sharing, community, and reciprocity," said Robert "Dr. Bob" Hogner, associate professor of management and international business, who officially heads up the College's Civic Engagement Initiative.

"By teaching students principles of service to use in the everyday practice of business, we're trying to transform workplaces," he said.

Considering the scandals in the business world in the last decade, it's no surprise that such an effort is needed. From Enron to Martha Stewart to MCI/WorldCom's \$11 billion accounting "mishap" in 2002, the media has reported on countless stories of companies doctoring books, high-profile people caught red-handed in insider trading activities, and other unsavory business practices.

"The opportunities students find through service give them a sense of responsibility that can't be taught in a classroom." Bob Hogner, head of the Civic Engagement Initiative, College of Business Administration

In the face of eroding values among business leaders, educators at the College hope to teach students some important lessons, "off the books."

The effort seems to be working. Among many projects, students from the College have built houses for Habitat for Humanity, collected food and money for the Daily Bread Food Bank, and provided much-needed school supplies for children of low-income families through donations to the Salvation Army

and the Downtown Miami Homeless Assistance Center.

Though some corporations are examples of how not to behave, others have a solid tradition of supporting community service. KPMG is among the many big-name companies that have set up foundations to help foster old-fashioned values in students, a practice that's becoming more widespread. Whether it's a movement to generate good "PR," a pre-emptive strike to distance companies from the tarnished images of corporations like Enron, or honest-to-goodness "good Samaritanism" in business cultures, corporate citizenship "is always a good thing," according to Hogner.



Enterprise Rent-A-Car believes in leading by example. As a business partner of the College, Enterprise has long been interested in Hogner's programs and has been there to help by providing services and donating cash.

"More than once, I've called on them at the 11th hour and they've responded enthusiastically," Hogner said.

Through the Enterprise Rent-A-Car Foundation, a charitable arm of Enterprise Rent-A-Car, the company has given nearly \$38 million to numerous not-for-profit organizations in the communi-

CIVIC ENGAGEMENT IMPROVES COMMUNITIES AND ENRICHES LIVES.

ties where they do business. The Foundation's mission statement reads, in part, "... employees are the key ... our charitable contributions and giving nature are almost entirely employee-driven."

One such Enterprise employee is Chad Naylor, Regional Recruiting Manager, whose wife, Melissa (BBA '03) was a student in one of Hogner's classes. One Thursday evening, she had mentioned to him an upcoming food drive at the College.

"I immediately sent an e-mail message to our 27 branches, and by Saturday, boxes of food had been collected at 20 of them," Naylor said. He took a van, gathered the boxes, then delivered them to the campus and a surprised, elated Hogner.

"This is a model that works and that businesses everywhere can emulate," Hogner said. "This is what we're trying to teach our future business leaders here at FIU—to get involved!"

There are three ways in which the College gives students opportunities to do just that—through service components in various courses, in a unique class dedicated to service learning, and through the Miami Benefits Club, Inc.

A number of professors incorporate service learning in their classes, which include Community and Business Leadership, Community Service Management, Business in Society, and Business Ethics. For example, in 2000, Hogner's Business Ethics class started the Miami-Jackson Senior High School project. FIU students mentored juniors at this magnet school located in Brownsville/Liberty City, a low-income, predominantly African-American neighborhood of Greater Miami.

"They learned about the principles of ethics in their books and learned the rewards of acting in an ethically-minded way through the mentoring project," Hogner said of his students.

"I am so elated by my experiences in the mentoring project

"My service experiences accelerated my interest. I'd never taken the opportunity to get involved, but this push really stimulated me, and I'm still burning with the desire to do more." Vinetta Lang (BBA '03)

FACULTY IN THE CIVIC ENGAGEMENT INITIATIVE

Bob Hogner, "Dr. Bob"
Twenty-five-year Florida International University (FIU) veteran faculty director of the International Business Honors Program, faculty director of the College's FIPSE grants (the U.S. government's Fund for Improvement of Post-Secondary Education), and faculty member in FIU's Honor's College

David Lavin,
Associate Professor of Accounting

Karen Paul,
Professor of Management and International Business

Dasaratha Rama,
Professor of Decision Sciences and Information Systems

Philip Shepherd,
Associate Professor of Marketing and Business Environment

Deborah Vidaver-Cohen,
Associate Professor of Business Ethics and Environment

CIVIC ENGAGEMENT IMPROVES COMMUNITIES AND ENRICHES LIVES.

that I am excited about continuing to help in my community," said Vinetta Laing (BBA '03). "I had one-on-one conversations with the kids one day a week for a semester and could really see where they needed help in preparing for college and with family issues."

Laing also worked alongside Executive Dean Joyce Elam, faculty, and alumni on a Habitat for Humanity project.

"My service experiences accelerated my interest," Laing said. "I'd never taken the opportunity to get involved, but this push really stimulated me, and I'm still burning with the desire to do more."

Other opportunities abound. For example, the International Business Students Honor Society, founded in late 2003, was a catalyst for Aydin Bonabi (BBA '04), who became involved with Doctors

without Borders. It was a natural fit for a person who has crossed many borders himself. Bonabi was born in Iran, spent most of his life in Germany, and came to the United States in 1997.

"The Society plans to have an annual fund-raiser targeting AIDS in a different region each year," he said.

Bonabi intends to apply to law school and focus on international law and human rights—further evi-

dence of his civic commitment. And even while he's in law school, he plans to stay involved with community projects.

"I expect to concentrate on my studies during the school term and focus on service projects over the summers," he said.

The efforts require faculty dedication, too. David Lavin, associate professor of accounting, works weekends between November and April preparing accounting undergraduates to participate in the IRS's Volunteer Income Tax Assistance (VITA) program, which helps low-income earners fill out tax forms. He trains the students to use the software program TaxWise and to prepare the various forms required by the IRS.

Now in its second year, the program attracted more than 90 students who completed returns in about half an hour. Several dedicated students from last year's group of more than 50 VITA participants helped Lavin with the training.

"It's certainly a taxing effort," Lavin said. "Pun intended. But it's a successful and rewarding program, and I'm happy to play a part."

Students in the BBA+ Weekend program also engage in civic activities in their required Business in Society course, taught by "Dr. Bob." They've completed several ambitious projects, includ-

ing a holiday party at the Homeless Assistance Center, a food drive that filled the cupboards of the Daily Bread Food Bank with two vans-full of food, and the 1st Annual Tools for School drive, which in 2003 collected nearly \$8,000 in cash and supplies for 450 youngsters, sending them off to their first day of school with backpacks full of pencils, erasers, lunchboxes, and lots of other goodies.

The second way in which students can take advantage of civic engagement opportunities is in Service Learning, which, according to Hogner, is the only business school course in the country dedicated entirely to the subject. It's devoted to giving its participants hands-on experience in developing and managing service learning projects and in gaining theoretical knowledge in the developing service learning field. Students must demonstrate their understanding of two required books, but the meat of this class happens outside the classroom. Each student is required to help develop and manage a service learning project.

The Miami Benefits Club, Inc., provides a third way for anyone to get involved in the community. Founded in 1999 with a charitable fund from the Dade Community Foundation, the Miami Benefits Club joined forces with the College in 2001. Since then, it has been able to provide the Greater Miami community with close to a thousand hours of service and to deploy hundreds of volunteers.

"The service projects I did through the Miami Benefits Club were my proudest moments as an undergraduate," Fernandez said. "I met people in the community and learned about planning, organizing, and managing a project."

He worked in the Community Partnership for the Homeless, in which students help prepare and serve food or work in the warehouse. He's also been involved with Neighborhood Enhancement Teams: cadres of students who clean up litter or even paint houses.

Like Hogner, Fernandez wants to be sure such efforts continue.

"I'm mentoring students so that I can leave a legacy of knowing others will lead and manage projects when I'm gone," he said.

His attitude embodies Hogner's belief that "The opportunities students find through service give them a sense of responsibility that can't be taught in a classroom."

Civic involvement benefits participants far beyond the way it makes them feel. According to Naylor, students with such experiences are more attractive prospects for the managerial positions he fills at Enterprise.

"In the four years I've been recruiting in South Florida, the number of FIU grads we've hired has jumped from 35 percent to 75 percent," Naylor said. "The FIU students are strong candidates in part because of their genuine, clear interest in finding ways to help the community." ■

"The service projects I did through the Miami Benefits Club were my proudest moments as an undergraduate. I met people in the community and learned about planning, organizing, and managing a project."
Henry Fernandez (BBA '02)

GIFT PROMPTS CREATION OF R. KIRK LANDON UNDERGRADUATE SCHOOL OF BUSINESS.



"I consider this an investment in the economic future of South Florida."
Kirk Landon

A recent \$5.5 million gift from retired chairman and CEO of American Bankers Insurance Group and philanthropist R. Kirk Landon marked the largest cash gift ever bestowed on the College by an individual and has been recognized with the establishment of the R. Kirk Landon Undergraduate School of Business. As the gift qualifies for the State of Florida Matching Funds Program, it will provide up to \$11 million in total support. It marks an important milestone in the history of the College and represents a significant investment in its students—the future leaders of South Florida.

The money will be used for enhancing and endowing the College's facilities and programs.

"I consider this an investment in the economic future of South Florida," said Landon, a resident of Coral Gables who has been a supporter of Florida International University (FIU) since its beginnings, when he became a member of both the 1972 FIU advisory board and the University's Founders Council. In recent years, his interest has centered increasingly on the College of Business Administration, whose graduates he has hired consistently and with whose vision and growth he has come to identify.

"It's clear that FIU's College of Business Administration is becoming recognized as one of the country's leading business schools," Landon said. "I'm proud to play a part in fostering its

development of future business leaders for South Florida and for the Americas."

According to College Executive Dean Joyce Elam, this sizeable gift from Landon and the naming of the College's undergraduate school in his honor serves as an inspiration to faculty, staff, and students, both present and future.

"Our faculty, staff and students are proud to work within a school that carries the Landon name," Elam said. "He's a successful businessman well known for his far-sighted concern for his employees and for his desire to give back to his community."

Landon's passion for education has been longstanding. During his 47-year tenure at American Bankers, for instance, he created a pre-school for employees' children and made a donation to the Georgia Institute of Technology for the construction of a daycare facility. He has supported nursing education by providing funds to establish a clinical laboratory, contributed to the building of the Landon Family Garden on the grounds of the Miami Project to Cure Paralysis, and donated to Community Partnership for the Homeless, the Miami Children's Museum and several arts organizations.

For additional details, be sure to read the Summer 2004 issue of *FIU Magazine*.

CASE STUDIES: FACULTY'S WORK WITH ORGANIZATIONS BENEFITS THEM AS WELL AS STUDENTS.

CASE STUDY: Kuldeep Kumar When Disaster Strikes: Perfecting the Logistics of Saving Lives



At around 8:50 a.m. local time on Friday 26th January, 2001, a series of earthquakes peaking at a massive 7.9 on the Richter scale hit Gujarat, one of India's four wealthiest states. The epicenter of what turned out to be the most destructive quake in independent India's history was 20 km from the city of Bhuj, one of the least accessible parts of the country... Search and rescue operations involving military forces and volunteers were confronted with a massive task.

—Excerpted from the INSEAD case study, "IFRC—Choreographer of Disaster Management: The Gujarat Earthquake"

In a cataclysmic situation, we put our trust in the experts: the police, firefighters, and the Red Cross. Over the years, the Red Cross has become the symbol of help in times of duress, rushing medical aid and life-saving supplies to disaster sites, even in the most remote corners of the world.

Kuldeep Kumar, an expert in logistics and supply chain management and Professor and Ryder Eminent Scholar in Decision Sciences and Information Systems, was in India, traveling from Bombay to Aknau, the day the massive earthquake shook the province of Gujarat, killing more than 20,000 and injuring hundreds of thousands more. He wondered how the Red Cross had learned and honed its ability to assemble and deploy people and supplies so rapidly to disaster areas everywhere. He recognized that the information could help students learn about logistics in production and operations management, supply chain management, and non-profit management issues.

Commonly known as the Red Cross, the International Federation of the Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian organization, with more than 60 field offices strategically positioned around the world. It provides assistance to more than 30 million people annually.

The challenge to the Red Cross is that, "One never knows what may happen, when something may happen, or where it may happen," Kumar said. "With the unpredictable always in play, the best the agency can do is to have a solid, strategic, rapid-response plan in place."

Kumar's interest in principles of dynamic supply chain management had formed before the 2001 earthquake. In 1999, he met Lynn Fritz, then CEO of Fritz Companies, a multi-million dollar logistics company. Fritz was leaving industry for philanthropy and wanted to create a think tank of experts who could brainstorm disaster management practices. He recruited Kumar to

serve as chair of the Crossroads Supply Chain Forum for the Fritz Institute, a foundation whose mission is "mobilizing disaster management expertise." With the support of the National Science Foundation (NSF), Kumar traveled to Geneva in the summer of 2000 to continue his research in dynamic supply chains.

While there, he had learned from Bernard Chomilier, head of the Logistics and Resource Mobilization (LRM) department of the IFRC and representatives of several other disaster relief agencies headquartered in Geneva, that the challenges to disaster relief agencies are threefold: under-supply, over-demand, and unpredictability. The LRM department, for example, depends on a full-time staff of only six (the rest are temporary and people "on loan" from other parts of the organization) and has a consistent under-supply of disaster relief goods—food, medicine, shelter, cash—with which to work.

How would the agency fare in the aftermath of the Gujarat earthquake, especially since the epicenter of the quake was in one of the least accessible parts of India, a country that boasts the second largest and one of the poorest populations on earth? "The task," Kumar said, "was massive." And there turned out to be substantial differences between theory and practice.

In theory, Gujarat should have been managed as follows: the Field Assessment and Coordination Team (FACT) would arrive to assess the situation and report back to suppliers what was needed, where it was needed, and how best to get it there. The Logistics Team then would tackle the complex matching of demand and supply, managing the warehouses and determining how best to meet the demand for relief; and the relief delegates would define the needs, pull the items out of the warehouses, and distribute them to the needy.

The case reveals what actually took place. Out of necessity, FACT was drawn into operational activities from the minute it arrived in Gujarat. Nearly a week elapsed before it was able to communicate any reliable information on the extent of the disaster. The Logistics Team couldn't get a clear picture without FACT's information.

Timing and "tracking" (inventory control) also are crucial to the effectiveness of disaster relief management. In Gujarat, the relief delegates arrived two days after the supplies did.

Everyone on hand, including members of FACT, was pulled aside to become temporary relief delegates. They performed these duties without tracking supplies, which, in addition to being against IFRC procedures, threw



CASE STUDIES: FACULTY'S WORK WITH ORGANIZATIONS BENEFITS THEM AS WELL AS STUDENTS.

the onsite "supply closet" into disorganization and made the job for the Logistics Team that much more difficult.

The team regrouped three months after leaving India for a debriefing at which they recounted their successes and mistakes, looking for ways to incorporate the lessons into their response and relief plan. On an ongoing basis, students reading and discussing the case learn important management principles from the experts themselves.

"IFRC—Choreographer of Disaster Management: The Gujarat Earthquake," published by INSEAD in 2002, was written by Research Associate Ramina Samii and Luk Van Wassenhov of INSEAD, together with Kumar and Irma Becerra-Fernandez, also in the College of Business Administration.

CASE STUDY: Irma Becerra-Fernandez Irma Becerra-Fernandez's case studies have "All the Right Stuff."



What do IBM's implementation of SAP, a strategic growth management company, an international merger of e-commerce consulting firms, and knowledge management (KM) at the National Aeronautic and Space Administration (NASA) have in common?

The answer is the attentive eye of Irma Becerra-Fernandez, an associate professor of decision sciences and information systems in the College of Business Administration, whose background in engineering has made her a rising star in the fields of information systems, artificial intelligence, and knowledge management.

To facilitate classroom discussion in her "Organization Information Systems" graduate courses, Becerra-Fernandez uses case studies, combining those she has co-authored and those from Harvard, which represent the "standard" in case method instruction in business education.

Her cases, which focus on how organizations try to manage and grow their businesses using technology, are very appealing for a number of reasons.

"They profile organizations in the southeastern United States, from technology-based startups to large, well-recognized corporations; they're all about real-life scenarios; and they present technologically-savvy and entrepreneurially-minded companies," Becerra-Fernandez said.

For example, students who aspire to working in a large corporate environment learn a great deal from her cases on SAP technology at IBM. By visiting with knowledge managers at Big Blue's North Carolina Research Triangle Park facility, Becerra-Fernandez was able to study key aspects of IBM's SAP implementation, the

world's second-largest implementation of the enterprise resource planning (ERP) software. She co-authored one case that detailed best practices in project management for SAP implementations. Another focused on factors for success in organizations that use SAP by looking at IBM's use of the software in "longitudinal progression" (study over time).

In a case about MetalSpectrum, Becerra-Fernandez outlined principles of strategic growth management, chronicling how members of an industry worked together to optimize and tap into the Internet. The partners created and financially backed the technologically-progressive business-to-business (B2B) marketplace called MetalSpectrum, which went live in 2000.

MetalSpectrum had hoped to tap into the U.S. metals market, worth \$100 billion; in 1999, it was expected that between 25 and 50 percent of that market would go online in the next five years. However, MetalSpectrum lost steam and signed off in 2001 due to "a combination of poor market conditions and slower user adoption [than predicted]," according to CEO Alan Turfe.

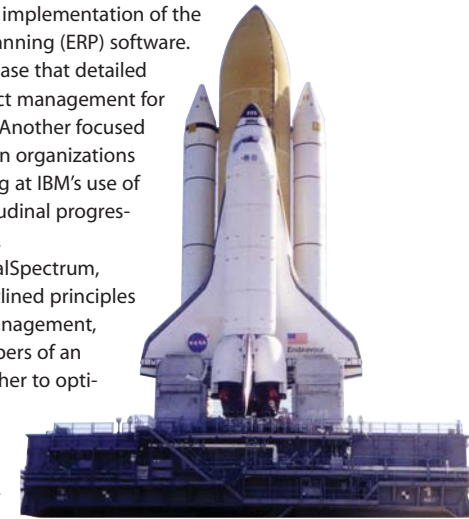
Despite its short Internet existence, all was not lost. MetalSpectrum's ahead-of-the-curve software now serves as an extranet for Alcoa and other MetalSpectrum backers.

Still another kind of partnership commanded Becerra-Fernandez's attention in the Semtor and iReality Group (iRG) merger case, essentially the story of an international union between two e-commerce consulting firms.

Located in Hong Kong, iRG was seeking a U.S.-based consulting firm that could help provide support to its customers for systems and organizational integration projects. Semtor, a young e-commerce consulting firm based in Weston, Florida, was an attractive candidate. The cyberspace match enabled the two firms to add to one another's core competencies and to span the globe.

"Such a merger between a local firm in South Florida and an international firm is very exciting for our students," Becerra-Fernandez said. "It gives many of them, who are entrepreneurs themselves, the idea that they can take their businesses global."

But it's really the NASA case that provides the "rocket booster" for her graduate students, revealing that even an organization made up of the best and brainiest engineers and scientists in the world has growing pains. Faced with budget and personnel cuts in the early 1990s, NASA had to determine how to continue its



CASE STUDIES: FACULTY'S WORK WITH ORGANIZATIONS BENEFITS THEM AS WELL AS STUDENTS.

level of operation within the bounds of a massive downsize and a general shift in employee responsibility from "doers" to "overseers." Because the agency was facing a 33 percent reduction in contractor services and a 54 percent reduction in civil service employees, staff members had to switch gears from learning and knowing how to do their job to supervising the work of others.

The downsizing also revealed that, within a few years, the agency would have to figure out how to cull and transition the knowledge of the aging founders—the scientists who engineered the first moon landing, for example. Otherwise, their experience, totaling more than 140 years, would be lost.

Part of NASA's strategy to retain that knowledge was to institute the Knowledge Management Working Group. It was charged with all aspects of knowledge management, from gaining an understanding of NASA's needs for competency management to

the capture and dissemination of knowledge.

Of particular interest to her students is the fact that Becerra-Fernandez was part of the initiative. She is a four-time NASA grant-winning researcher and principal investigator for NASA's Expert Seeker project, launched in the late 1990s. The NASA Expert Seeker software tool pools information on the expertise and experience of NASA employees, drawing from ten data sources, including the human resources databases and employees' personal web sites. Compiled in Expert Seeker, this data is used to locate and track knowledge within the organization, matching people with the right projects.

Regardless of students' goals in business, Becerra-Fernandez's varied, concrete, and vivid accounts, along with her own experiences, help arm them with solid knowledge about what works, what doesn't, and why. ■

COLLEGE'S PROGRAMS ENGAGE TOP BUSINESS LEADERS THROUGH ADVISORY BOARD MEMBERSHIP.

To assist it in developing timely programs for preparing effective business leaders, managers, and entrepreneurs, the College of Business Administration has built and continues to refine the structure of its advisory boards.

Populated largely by senior-level directors, regional managers, and owners of their own enterprises, these business experts share real-world experience—from strategic to tactical—with decision-makers at the College.

Exciting plans are underway to reorganize the structure of the Chapman School's program advisory boards. Though specific details are in the still in the works, the boards will involve business leaders in an array of activities.



Two existing advisory boards, one for the Office of Professional Education (OPE) and the other for the School of Accounting, illustrate ways in which such groups help to shape and support the College's programs.

Resident expert creates the Office of Professional Education board.

To develop an advisory board for the Office of Professional Education (OPE), the office's Director of Business Development Vince Daniels needed only to look at his own research. His experience in creating the College's International MBA program (IMBA Advisory Board—IBAB), which he managed for several years, led him to write an article to help others do the same.

In "Building a Successful Business Advisory Board," published in the Spring 2003 *MBA Roundtable Journal*, Daniels shares lessons that he learned while forming the IBAB board and from his experiences as a member of Thunderbird's World Business Advisory Council.

"One of the most important factors in building an effective advisory board is to organize it as an advice-giving organ whose counsel must be given full consideration and implemented when sound and practical," Daniels said.

Because the OPE does not have a student body, and because it offers so many courses, Daniels faced several challenges for devising an appropriate board—a process that continues to unfold. (See the *OPE program brief for details on the short-duration, non-degree, in-house and customized programs OPE offers to working professionals.*)

"Our professional programs focus on project management, sales management, information technology, human resources, and finance, among other topics," he said. "Our idea is to create small boards with six or seven experts in each area."

In addition to providing OPE staff members with insights into the needs of the marketplace, board members will mentor students, sharing their experiences as lawyers, bankers, and leaders in many industries.

"Board members seem to enjoy giving back to the community," Daniels said. "Serving on our board also will give these leaders a chance to get to know our students and to network with other professionals."

School of Accounting Advisory Board thinks small.

After a four-year hiatus, the School of Accounting Advisory Board has become active again. It's starting small and intends to stay that way.

"Under the leadership of Carlos Sabater (BACC '81), we've assembled a group of highly dedicated individuals committed to helping us re-establish our board," said Dana Forgione, director of the School of Accounting. (See sidebar on Sabater for a closer look at the re-energized board.)

But small doesn't mean the group lacks big ideas.

"We're formulating the board's mission and considering ways to integrate students and business more effectively through mentoring so that we deliver the right product to the right people," Forgione said.

And what better entity to look at the financial impact an advisory board can have than a school of accounting?

"We're looking at long-term funding, including a permanent endowment, to support what we do," Forgione said. "We've discussed scholarships, assistantships, support for faculty development, and bringing eminent scholars to the campus as well as using the funds to help us meet our operational expenses." ■

CARLOS SABATER SPEARHEADS REVITALIZATION OF SCHOOL OF ACCOUNTING'S ADVISORY BOARD.



"The Advisory Board for the School of Accounting isn't about give and take," said Carlos Sabater, (BACC '81), Deloitte & Touche LLP—South Florida and Puerto Rico Managing Partner. "It's 100 percent about give."

Although earlier attempts to create a flourishing board for the School had not succeeded, new efforts under Sabater's leadership are adding up to success.

"We plan to have a very small board—maybe fewer than a dozen people from the top of their organizations—that will focus entirely on helping to produce the top accounting students in the country," he said.

Fortunately, the board is starting with a program on firm footing. The College's School of Accounting is the largest in the U.S. It's alumni constitute about thirty percent of the professional staff in the Deloitte & Touche Miami office. Also, the School of Accounting has long held the distinction of being one of the highest performing schools in the United States on the Certified Public Accountant (CPA) exam.

However, there are challenges. According to Sabater, as the program at FIU broadened to concentrate on what he described as "creating better accountants rather than merely people who did well on the exam," the scores declined slightly.

A second challenge results from increased competition.

"FIU students used to be chosen immediately for the jobs they wanted," Sabater said. "Now, they may get the jobs they desire, but they have to compete against graduates from other Florida universities."

The board will address this competitive situation through two means: money and knowledge.

"We want to be sure that the School gets its fair share of funding from within the University system," he said. The board also plans to help raise funds from the community through matching gift programs at accounting firms and corporations. (See related article on advisory boards for details about the planned use of the funds for the School of Accounting.)

Though money is important, "knowledge is as important," Sabater said. To ensure that the School gained a clear idea of what the business community is looking for, he set up meetings between the managing partners at major accounting firms and Dana Forgione, director of the School of Accounting, and the College of Business Administration's Executive Dean Joyce Elam.

"I give these two credit for going to see the managing partners to find out what they need and to solicit their ideas about how to improve the School," Sabater said.

Sabater also believes that students must understand the global context of the accounting world. According to him, firms that try to recruit from FIU too often find its students focused only on South Florida—a mindset he hopes will change through education.

In addition to chairing the Advisory Board for the School of Accounting, Sabater serves on the College's Dean's Council, the Board of Directors of the FIU Foundation, and on the boards of the Little Havana Activity Center, the Greater Miami Chamber of Commerce, and the YMCA. ■

DEAN'S COUNCIL FURTHERS ACHIEVEMENT OF COLLEGE'S MISSION.



Members of the Dean's Council help the College of Business Administration achieve its mission by providing Executive Dean Joyce Elam with insights into the College's strategic vision based on their experience in business. They offer an outsider's view and a fresh perspective of the challenges and opportunities the College faces today and expects to confront in the years ahead.

Founded in 2001, the Council currently is composed of more than 25 prominent business leaders, with plans for expanding membership over time. The group offers guidance on matters such as how the College can build its reputation and ways it can create closer alliances with the business community. In addition to giving strategic counsel, members also help the College obtain long-term funding and interact with students, alumni, and faculty.

"I rely on them for advice on strategic issues as well as for help with specific projects," Elam said. "Their insights, energy, and recommendations are a tremendous asset to me and to the business school."

"The input of the Council is invaluable," said Dean's Council first Chair Carlos Migoya (BBA '74; MBA '76), regional president, Wachovia, Miami Dade-Monroe. "We are able to explain what our needs are and the kind of education we would like College graduates to have. We then leave it to the College to determine the courses they can offer to meet those requirements."

Migoya, who has been a member of the Florida International University (FIU) Foundation, Inc., Board of Directors for more than a decade, said that, "The Council is enthusiastic about the progress the College is making to ensure its graduates have the background to succeed."

Carlos Sabater (BACC '81), a managing partner with Deloitte & Touche LLP—South Florida and Puerto Rico, was drawn to the Dean's Council when he was trying to establish the Advisory Board for the School of Accounting. (For details about the creation

of that board, see the side bar on Sabater.)

"Since the School of Accounting falls within the College, I wanted to understand the workings of the College as a whole," he said. "Initially, my goal was to learn more about the College so I could be more effective on the School of Accounting's Advisory Board. But Joyce Elam drew me right in." He feels his work on the two boards goes hand-in-hand.

"South Florida is the gateway to Latin America," he said. "We want to help FIU become one of the preferred universities that companies look to for employees with business degrees."

Jesse Tyson, president and retail sales director for ExxonMobil Inter-America Inc, concurred.

"We operate our Latin American business out of Coral Cables," Tyson said. "We need human resources, and we prefer them to have a college education and an understanding of Latin American culture." Being able to see FIU from the inside has made him confident about bringing the College's students into his organization via internships or permanent employment.

"Through my work on the Council, I have access to students and faculty. I can see that the students have the education, language skills, values, and work ethic we're looking for and an excellent feel for the culture."

Tyson's attraction to the Council is personal as well as professional. "As a good corporate citizen, the company believes in giving back to the community," he said. "I feel that by serving on the board I do that. What's even better, I am able to give back to the community in a way that also has value for our business."

According to Annabelle Rojas (BA '87; MBA '98), director of external relations for the College, "It's really a great board. We have a cross section of leaders that includes current and retired top executives as well as entrepreneurs. Also, we have the staff to support the Council's activities."

Tyson agreed. "The participation and energy level are at an all-time high," he said. ■



In January, 2004, Joyce J. Elam, Executive Dean of the College of Business Administration, and José de la Torre, Dean of the Alvah H. Chapman, Jr., Graduate School of Business, accepted a \$1 million gift from Ocean Bank at an event held at the University House,

home to Florida International University (FIU) President Modesto A. Maidique. The contribution is the largest single donation to date made by Ocean Bank and reinforces its commitment to supporting education within the local community.

OCEAN BANK PRESENTS

"We are delighted to present this gift to the College of Business Administration. Ocean Bank is a true hometown bank and FIU serves our hometown in so many important ways," said President and CEO José Concepción. "For more than 21 years, Ocean Bank has embraced education as one of the most important causes in this community and we are delighted to forge this public-private partnership that will make an impact on the education of generations to come."

According to Elam, as a result of dwindling public funding and the ever-growing pop-

MENTORING IS A TWO-WAY STREET.



Colleen Post (MBA '03) with mentor James Bussey

Chewing on the sweet, lemon-capered chicken picatta and looking across table at the bright-eyed MBA student he had agreed to mentor, James Bussey (EMBA '97), executive assistant to Executive Dean Joyce Elam, recalls how he felt just getting out of college.

"The world was my oyster and I didn't have a clue," he said.

Bussey had set up this initial luncheon meeting with his "mentee," Colleen Post (MBA '03) at a popular Italian restaurant.

Although he expected to be asked about career options and the current business environment, Bussey found himself instead chuckling and describing the antics of his two Teacup Yorkies, Sparkle and Twinkle. Twinkle, the male Yorkie, "is missing a few cards in his deck," Bussey said.

The mentor and mentee laugh as they draw pictures on the table with red and blue crayons.

"Drawing and similar activities get us back to aspects of our youth, which helps us all understand that, even though we're all grown up, we're all still kids, with all the same emotions and curiosities," Bussey said. "It's important that we don't let those get too far away."

While it may not be all crayons and puppies, the College's Mentoring Program, which began in Fall, 2002, has sparked serious discussions between area business professionals and select students in the College.

Business students apply for mentors at the beginning of a

semester and, based on their industry interest, are paired with a College alumnus who works in that industry and is qualified to mentor a student. Potential mentors go through a tough screening process and potential mentees are asked to explain why they want a mentor. Once all the pairs have been formed, the College holds a "meet and greet" event to introduce the pairs. Hopefully, the relationship blossoms from there.

Although the mentors and students do discuss career goals and transitions from college to the workplace, they also talk about personal issues that they otherwise would not be able to share with someone in their field. Both individuals become part of a trusting relationship that serves as an outlet for expressing concerns, frustrations, or fears without the threat of judgment. The student gets a real-life glimpse into the workplace.

"What the mentor gets out of the relationship is a fresh perspective and a new pair of eyes," Bussey said. "Something I say my mentee may not agree with and that leads to a new way of thinking."

But it's not just the mentors who learn from the relationship.

William Levin (MBA '03), met with his mentor, Jorge Rodriguez, Southeast Regional Manager for PerkinElmer, several times while he was in school.

"Although we were both very busy, I knew I could call on him when I had a question," Levin said. "Last year, he helped me deal with a situation at work that I was unsure how to handle. I'm glad to have him as my mentor."

Students benefit from these relationships in the classroom as well as personally.

"In my Strategic Management class last semester, we had to choose a company about which to write a case study," Post said. "Jim had worked for Carnival Corporation for 22 years, so he was an invaluable resource for my case study team. He opened our eyes to issues we could never have seen from a textbook."

Cristina Jaramillo, who is coordinating the Mentoring Program, can be reached at (305) 348-0397. ■

\$1 MILLION GIFT TO THE COLLEGE

ulation it serves, the College relies increasingly on corporate gifts to make further expansion and development possible.

"This generous gift from Ocean Bank is significant in many ways," de la Torre said. "The support of businesses and organizations in the local community we serve is invaluable."

In addition to this \$1 million gift, Ocean Bank has long been a valuable benefactor of FIU as a sponsor of the University's Football Founders program and has been a member of the University's Council of 100 since 1995.

"We're ecstatic that our relationship with Ocean Bank continues to grow," said Maidique. "This partnership has contributed to the overall success of the University, and we're so pleased with what this latest show of support will mean for the College of Business Administration."

Chartered in 1982, Ocean Bank operates a network of 22 branches throughout Miami-Dade and Broward counties. It is recognized as a leader in fueling South Florida's economic growth by providing its customers with quality financial products like commercial real estate lending,

corporate lending and small business lending, all of which have contributed to growth and new employment opportunities in our community. With more than \$4.1 billion in assets and \$3.6 billion in deposits, Ocean Bank is a true local bank that reinvests 100 percent of its local and foreign deposits in South Florida. It has received recognition on many occasions for its support of local charitable organizations and for its commitment to helping those who are most in need. ■

COLLEGE FORMS ALLIANCES TO HIGHLIGHT ITS EXPERTISE IN HISPANIC BUSINESS ISSUES.

To underscore its commitment to addressing issues that affect Hispanics, particularly in the business world, the College of Business Administration has entered into partnerships with two national organizations that have similar goals: The National Hispanic Corporate Council (NHCC) and the National Society of Hispanic MBAs (NSHMBA).

The NHCC Connection

The NHCC, a not-for-profit organization, serves its member companies as a source for information, expertise, and counsel about Hispanic issues that have an effect on corporate objectives. It also advocates for increased employment, leadership, and business opportunities for Hispanics in corporate America.

In 2003, Carlos Soto, NHCC president and CEO, and Joyce Elam, executive dean of the College, announced a partnership to explore value-based projects that capitalize on the organizations' complementary strengths.

"This alliance seems like a natural fit for us, in that both Florida International University's (FIU) business school and NHCC have strong and recognized expertise in issues affecting Hispanics in corporate America," Soto said. "By joining the business school's academic research and our members' experience, we can help enhance knowledge regarding best practices in Hispanic marketing, diversity, leadership, and community relations."

Soto said that the partnership with the College adds value to NHCC's member services and helps both organizations build their reputations as key resources for business issues affecting Hispanics.

"We're excited about the benefits that our new alliance with NHCC brings to the business school," Elam said. "It has the potential to provide our faculty with opportunities for new research. It also gives our students, more than half of whom are Hispanic, added exposure to corporate America and its needs."

After the formal alliance was announced, the partners launched research projects on Hispanics in the workplace and on marketing issues related to this growing sector of the population.

Peter Dickson, the College's Knight Ridder Eminent Scholar in Global Marketing, and Cecilia Alvarez, marketing instructor, are leading the Hispanic Market Research Abstracts (HMRA) project. Its goal is to increase the quantity and quality of market research studies undertaken to study Hispanic consumers' behavior and its impact on markets.

"To date, we have a database of 50 abstracts of academic marketing research on the U.S. Hispanic market," Alvarez said. "We expect to enlarge the database, which is web-searchable, through contributions from industry and corporate research on Hispanics."

In five years, Dickson and Alvarez hope to have completed 500 abstracts, representing the most comprehensive database on Hispanic consumption in the nation.

A second project that Dickson and Alvarez have tackled

involves the development of primary research on the Hispanic market. Its research purpose is to develop a Hispanic consumer acculturation model.

Carolina Gomez, assistant professor of management and international business; Sherry Moss, associate professor of management; and Juan Sanchez, professor of management and international business, are leading the third project.

They are examining the developmental factors (career moves, opportunities, attitudes, acculturation, etc.) that lead to leadership positions for Hispanics. The results of their study will be presented at a dedicated symposium slated for November, 2004.



The NSHMBA Partnership

The College's partnership with NSHMBA represents another logical fit, because both organizations are dedicated to helping promote the professional development and advancement of Hispanics within corporations worldwide.

According to Elam, who sits on NSHMBA's national board, "This partnership is a natural for us. We want to ensure that we have a part in enhancing our Hispanic students' development as professionals in our community and in other parts of the world."

"Because of our incredible diversity and our influential location, it is our responsibility to craft programs that will develop business leaders for global corporations located in South Florida or abroad," Chapman School Dean José de la Torre said. "Our partnership with NSHMBA will help us achieve this goal with both our current and our future MBA students."

The Chapman Graduate School is a Platinum Sponsor of the South Florida Chapter of NSHMBA, helping the Chapter attract MBA students and alumni as well as gain commitment from corporations to continue diversifying their workforces.

Additionally, the Chapman School was the welcoming sponsor for the 14th Annual NSHMBA Conference and Career Expo, which took place in Fort Lauderdale, Florida, in November, 2003, at the Broward County Convention Center. The School sponsored thirty students at the conference.

"Being a welcoming sponsor makes us very visible to corporations and potential students," said Monique Catoggio (EMBA '03), director of alumni and partner relations at the College. "We also have the opportunity to showcase our expertise in business education through involving our faculty members as conference speakers."

This conference, which targets current and future MBA students as well as professionals interested in participating in professional development workshops on a variety of business topics, brings in more than 5,000 people over the three-day period. The

LECTURE SERIES BRING BUSINESS LEADERS TO CAMPUS.

Leadership isn't an afterthought in the Executive MBA (EMBA) program. It's one of its most notable features. Not only does the program attract business and community leaders as students, but also it highlights these individuals through its **Herbert A. Wertheim Lecture Series in Business Leadership**. In 2002 and 2003, the program's organizers assembled an array of successful business people and entrepreneurs to speak to and engage EMBA students and professors in conversation.

All the speakers noted an entrepreneurial spirit and the importance of sensible risk-taking as qualities essential in all leaders—whether they own a business or head very large and diverse organizations. They also stressed the need to find balance among work, family, and personal time. Because ethics has been top of mind for MBA students as well as members of the business community during the past few years, the speakers faced tough questions about the issue from students and faculty alike.

Here's some of what they said:

Richard Lane, CEO, Andrx Corporation, described how opportunities in the "pharma" industry require quick thinking and risky strategic moves. He also stressed that during family vacations—at least once a year—he becomes unreachable. His "CEO in charge" takes the helm and must make all key decisions while he's away.

Debi Davis, founder, Fit America, shared her unique entrepreneurial story, one that required her to sell her watch to start her business. Many watches later, she has found a niche in the health and wellness industry and as an expert in change management.

Cinda Hallman, president and CEO, Spherion, discussed the risk she took—and how the foundation of the business shook—when she assumed the helm at Spherion, the only public company in Florida led by a female CEO. Her success revolved around ensuring that her employees—her "people"—understood the internal changes needed to transform the organization and rewarding them for their dedication and hard work.

Eli King de Jordan, director and general manager, Eli Lilly and Company/Andean and Central American Region, described herself as a hard-working woman who developed her expertise

Career Expo hosts thousands of mid- to large-sized and Fortune 500 companies interested in hiring MBAs for management positions. Both Elam and de la Torre were featured speakers.

At the 2004 conference, which will take place in Fort Worth, Texas, in October, the Chapman Graduate School will again be a welcoming sponsor and will continue to support the local South Florida Chapter in various ways.

To learn more about NSHMBA and the upcoming conference, please visit: <http://www.nshmba.org/home.asp> or e-mail the South Florida Chapter at: general@southflorida.nshmba.org.

continually and took personal risks to move up the corporate ladder. In fact, she was the first female manager at Lilly. She said she always made sure she was viewed as a role model for how to balance work and life. She said the characteristics of a leader are spelled—"FOS"—a person who is fair, objective, and sensitive.

Margarita Abrishame (BBA, '74; MIB, '79), publisher, *Vive Magazine*, closed the series with her story of personal growth. She built TeramarMedia, a publishing company that brings out the award-winning *Vive Magazine*. A supporter of many local charities, she said she dedicates a lot of time to her family because she has a "lean-running virtual office."

In addition to the Herbert A. Wertheim Lecture Series in Business Leadership, a second series, the **Wertheim Thought Leader Lecture Series in Entrepreneurship** showcases leading entrepreneurs, innovators, and professionals as part of Florida International University's (FIU) university-wide initiative to foster new venture creation. Partially supported as well by a grant from the National Science Foundation and the Ewing Marion



LECTURE SERIES BRING BUSINESS LEADERS TO CAMPUS.

Kauffman Foundation, the lectures included impressive scholars of entrepreneurship.

Malin Brännback, professor in international business at Åbo Akademi University, Finland, lectured on "Understanding the Biotechnology Business Using Relationship Marketing Lenses." She explored the relationship marketing theory, particularly what is known as the "Nordic School," as a meaningful basis for understanding and managing biotechnology businesses, which differ in some ways from their predecessors—pharmaceutical businesses. Dr. Brännback also is a senior lecturer at the Swedish School of Economics and has published more than ninety articles and papers.

"Maximizing the Potential of University Spinouts: The Development of Second-Order Commercialization Activities" was the topic on which **Richard T. Harrison**, Chair of the Centre for Entrepreneurship at the University of Edinburgh Management School, spoke. He focused on the key development phases early in the life of a company as well as discussing how some companies spin off additional businesses. Harrison is co-founder and co-editor of the academic research journal *Venture Capital: An International Journal of Entrepreneurial Finance*.

Paul D. Reynolds, coordinator of the Entrepreneurial Research Consortium (ERC) and a newly-appointed entrepreneurship professor in the College, spoke on "Entrepreneurship and National Economic Growth: Recent Findings from the Global Entrepreneurship Monitor Project." He discussed data gathered by the Global Entrepreneurship Monitor consortium, an organization that developed cross-national comparisons in the level of entrepreneurial activity in 37 countries. His lecture also covered the implica-

tions of the assessment for entrepreneurs and policy makers.

Gerald E. Hills, professor in entrepreneurship at the University of Illinois at Chicago (UIC), is the Coleman Foundation Chair in Entrepreneurship and former associate dean at UIC. He spoke on "Marketing, Entrepreneurship, and Opportunity Recognition." In the lecture, he addressed the significant gap in marketing knowledge between entrepreneur-driven firms and large, mature corporations and proposed "entrepreneurial marketing" as a new school of thought.

"Building a Technology Firm: Lessons from Two Successful Young Entrepreneurs," was presented by **Ben Sardiñas** (BS '01), co-founder and CMO, Avisena, Inc. and **Ash Huzenlaub**, chairman, president, and CEO of Emergisoft Corporation. Avisena, Inc. is a healthcare management company that applies advanced technology to the challenges faced by healthcare providers as they try to improve collections and streamline administrative tasks. Emergisoft is the leading provider of Emergency Department Information Systems to U.S. hospital emergency rooms.

In a lecture titled "Just Sunglasses," **Dr. Sanford Ziff**, founder, chairman, and CEO of Sunglass Hut International, described how he built his company, a major supplier of sunglasses, from its 1971 beginnings as a single kiosk in Dadeland Mall. In addition to his contributions as an entrepreneur, Dr. Ziff is a well-known and highly-regarded humanist and philanthropist; FIU has been the fortunate recipient of many financial contributions from him. He recently gave a \$2.5 million gift to the University, and the new Education Building was named the Sanford and Dolores Ziff and Family College of Education Building. ■

COLLEGE SPONSORS WORLD CITY'S CONNECTIONS SERIES.

To share our expertise in regional and international business issues, the College and its Chapman Graduate School of Business teamed up three years ago with *WorldCity Business* to sponsor a series of monthly think-tank sessions for multinational and government executives with responsibilities in the Caribbean and Latin America.

Now in its third year, the series, known as "World City Business Connections" and affectionately self-described as serving "breakfast for the brain," enables South Florida's leaders to "connect" and gather economic and industry intelligence.

"The business school at Florida International University has been a natural and great partner for WorldCity's Connections event series," said *WorldCity's* publisher Ken Roberts. "It is gaining such prominence locally and throughout the region that it helps set the tone we wanted—serious, intelligent, insightful."

Typically, each program includes a global and regional economic analysis and a featured speaker—Army General James T. Hill, Commander of the U.S. Southern Command; Ed Gillespie,

one of the most prominent and successful political strategists in Washington and a key figure in President George W. Bush's presidential campaign; U.S. Ambassador Chuck Cobb, who is overseeing Florida FTAA, and Leslie Schweitzer, a top trade policy official with the U.S. Chamber of Commerce to name a few—and panel discussions focused on specific industries or industry issues.

The speaker is then followed by a panel discussion on the particular industry topic or business issue for that month. Panelists are multinational executives in the industry who share their insights about the challenges they face and the strategies they're pursuing to help their companies succeed in the Americas. Topics have ranged from logistics, technology, and transportation to security concerns, aviation, banking, and media.

"We are flattered that Executive Dean Joyce Elam's vision of where the business school and university are headed squares so nicely with *WorldCity's* vision of where Greater Miami is headed—toward a brighter, more connected future," Roberts said. ■



RE-CONNECT

It's never been easier to reconnect with
FIU College of Business Administration alumni.

Join the Business Alumni Chapter to gain valuable insight through our Executive Lecture Series, power network at our professional events, and unwind at our Alumni Mixers.

Please visit our web site to become a Business Chapter member
<http://cbalumni.fiu.edu>

You may also e-mail the Chapter at catoggio@fiu.edu or call (305) 348-4227 or (305) 348-0397.

ALUMNI CHAPTER GROWS STRONGER AND FIRST INTERNATIONAL CHAPTER BEGINS.

A Message to our Alumni



As a College, we understand and treasure the role our alumni have played in helping us achieve the many successes that we have to date. We know that these successes, which are adding value to the degrees of all of our alumni, are not ours alone.

If you look closely at the heads of many of our local banks, firms, and corporations, there is a strong chance they are our College's alumni. And if you scan the ever-growing list of successful entrepreneurs as well as the various lists of "up and comers" in South Florida, you'll find that many of them are our College's alumni, too.

Our alumni's success stories reaffirm our drive to continue graduating South Florida's business and community leaders and our belief that we could not be who we are today without them.

In recent years, we have developed a number of programs to engage our alumni in everything that we do, from recruiting to research to program development to mentoring—and so much more. Our Alumni Chapter, Alumni Circle, Mentoring Program, Speakers Bureau, and other alumni-led initiatives are providing all of our alumni with opportunities to "come back"—if they ever left at all—to give back and become visible role models for our students.

These are exciting times for the College. If you are an alum who hasn't "come back," now's the time. We welcome you with open arms!

Monique R. Catoggio (EMBA, '03)
 Director, Alumni and Partner Relations
 catoggio@fiu.edu
 http://cbalumni.fiu.edu

OUR MISSION

The mission of the College of Business Administration's Alumni Chapter is to provide its alumni in South Florida with opportunities to create meaningful and lasting relationships designed to

- help them increase their business options,
- advance in their chosen professions,
- build new ventures,
- become outstanding community role models and civic-minded leaders,
- and re-connect with the University, helping it and its students to excel in today's competitive marketplace.

The College of Business Administration's Alumni Chapter was formed three years ago thanks to the vision of Executive Dean Joyce Elam, the hard work of Monique Catoggio (EMBA '03)—now the College's director of alumni and partner relations—and the enthusiasm of the Chapter's Founding Board of Directors.

In its early stages, the College's Chapter conducted quarterly Business Card Exchange Breakfasts, at which a keynote speaker discussed a particular topic of interest and alumni had time to meet and network. The group also organized social mixers every two months, held a general membership meeting to discuss its successes and to seek out new leaders, and organized an Annual Pool Tournament to take place each May.

In 2003-2004, the Chapter expanded its offerings to include monthly social mixers, a Business Expo, and a series of community service projects.

Having established the Chapter on firm footing, active members now are beginning to focus attention on additional ways to help grow its membership. Since more than seventy percent of the College's graduates remain in South Florida, there is a vast opportunity to attract new participants.

The Chapter's Board plans to do that by identifying new benefits it can provide its members. One avenue is by promoting the businesses in which its graduates work or which they own. For example, the Chapter's popular mixers may take place at a restaurant in which alumni have a business interest, giving them the chance to showcase the venture. The quarterly break-

A MESSAGE FROM THE ALUMNI CHAPTER'S FOUNDING PRESIDENT RAY DEL REY (BBA '97)



Since helping to found the College's Business Alumni Chapter, I've had the pleasure of passing the torch to two very capable alumni leaders—2003-2004 President Miguel A. Horvath, Jr. (BBA '00), and current President Jeremy Baker (BBA '00)—who have helped to continue laying the necessary groundwork for our continued successes.

Now, as a director in the FIU Alumni Association's Board and as the chairman of the Fellowship Committee of the College's Alumni Chapter, I look forward to continuing to help develop our alumni programs and I hope to see many of you at our events.

I encourage you to get involved in the Chapter—not only by participating, but also by taking a leadership role. We are here for you and hope you will join us.

ALUMNI CHAPTER GROWS STRONGER AND FIRST INTERNATIONAL CHAPTER BEGINS.

fasts highlight business leaders with College credentials as often as possible.

To expand the membership and continue to pinpoint events that add professional as well as social value to alumni, the Chapter has created several project committees. In addition to the Membership Committee, they include the Community Service Committee, the Affinity Committee (which is seeking ways to bring different business groups, such as real estate and finance, together), and the Events and Marketing Committee. The Chapter invites alumni to be part of these committees or to take a leadership role within the Chapter's Board of Directors. Elections are held annually.

Today, the Chapter is limited solely by the degree to which alumni participate—the more who take advantage of it, the better it will become. The Chapter's web site (<http://cbalumni.fiu.edu>) offers alumni a valuable tool for securing the information they need to learn about and attend its various programs and events. Alumni also can view photos of Chapter gatherings there. Soon, the site will allow for opportunity exchange.

Jamaica Chapter is up and running.

January 24, 2004, saw the formal launch of the College's first international alumni Chapter: the Jamaica Chapter. More than 100 guests in Kingston heard from The Honorable Dr. Donald Rhodd, minister of state, ministry of education, Jamaica; José de la Torre, Dean, Chapman Graduate School of Business; and Catoggio. Also attending the event were Florida International University (FIU) Vice Provost Doug Kincaid, Chapman Director of Career Management Services Barry Shiflett, former



A MESSAGE FROM 2003-2004 CHAPTER PRESIDENT MIGUEL A. HORVATH, JR. (BBA '00)

From the solid groundwork our founding members built, we have seen the Chapter develop into a successful and dynamic network of business professionals. As our membership continues to expand, I encourage you to join us and reap the many benefits of being College alumni!

Chapman Director of Marketing and Corporate Relations Corinne Young, and Jamaica Program Administrator Donald Roomes. In addition, Les Johnson, economic advisor to the U.S. Embassy in Jamaica, attended.

Dr. Rhodd pledged his government's support to the Chapter. De la Torre gave Chapter leaders three challenges: to provide alumni with a forum to help recruit students for the Jamaica programs, to host the College's first international alumni trip, and to organize an advisory board of alumni to aid in mentoring, internships, recruiting, and program/curricula development. Catoggio thanked the new board members for forming the group and encouraged them to remain positive and focused on their goals. She also urged students and alumni to help the new board succeed.

"I shared with everyone my personal experience of starting the College's Alumni Chapter and continuing to push forward,

2004-2005 CHAPTER BOARD OF DIRECTORS

- President:** Jeremy Baker (BBA '00), Senior Accountant, Florida International University
- President Elect:** Denise Pena (BBA '97), Senior Credit Analyst, Bank United
- Vice President:** Marteena Rodriguez (BA '92), CPA, Colbert, Boue and Juncadella PA
- Vice President of Programming:** Nelson Vallin (BBA '99), Sales Service Associate, Bank of America International Private Bank
- Treasurer/Secretary:** Arturo Aviles (BBA '01), Financial Advisor, Mass Mutual Financial Group





**A MESSAGE FROM 2004-2005
CHAPTER PRESIDENT
JEREMY BAKER (BBA '00)**

"We have an exciting year planned for the Chapter, one that will highlight valuable partnerships we have created which benefit our members. Through our programming and communication, we hope to provide our alumni and Chapter members with exciting opportunities to develop professionally and become effective members of our local community."

although at times we were not sure if we were going to be successful," Catoggio said. "Our persistence paid off and the Chapter is succeeding and growing today."

She read to them a pertinent quotation from the book *The Secret: Unlocking the Source of Joy & Fulfillment* by Michael Berg—"The only way to achieve true joy is by becoming a being of sharing."

De la Torre and Beverley Williamson (EMBA '03), Jamaica Chapter President, unveiled the Jamaica Business Chapter's banner as part of the ceremony. Christine Fisher and The Martin-Blaken Trio provided musical entertainment, and gate prizes were awarded by Cayman Airways and SuperClubs. Other sponsors included Courts, TM Traders Limited, FX Trader, Smirnoff ICE, Carreras Group Limited, Super Plus, and the Knutsford Court Hotel. ■

**CIRCLE OF ALUMNI HELPS MOVE
THE COLLEGE FORWARD.**



A special group of College of Business Administration alumni, the Dean's Alumni Circle, is devoting both time and energy to help the school realize its vision.

Chaired until recently by Augusto "Gus" Vidaurreta (BA '80), 2001 Florida International University (FIU) Entrepreneurship Hall of Fame Inductee, the Circle enables alumni who are mid- to senior-level executives to work closely with the College's administrators and Deans, advising them on and helping them implement important new initiatives.

"We are building a leadership base for our alumni," he said. "I would like to see our alumni become active members of our Alumni Chapter and move into our Alumni Circle as they move ahead in their careers. Later on, as they become entrepreneurs or top leaders of their organizations, they would be invited to

"The Circle has a very simple purpose, namely to bring back to the University one of its greatest assets—its alumni." Augusto "Gus" Vidaurreta (BA '80)

join our Dean's Council—a powerful advisory board for our College."

In addition to their hands-on efforts to help shape the College's strategy, the Circle developed the College's mentoring program that joins students with professionals who work with their protégés to help them determine their paths to personal and professional success. For example, mentors are expected to coach their "mentees" on activities that will add to their experience or skill development, to tutor them in specific skills and effective behavior, and to serve as their confidantes. A pilot session, which ran from November, 2003 through April, 2004, matched 15 mentees and mentors.

"The Circle has a very simple purpose, namely to bring back to the University one of its greatest assets—its alumni," Vidaurreta said. "The Circle provides alumni with an opportunity to build a mutually beneficial relationship with the University—to become actively involved."

He added that members will develop the type of relationship with the business school that is based on a creative exchange of value tailored to each member's individual interests and needs. "This process starts with the recognition that the needs of an individual and his or her capabilities to generate value for the University vary," he said.

Assuming the role of Alumni Chair in 2004-2005 is Josefina "Josie" Carreno. (See related article in "Alumni Profiles" section.)

Alumni Circle

- Demian Bellumio (BBA '00)
Director of Corporate Development, Terremark Worldwide, Inc.
- James "Jim" Bussey (MBA '99)
Executive Assistant to the Executive Dean,
College of Business Administration,
Florida International University
- Josie Carreno (MBA '99)
Director and Site Manager,
Program Management/OEM/Reagents Product Development,
Beckman Coulter Corporation
- Alfredo Cepero (BACC '88; MACC '90)
Audit Partner, BDO Seidman
- Claudio Cury (MBA '01)
Regional Manager, Center Group North America
- Richard Danze (EMBA '03)
Vice President of Operations and Technology,
The Miami Herald
- Oswaldo Dominguez (BBA '91)
General Manager,
Dadeland Mall
- Carlos Garcia (MBA in progress)
Senior Manager,
Goldstein Schechter Price Lucas Horwitz & Co., PA
- Michael Gibaldi (BBA '84)
Regional Manager, Business Wire Florida
- Matilde Gramling (EMBA '00)
Director, Florida International University
- Daniel A. Linares (BA '93; MBA '98)
Vice President, Financial Sales Leader,
Wachovia Bank, NA
- Brian Mormile (MBA '93)
Senior Vice President and Client Manager/
Commercial Banking, Bank of America
- Mark Poliquin (EMBA '02)
2nd Vice President—D&O Liability Product Leader
ERC Group/Division of GE
- Mike Pustizzi (EMBA '02)
HR Director, Compensaiton, Organization,
and Staffing, Telemundo Netowrk, LLC
- Richard A. Pollack (MSF '02)
Director, Berkowitz Dick Pollack & Brant, LLP
- Miguel Rabay (BA '81)
President and CEO, e-Globalnavigators, Inc.
- Thomas C. Smith (EMBA '99)
Financial Advisor, Merrill Lynch
- André L. Teixeira (BACC '92; MACC '93)
Chief Financial Officer,
The Graham Companies
- Joaquin R. Urquiola (BBA '88)
Senior Manager, Goldstein Schechter Price Lucas
Horwitz & Co., PA
- Augusto "Gus" Vidaurreta (BA '80)
Principal, RAM Strategy, Inc.

are you in the circle?



Leadership ◦ Experience ◦ Guidance

alumni circle

Work hand in hand with College deans and administrators to develop and enhance essential programs and initiatives. **Impact** the advancement and intellectual growth of the College's students. **Influence** current and future alumni. **Are you in the circle?** To learn more, please contact Monique Catoggio, director of alumni and partner relations at 305.348.4227; catoggio@fiu.edu.

ALUMNI PROFILES

■ Gail Askins

Askins builds on her enterprising spirit.



Whether it's working with other executives to build a home through her favorite charity, Habitat for Humanity; building her own business, CMA Enterprises, Inc.; or building her own book, *Marketing for Greater Profits*, Gail Askins (EMBA '99) has been constructing quite a life for herself.

Askins was creating CMA Enterprises, Inc., while she was in the Executive MBA program in the College of Business Administration.

"My experience in the program not only kept me competitive, but it also confirmed for me that I was on the right track in my career and in my business," she said. "At the same time, it helped me take my consulting to a whole new level, thanks to its focus on information technology—an area in which I needed more expertise."

Today, Askins helps her clients re-engineer their business processes by incorporating technology planning. She also specializes in management and workforce training and in dispute resolution. Her

clients include Corporate Express, Motorola, and the South Florida Water Management District.

"I really enjoy helping companies find and use their best assets to their advantage," she said. "Now, with other personal projects I'm working on, I'll have more that I can bring to the table for my clients."

When she wasn't consulting with and executing projects for her clients, Askins was nurturing another love—education. As she spoke with people at universities, she saw a need for more practical training in the field of marketing. To meet that need, she developed a tool that marketing professors could use to supplement their lectures.

"The economy wasn't so great then, which gave me the opportunity to put my energy into writing my first book—*Marketing for Greater Profits*," she said.

According to Askins, the book, subtitled, *A Practical Guide for Results-Oriented Entrepreneurs and Sales Professionals Who Understand That Time Is Money*, is for anyone who has to sell.

"It goes beyond the fundamentals and covers proven marketing strategies—ones that I have applied as a professional and entrepreneur," she said.

Not only does *Marketing for Greater Profits* serve professors as a "lab book" for their college classes, but also Askins has used it to help Micro Business USA develop its marketing and fund-raising plan. In addition, she draws upon it in her work with Acción, an organization that services underserved Hispanic and Haitian communities.

Even high school students are benefiting from the text.

"I was able to incorporate it into the "Business and Finance Magnet Program" curriculum at Coral Reef High School," she said. "They are our future business leaders; I hope other schools will see the guide's value as well and follow their lead."

Marketing for Greater Profits, which Askins self-published, can be ordered from her web site: <http://cma-ent.com>. It also can be found on the book shelves at the Broward County Library. ■

■ Roger de la Rosa

De la Rosa upgrades United's IT.



Roger de la Rosa (MBA '97; MSMIS '02) clearly understood the role that technology could play within the International Division of United Airlines. In fact, it was his expertise in information systems and business process re-engineering that transformed the way information was being used in the Division, resulting in tremendous savings.

De la Rosa began his five-year career with United Airlines as a network administrator, eventually becoming the firm's international e-business manager. In this role, de la Rosa developed United Airlines' web sites for the International Division.

"At the time, United was the only major airline in Latin America with a strong web presence," de la Rosa said. "Content was offered in three different languages in nine countries."

De la Rosa saved the Division about \$500K by identifying which individuals in the various countries could be brought to Miami to centralize web content development for all of them.

One year later, de la Rosa's new unit decided to expand its focus on cost savings and eliminate redundancies in the Netherlands, Australia, New Zealand, and Taiwan—all of whose web sites were developed in English. Content experts for those areas were again brought to Miami, saving approximately \$500K. This unit developed its own content management

database shared by all of United's international web sites.

"United Airlines' international web sites offer typical features, such as flight status, frequent flier statement information, direct-to-customer information (via cell phone, text pager, etc.), as well as some rather unusual features, like a currency converter, virtual tours of its airplanes, and tours of its Red Carpet Clubs," said de la Rosa. Consumers can experience some of these features by logging on to: <http://www.united.com.br>.

De la Rosa plans to continue identifying ways to consolidate the company's efforts for improved services and cost savings, keeping United in first class for its use of information technology. ■

ALUMNI PROFILES

■ Josefina (Josie) Carreno

Carreno has chemistry for success.



Josefina Carreno (EMBA '99) summarizes her success as one of the top female executives in a historically male-dominated industry in the following way: "There's so much you can learn when you move out of your comfort zone."

That's exactly what Carreno has done throughout her 30-year career at the Beckman Coulter Corporation (known as Coulter Corporation prior to 1997).

As a biology and chemistry student at the University of Miami, Carreno was thrilled to accept a full scholarship from Coulter and work as an associate scientist. Five years later, Coulter offered Carreno her first supervisory position in the Chemistry Assay Department, where assay values were assigned to serum and enzyme control products.

Every few years thereafter, Carreno's

successes led her to other management roles in different departments. Before Beckman's acquisition of Coulter, Carreno was chemistry production manager, hematology production manager, senior manager of production, and focus factory manager. These positions gave her an opportunity to learn many facets of the business and manage varied operations at different times.

"I gained a wide array of experience in managing large departments; administering manufacturing, capital, and operating budgets; overseeing production processes; introducing new products; maintaining quality control; and managing international manufacturing," she said.

Under her leadership, programs such as dock-to-dock, just-in-time, and the QUALTEC Quality Improvement Program were implemented. The need for a more holistic view of business and a broader manufacturing perspective became critical for

Carreno during this time.

"I really needed to learn what made things tick. I had heard so many wonderful things about the College of Business Administration's Executive MBA program, which Executive Dean Joyce Elam created, that I decided to call her personally to learn more about it," Carreno said.

Her EMBA experience and her multiple roles in Beckman Coulter brought her career full circle. From 1998-2002, Carreno was program manager, director of program management and quality, and site manager. Today, she is director of program management/OEM/reagents product development and site manager for the company's Clinical Cellular Analysis Division.

"Don't be afraid to make lateral moves that can offer you incredible learning and growth opportunities," she said. "Especially within one company, moving sideways also can get you up. ■

■ Albert Santalo

Santalo finds prescription for health care industry.



When asked if he attended the College of Business Administration's Executive MBA program to help him develop his entrepreneurial skills, Albert Santalo (EMBA '97), founder and CEO of Avisena, responded quickly and confidently: "I was born an entrepreneur." Santalo (EMBA '97) has used his vast IT experience and a little inspiration from a philosopher named Avicenna to fulfill a need within the medical industry.

"Just as Avicenna brought philosophy and medicine together in the *Book of Healing*, we bring business and medicine together to 'heal the healing business'—a shorter version of Avisena's company slogan," he said.

Santalo and his partner, Chief Marketing Officer Ben Sardiñas, a 2001 graduate of Florida International University's College of Engineering, saw a tremendous opportunity to start the business following the 1996 passage of the Health Insurance Portability and Accountability Act (HIPPA). This law forced members of the health care industry to replace their paper-based processes with electronic ones.

Santalo and Sardiñas developed a proprietary software system that would be the basis for the direct solutions they provide to medical practices needing to become HIPPA-compliant.

"Our web-based system allows medical practices and insurance companies to focus on the front-end of the business, while we handle the critical back-end functions, such as transaction processing, compliance maintenance, claim

filing, remittance processing, and collections," said Santalo. Avisena's software also provides convenient front-office solutions like appointment scheduling and patient registration.

Avisena's clients are located primarily in South Florida, but expansion is imminent. "Our goal is to capture two percent of the \$1.4 trillion health care market, which is estimated to grow to \$2.8 trillion in nine years," Santalo said. "Today, we are seeing approximately \$300 billion in administrative waste and redundant care. We want to redeploy that waste into savings, improved care, and a reduction in insurance premiums for medical practices and patients."

With the backing of partners like Frank Recio, previously of Oracle's Latin America office, and Carlos and Jorge de Cespedes, founders of Miami's own Pharmed Group, Avisena is destined for a healthy future. ■



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For additional information, contact:
Office of Professional Education
College of Business Administration
Florida International University
11200 S. W. 8th Street MARC 270
Miami, Florida 33199
Telephone: (305) 348-4217
Fax: (305) 348-3628
Email: ope@fiu.edu
Website: <http://ope.fiu.edu>



ALUMNI NEWS

FIVE BUSINESS LEADERS HONORED AT ENTREPRENEURSHIP HALL OF FAME INDUCTION.



From left, Andrew Yap, Justo Pozo, Joyce Elam, Joseph Caruncho and Robert Capó.

Their plan was thirteen years in the making: Devise a viable business that would facilitate physicians in better serving Medicare patients.

First they waited for legislation, then for Medicare approval. Finally, exactly two years after both were in hand, the masterminds behind Preferred Care Partners stood awash in applause as more than 500 alumni and executives honored them as inductees into the 2004 Entrepreneurship Hall of Fame.

Founder Joseph L. Caruncho and President Justo L. Pozo were joined by three other community business leaders, lauded for their innovation, entrepreneurial spirit, perseverance and leadership, at the College of Business Administration's premier annual alumni event.

Caruncho, a health care lawyer, received his BBA from the College in 1981. Pozo majored in accounting, receiving his BBA from the College in 1980 and his CPA license in 1984. Together, in a self-labeled "ying and yang" partnership, the pair created South Florida's first and only state-licensed PSO (Provider Sponsored Organization), an alternative Medicare health plan founded on trusting doctors to make the right decisions.

"Entrepreneurs are like today's knights," Caruncho said in a vignette aired at the May 13 event, "or without getting too philosophical, it's really one of those areas where you can take on a quest, take risks, and make a difference."

The message was one that Executive Dean Joyce Elam said goes to the core of everything the College does—from classroom instruction to faculty research to the school's annual international business plan competition.

"This event is a wonderful vehicle for the College to demonstrate its ongoing commitment to entrepreneurship," Dean Elam said. "It also allows us to honor alumni who have achieved distinction as founders and builders of new business enterprises

and who continually give back to the community. Through their involvement with the College, these business leaders serve as excellent role models for our students."

Two other alumni, Roberto Capó (BBA '03) and Andrew P. Yap (BBA '91, MBA '97), were spotlighted for contributions to their family businesses. Capó is vice president of advertising at El Dorado Furniture, the largest Hispanic-owned retail enterprise in the U.S. The youngest of seven sons of a Cuban immigrant, Capó is credited with engineering the company's cross-over from the Hispanic to the mainstream market, landing it among the top 50 furniture retailers in the country.

Yap, a CBA adjunct professor, serves as senior vice president and COO for LEASA Industries Co., Inc., South Florida's dominant producer of sprouts and tofu with \$3.5 million in annual sales. He's been named "Best Instructor" in the College's Weekend BBA program for three years running, among other student-voted superlatives, and has compiled material for more than fourteen marketing, management, and international textbooks published by both Prentice Hall and McGraw Hill.

Yap attributes his success to an entrepreneurial essence he inherited from his father, gleaned from his College graduate school professors, and now conveys to his students: "Have a dream—know what you want—have the passion to pursue it, and never give up."

That tenacious spirit is one that Keith St. Clair said helped earn him the award he received as 2004 South Florida Entrepreneur of the Year. St. Clair's role as chairman and CEO of TraveLeaders has distinguished the company as one of the leading, fully-integrated travel distribution operations in North America—despite unparalleled challenges in the industry in the wake of 9/11. The accolade recognizes an FIU supporter who is not a graduate. ■



Keith St. Clair

The Entrepreneurship Hall of Fame was established in 1999 through a \$50,000 gift from SunTrust Bank, Miami, to acknowledge alumni who have distinguished themselves as founders and builders of new business enterprises and to promote the entrepreneurial

spirit throughout the College.

Previous inductees include Bob Bell (BBA '81), founder of Banana Boat SunCare and chairman and CEO of Sea & Ski Corporation; Joe Merino (BBA '74, MBA '76), founder of Unipower Corporation; Augusto L. Vidaurreta (B.S. '80), co-

founder of The Systems Consulting Group, RAM Strategy, Inc., and Adjoined Technologies, Inc.; Richard Dobrow (BBA '95, MACC '97), CEO of Guarded Networks, Inc.; and Anthony E. Ronconi (BBA '88), founder, principal, CTO, and chief strategy officer for former StrataSys Group, LLC.

ALUMNI RECEIVE UNIVERSITY'S SERVICE MEDALLIONS.



Because it is mostly through our alumni that we as a College and a University will continue to grow and graduate successful individuals, professionals, and role models, we find ways to pay tribute to those of our alumni who do contribute and support our many efforts.

In the past few years, several of our alumni have been awarded Florida International University's prestigious Service Medallions during the College's Commencement ceremonies.

Augusto "Gus" Vidaurreta (BA '80) received this honor on April 29, 2002; Angel Medina, Jr. (BA '92) on December 17, 2002; and both Dennis Klinger (MBA '75) and Carlos Sabater (MACC '81) on April 27, 2004.

Vidaurreta is a highly successful entrepreneur, consultant, and co-author of *Business is A Contact Sport* (co-written with his longtime business partner, Tom Richardson). He is co-founder and co-owner of RAM Strategy, Inc., a consulting and training firm built around his innovative approach to business utilizing a skill known as Relationship Asset Management (RAM), the main topic of his book.

Vidaurreta has worked with The Miami Herald Publishing Company and the consulting division of Arthur Andersen (now known as Accenture). He was the founder of the The Systems Consulting Group, purchased by Cambridge Technologies. Today, he is part owner of P&O Packaging, The Radisson Riverwalk Hotel in Jacksonville, Canopy Palms Hotel in Singer Island, and Horizon Bank.

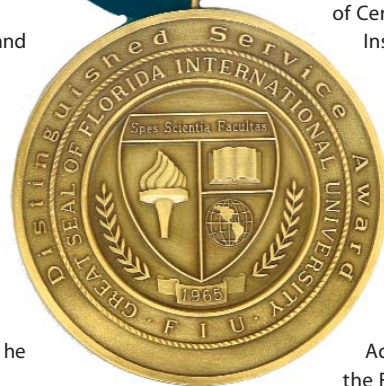
Medina, regional president of Union Planters Bank Miami-Dade, is one of South Florida's leading bankers and an active civic leader. He has been in the financial services industry for nearly 30 years. Since 1973, he has served in numerous leadership positions in commercial real estate, corporate banking, business banking, retail and credit policy. He spent more than 13 years in top positions with Barnett Bank of South Florida until 1996, when he joined Adrian Homes as its CFO, a position he held until joining Union Planters in 2000.

Medina has held leadership positions with various organizations, including the Beacon Council, Greater Miami Chamber of Commerce, and the Orange Bowl Committee. He is on the boards of the Miami City Ballet, YMCA, and Goodwill Industries. Last year, he was honored as Banker of the Year and Director of the Year by the Latin Builders Association.

Klinger, who was one of FIU's first employees (he served as head of information technology from 1970-1975), today oversees systems development, computer operations, telecommunications operations, desktop computing and advanced technology planning at Florida Power and Light (FPL). In 2000, his efforts to ensure diversity among the workforce at FPL were recognized when *Computerworld* named FPL among the top best companies to work for in terms of diversity and the top 50 "Best Places to Work" for those in the information technology field. Klinger is past president and still board member of the Dade Public Education Fund and has completed 20 years of volunteer service with the United Way campaign cabinet.

Sabater (MACC '81), managing partner of the South Florida and Puerto Rico offices of Deloitte & Touche, LLP, oversees the delivery of services to Deloitte's multi-disciplinary business units in South Florida and Puerto Rico. He also serves on the boards of such organizations as the Greater Miami Chamber of Commerce, the Miami Business Forum, the Orange Bowl Committee, the Miami-Dade College Foundation, the United Way, the YMCA, and others. He is a member of the American Institute of Certified Public Accountants, the Florida Institute of CPAs, and the Cuban-American CPA Association.

Vidaurreta, Medina, Klinger and Sabater all are members of the College's Dean's Council, which Medina now chairs. Vidaurreta also was the 2001 Inductee into the FIU Entrepreneurship Hall of Fame and the first Chairman of the College's Alumni Circle. Sabater also is chair of the School of Accounting's Advisory Board and sits on the board of the FIU Foundation. ■



ALUMNI NOTES 2003-2004

1970s

Robert L. Bonnet (BACC '75) was highlighted as "The Newsmaker" in the Thursday, May 27th edition of *Miami Today*. Bonnet is the President of Florida Savings Bank in Pinecrest, Florida.

Ana M. Guillen (BBA '75) owner of accounting firm Guillen and Associates, is president of the Dade County Enrolled Agents Association. She also is president of the non-profit organization Friends of the Dade County Commission on the Status of Women.

Richard Browdy (BBA '76) is one of the founders of OptimumBank, a Florida chartered commercial bank in Plantation.

Gabriel Bustamante (BBA '78), managing director of RSM McGladrey, Inc., was highlighted in *Miami Today* (week of Thursday, March 18th) in "The Newsmaker" profile.

1980s

Carlos Abaunza (BBA '80), vice president of finance and chief financial officer at *The Miami Herald*, has been promoted to vice president and corporate controller of *Herald* parent company Knight Ridder, Inc. (KRI) in San Jose, California.

Jeanne A. Becker (BBA '80) has been named the director of the South Florida Chapter of the Gift of Adoption Fund.

Ronald Schechter (BBA '80) is attending the MBA program in Management of Technology at the New Jersey Institute of Technology. Schechter is the manager of international rights for The McGraw-Hill Companies in Windsor, New Jersey.

Aurora Abrante (BBA '81) has been promoted from vice president to senior vice president of the Structured Finance Group in the International Banking Division of Union Planters Bank.

Diane Delella (BBA '81) has been promoted to executive vice president and chief financial officer of MetroBank in Miami.

Arturo Falconi (BBA '81) has joined Esslinger Wooten Maxwell's (EWM) South Miami branch office as a sales associate. Before coming to EWM, Falconi was director of sales for RC Technology Group.

Jeff Mylton (BBA '81) was promoted to senior vice president of Commercial Banking for First Charter Bank in Charlotte, North Carolina. Mylton specializes in commercial real estate and corporate lending.

Miguel Rabay (BA '81), CBA Alumni Circle member and president and CEO of e-Globalnavigators, Inc., was a guest speaker at the France and the Americas: Economic, Political, and Cultural Relations Conference on April 2 and 3 at the Omni Colonnade Hotel. The event is hosted by the Miami European Union and the Miami French Consulate.

Bill Sablesak (MBA '83) has launched SableAir, an aviation consulting company. Sablesak, who is a former pilot with both Continental Airlines and Eastern Air Lines, started the business with his wife, Susan, who is pilot for Northwest Airlines. Bill and Susan reside in Franklin, Kentucky.

John Santalo (BBA '86) has been named assistant vice

president for Preferred Care Partners. He will supervise the pharmacy and grievance departments.

Nicholas Bustle (MIB '88) has been named head of the Miami-Dade unit of SunTrust Bank. Bustle, a 15-year SunTrust veteran, also has been given responsibility for all commercial lending in South Florida.

Alfredo Cepero (BACC '88), one of the College's Alumni Circle members, has been named audit partner with BDO Seidman, LLP, in Miami. He serves clients in a variety of industries, including distribution, manufacturing, technology, and not-for-profit. He is responsible for generating business opportunities for the firm and for overseeing the recruiting and various administrative functions of the Miami office. Before joining BDO, Cepero was with Ernst & Young, LLP.

Hena M. Aguirre (BACC '89 and MACC '90) was named chief financial officer for Esslinger Wooten Maxwell (EWM). Her responsibilities include financial reporting and accounting at EWM and its subsidiary companies—Embassy Financial Services, Columbia Title of Florida and First Reserve Insurance.

1990s

Raul Bermudez (BBA '90) has been promoted to vice president of Charter Sales and Marketing for The Moorings in St. Petersburg, Florida. Bermudez has held several positions with the company since 1998. Prior to The Moorings, he was with Ryder Truck Rental for ten years.

Zhaleh Emami (BA '90) an

entrepreneur, was featured in *The Miami Herald* in October, 2003, for her new business in the Village of Merrick Park, Rugs by Zhaleh.

Eduardo Balcazar (BBA '91) has been named senior vice president and middle-market lending manager for Union Planters Bank in Miami-Dade, Broward, and Palm Beach counties.

Raul Incera (MST '91) was promoted to partner at accounting firm Morrison Brown Argiz & Company. Incera is a member of the firm's Tax Consulting and Compliance Services Group.

Carlos Samlut (BBA '91) is managing partner at Samlut & Company, a full-service public accounting and consulting firm in Coral Gables.

Annie Roques-Hernandez (BBA '92) was a student at the University of Miami's School of Law and graduated with her J.D. degree.

Albert Corrada (BBA '93) started his own full service accounting firm—Albert Corrada, CPA, PA—in Coral Gables. The firm specializes in small and medium-sized companies, offering them services including tax return preparation, auditing, consulting, and bookkeeping.

Laura De La Horra (BBA '93) received her Executive MBA in December 2002 from the University of Miami. De La Horra is financial planning and reporting supervisor for George Weston Bakeries in Miami.

Rick Escudero, CPA (MACC '93, BBA '92) executive vice president and CFO of ClickPharmacy,

ALUMNI NOTES

along with his marketing staff, developed a service for corporations and associations called "Pharmacy Concierge," which allows groups to receive discounts on volume purchases. Escudero has been invited to join FIU's Council of 100. He has worked closely with FIU's Career Services Office to develop a unique internship program, which has resulted in numerous hires of FIU students. For more information about the concierge service, visit the company's web site at www.clickpharmacy.com.

Timothy Rubin, CPA (BACC '93) has joined Rachlin Cohen & Holtz as audit manager for its Business Assurance Group.

Lily Diaz Azel (BBA '94) is president of Children's Psychology Associates in Weston. Children's Psychology Associates is the largest pediatric multidisciplinary psychology and rehabilitative practice in South Florida. The organization recently opened a new state-of-the-art facility and is the exclusive provider for the Miami Children's Hospital's Dan Marino Center.

Vicente Fernandez (BBA '94) has been appointed business development officer for Commerce Bank's Doral Branch.

Karla Icaza (BBA '94) has been honored with the "Young Hispanic Leadership Award" by the Nicaraguan American Chamber of Commerce. Icaza is the director of marketing for R.E. Chisholm Architects, Inc. and board member of the Miami-Dade County Hispanic Affairs Advisory Board. This award is given to young Hispanic men and women, ages 40 or younger, who have distin-

guished themselves through their professional entrepreneurial accomplishments and community involvement.

Gabriel Jimenez (BBA '94) has been re-appointed chair of the Hispanic/Latino Lawyers Committee of the North Carolina Bar Association, a select group of attorneys and judges that addresses legal issues raised by the growing Hispanic/Latino population. Jimenez also recently formed Jimenez Law Offices, PLLC. Jimenez resides in Raleigh, North Carolina.

Eduardo Arista (BACC '95) president and founder of Arista Law, a boutique law firm in Coral Gables, has been admitted to practice before the United States Tax Court. Since 1995, Arista's tax practice has consisted of a full range of tax services. He has served as treasurer of the College's Alumni Chapter for two years and has served as a judge for the College's international business plan competition. His firm has been approved as an "agent" by the Attorney's Title Insurance Fund, Inc. This designation allows Arista Law to provide comprehensive title, escrow, and closing services for lenders, realtors, borrowers, buyers, and sellers at every step of the process. Arista Law can be found on the web at www.AristaLaw.com.

Marcia Fernandez (BBA '97) has been named vice president for Commercebank. Fernandez formerly served in the bank's commercial lending division. She will be responsible for developing commercial loans and consumer portfolios for all centers in Miami-Dade and Broward Counties.

Carlos Hernandez (BBA '97) has been promoted to senior vice president/area executive for Colonial Bank, South Miami-Dade. Hernandez will oversee eight offices and more than \$448 million in deposits.

Kim Hogan (BBA '97) has joined Bode Trading Corporation as its chief financial officer. Bode is a Miami-based export company and purchasing agent.

Lyle Larson (BBA '97), also a graduate of Georgetown Law School (JD '91), is now partner with Balch & Bingham LLP, practicing in the field of energy and public utility law. Larson resides in Vestavia Hills, Alabama.

Maggie Nieves (BBA '97) has joined the Prudential WCI Realty office in Coral Gables. Nieves will specialize in real estate sales in Coconut Grove, Coral Gables, and South Miami.

Marcos Rubio (BBA '97) was named assistant vice president for retail lending in Commercebank's Kendall office. Rubio formerly was an assistant vice president for Union Planters Bank, where he was responsible for business development and credit-quality goals.

Albert Santalo (MBA '97) has been named CEO of Avisena, a healthcare management company in Miami. Santalo is co-founder of Avisena and has served as president of the company since its inception in June 2001.

Alan Lips (MST '98) has been promoted to partner of the Miami Beach accounting firm Gerson Preston & Co. PA.

Gil Kraus (MBA '99) recently joined Mosaic Software as a project manager and technical specialist. Mosaic writes software to "drive" ATM machines and point-of-sale (POS) devices in the electronic funds transfer industry.

Edson Mena (BBA '99) attended Duke University, where he plans to graduate with an MBA. Mena is financial analyst for Lennar Corporation in Miami, Florida.

Mary Morla (BBA '99) attended Stetson University and graduated with her J.D. and MBA degrees in May 2003.

2000

Laura Gonzalez (BBA, '00) owner of Alpha Travel, was highlighted in *The Miami Laker* for her volunteer efforts and for being elected as president of the PRSA at the Miami Lakes Middle School.

Michelle Jo (BBA '00) recently was appointed assistant treasurer for the Wine Institute Political Action Committee. This position strengthens her role in the government affairs department of the largest public policy organization in the wine industry.

Steve Massena (BBA '00) is the chief of information systems for the U.S. Air Force and is stationed in Hawaii. At the Air Force, Massena maintains more than 500 workstations and 14 servers, manages all of the telecommunication needs of the squadron, and advises upper management on all IT issues.

2001

Lauren Colon (BBA '01) was promoted to human resource services manager for onboard duty-free concessionaire, Starboard Cruise Services, a

ALUMNI NOTES

subsidiary of Louis Vuitton Moet Hennessey in Miami, Fla.

Denise Gaffor (MBA '01) has been appointed director of human resources at Hialeah Hospital.

Mari Perez-Arche (BACC '01) has been promoted to vice president of operations for the Home Financing Center. In her new role, she will supervise accounting and operations in branch offices and maintain relationships with title agencies.

Hal R. Pitts (MBA '01), lieutenant in the U.S. Coast Guard, is commanding the construction of the new FIR Coast Guard Cutter, a 225-foot long vessel which visited the Port of Miami in late August during her transit from Marinette, Wisc. to Astoria, Ore.

Eberto Ranero (BBA '01) has been appointed vice president of business banking at Bank United Financial Corp.

Ed Redlich (BBA '01) has been named vice president of ComReal Miami, Inc. He also was recognized as the Top Producer in 2002 for leading the commercial real estate side of the firm. Currently, Redlich is pursuing his Certified Commercial Investment Member (CCIM) designation.

Anibal Rodriguez Jorge (MIB '01) has been promoted to vice president of marketing and sales at Tiger Financial Group, Inc.

Melissa Viana (BBA '01) was recently promoted to account executive for Burger King's advertising division in Miami.

2002

Toni Arce (BBA '02) is assistant corporate buyer in the Burdines

division of Federated Department Stores, Miami. Arce focuses on the purchasing and managing of the Dress Accessories areas of all Burdines stores.

Edgar Ceballos (MBA '02) has taken a position as a business systems analyst with American Express Technologies Global Risk Systems.

Claire Hurtubise (IMBA '02) and **Melisa Lopez** (IMBA '02) have started a new business—Mr. Roses, a marketing and sales company which imports and distributes fresh-cut, high-quality roses directly from a farm in Ecuador. To view their selection of roses, visit <http://www.mr-roses.com>.

Noemi Martinez (BBA '02) is the volunteer coordinator for Habitat for Humanity in Miami. While at FIU, Martinez interned in the College's Marketing, Communication, and Publications Office, helping to coordinate events.

Bob Midyette (EMBA '02), manager of fleet beverage operations for Royal Caribbean Cruise Line, has been appointed by the National Institute of Standards and Technology to the 2003 Board of Examiners for the Malcolm Baldrige National Quality Award. This was his third year serving on the Board. The award, created by public law in 1987, is the highest level of national recognition for performance excellence that a U.S. organization can receive.

Deborah P. Morrison (MST '02) has joined Miami accounting firm Kaufman Rossin and Co. as tax manager. In this role, she will provide professional services to high-net-worth individuals and privately-held businesses.

Fabian Perez-Crespo (EMBA '02) was elected vice president of marketing and **Edgar Ceballos** (EMBA '02) was elected secretary for the South Florida Chapter of NSHMBA.

Michael Richardson (EMBA '02) has been named manager of planning and replenishment, Outlet Stores, at Perry Ellis International.

Pilar Vasallo (MBA '02) is vice president of J.E.M. Quality Printers, Inc. The company has just expanded its operations and is now located at 9526 SW 40th Street (Bird Road), in Miami. Recently, she completed her accounting specialization and was awarded her CPA certification.

2003

George Bermudez (BBA '03) has joined Bank United Financial Corp. as senior vice president, commercial team leader.

Carlos Berrio (MBA '03), senior project estimator for Austin Commercial, is part of the development team of the Miami International Airport's North Terminal Program (NTP). The NTP is a \$1.5 billion project led through Miami-Dade County for use by American Airlines.

Richard Candia (MBA '03) has been named assistant vice president of government relations for the University of Miami. Prior to joining the University of Miami, Candia was the director of government relations for Florida International University for six years.

Oxana Cardini (BACC '03) was featured this past fall in *The Miami Herald* for her excellence in education (graduating with honors from both Miami

Dade College and FIU). Having moved to Miami from Russia at the age of 19 and hardly speaking English, her achievements are remarkable. Cardini is now enrolled in the Master in Accounting (MACC) program in the College's Chapman Graduate School of Business.

Monique Catoggio (EMBA '03) was promoted to Director, Alumni and Partner Relations, in the College. She graduated with her Executive MBA from FIU in April. Catoggio received her BS in Public Relations from Florida State University. She is responsible for building the College's Alumni Chapter, Dean's Alumni Circle, and corporate partners.

Rita Ferro (MIB '03) has been promoted to vice president, International Advertising Sales, at ESPN Latin America in Miami.

Marc Poliquin (MBA '03) has been named global products leader, directors and officers liability, second vice president, for General Electric, Coral Gables.

Juan Felipe Wills (MBA '03) has been promoted to vice president in the technology infrastructure department at Citigroup Latin America in Miami. Wills is responsible for the technology infrastructure portion of the Voice Engineering and Voice Operations Management in the Latin America and Caribbean region.

Carlos F. Garcia (MBA candidate), CBA Alumni Circle member and senior manager of Goldstein Schechter Price Lucas Horwitz & Co., P.A. was highlighted in the *South Florida Business Journal* as a finalist in the 2004 UP and COMERS Awards.

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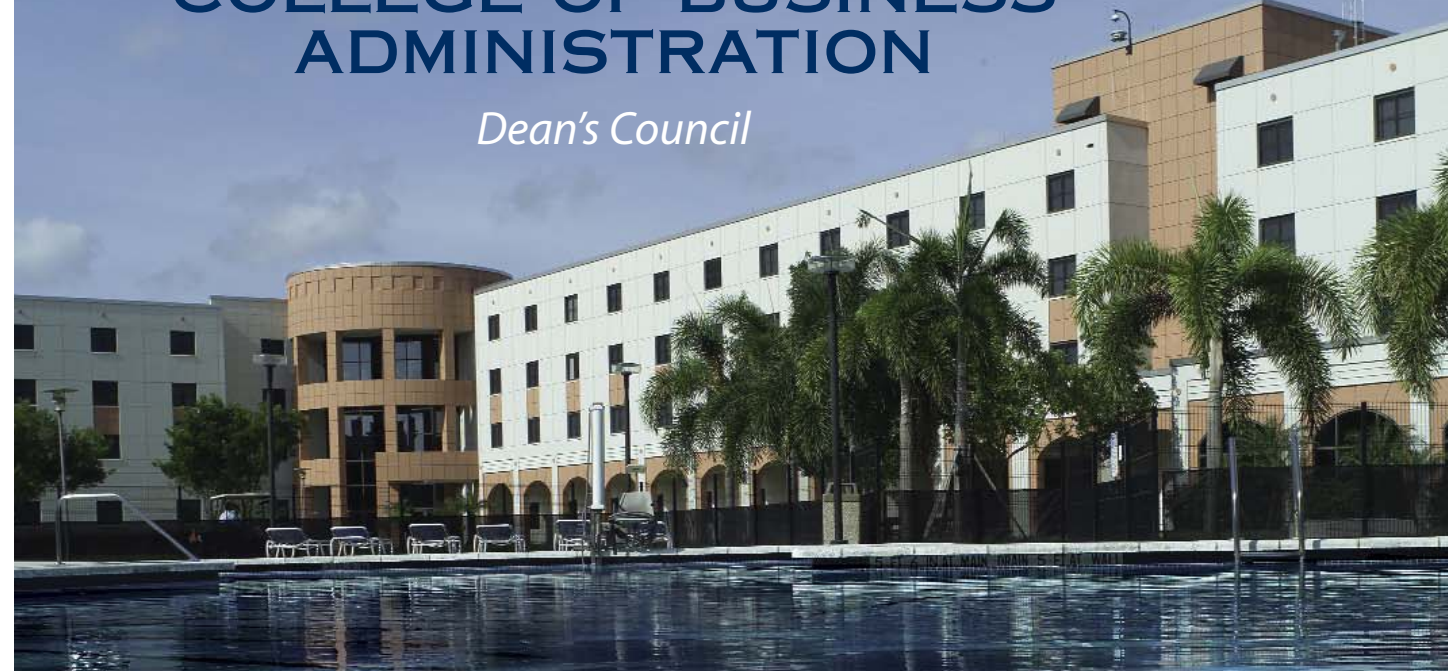
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