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The College of Business Administration

Leading the Way in International Business Education

Florida International University's College of Business Administration, South Florida's leading business school with unique expertise in international business, entrepreneurship, real estate, 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 6000 students are enrolled in undergraduate business courses in its R. Kirk Landon Undergraduate School of Business and more than 900 graduate students study in its Alvah H. Chapman Jr. Graduate School of Business every year. Another 1,000 participate annually in one or more of its professional and executive education programs.

U.S. News & World Report (2006) ranked the international business programs in the college's Landon Undergraduate School of Business the 7th best in the nation, and its graduate international business program in the Top 25 in the U.S., while *BusinessWeek* (October 11, 2004) ranked the college among the top 68 graduate business schools in the U.S. and

in the Top 25 among public business schools. Also, *Hispanic Business* (since 1998) and *Hispanic Trends* (since 2003) have placed the college in the Top 25 business schools for Hispanics, most recently in the Top 10.

The college is one of only 15 percent of all business schools globally and among fewer than one-third in the United States that is accredited by AACSB International—The Association to Advance Collegiate Schools of Business. That means it has earned the highest standard of achievement among business schools worldwide.

It tells prospective students, faculty, recruiters, and employers that the school produces graduates who are prepared to succeed in the business world. AACSB International accreditation demands a superior faculty supporting high-caliber teaching and meaningful interaction between students and faculty.

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We hope you enjoy our second issue of *Business Accents* and the opportunity to learn more about how we in the College of Business Administration are enhancing the ways we achieve our mission and work toward our vision of being among the top public urban business schools in the US.

We've focused this issue on topics related to multiculturalism and diversity in a number of dimensions. As Executive Dean Joyce J. Elam notes in her comments, these topics are far more global, complex, and subtle than we generally assume.

Our cover story, for example, showcases one of our faculty member's explorations of the multigenerational dimensions of marketing to a far-from-monolithic "Hispanic" market in this country. Another provides an economic and demographic assessment of the importance of this growing consumer segment to companies everywhere. Yet another highlights a seminal study by several members of our faculty on the Internet purchasing behaviors of young Hispanics and Anglos. A couple of articles, again summarizing some of our faculty members' research, look at the impact of the levels of acculturation on executive stress levels during and after expatriate assignments and on job and work-style preferences—important issues for managers fostering success among an increasingly diverse global workforce. Yet another article reveals research findings related to the importance of understanding cultural norms and non-verbal communication in today's international business arena.

This issue also sheds light on other topics with both regional and broader implications: ways to increase Florida's global competitiveness, for example. It provides compelling testimonials about the uniqueness, value, and superior quality of our Executive MBA program in preparing leaders for global competition.

And, perhaps just as significantly, this issue of our magazine introduces you to our new business building complex: how it has moved from an idea on the back of a napkin to breaking ground for its construction.

Of course, that's not all you'll learn as you look through our pages. You'll get a glimpse of what people in the college are doing to strengthen our educational programs and augment our services to students, alumni, and the business community.

We hope, as you become more informed, you'll be as enthused as we are by the growth in our momentum and want to share that enthusiasm with others so that, together, we can continue to make progress in our quest to be the best—not only in our international business programs, but in all that we do to meet and exceed our constituents' needs.

We welcome your thoughts, comments, and suggestions. We urge you to take part in our growing enterprise: just let us know how you want to get involved.

Thanks for reading!

Sally M. Gallion
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Letters to the editor are most welcome.

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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Addressing the New Dynamics of Diversity

Businesses have long understood the importance of a diverse workforce and have engaged in various diversity efforts over the years. A March 2001 survey by the Society for Human Resource Management and *Fortune* magazine found that responding companies reported involvement in a number of initiatives—including recruiting to enhance diversity, diversity training programs, and diversity-related career development strategies. Corporate executives reported that these initiatives had a significant positive impact on their bottom line.

As the 21st century unfolds, diversity is becoming both more important and more broadly defined. In his new book, *The World is Flat*, Thomas Friedman argues that the most important factor shaping global economics now is the emergence of a global, Web-enabled platform enables more people than ever to collaborate and compete in real time.

One way that companies can flourish in this “flat world” is by learning how to manage a diverse workforce—one that reflects different cultures, speaks different languages, and resides in different parts of the world.

In addition to more effectively managing an increasingly diverse workforce, businesses also must pay attention to an increasingly diverse marketplace. With the changing demographics of the U.S. population comes new definitions of the U.S. consumer and new challenges for companies trying to reach those whose tastes, culture, and language may differ from what is commonly considered the “general market.”

Culturally relevant marketing plans will become more critical as the population becomes more diverse. At 35.3 million, Hispanics are the largest ethnic group in the U.S. and one of the fastest-growing. And they are far from a monolithic populace, hailing from many Spanish-speaking countries in Latin America, the Caribbean, and Europe. Given the Hispanic market’s current size, its rapid wealth creation, and its high consumerism, there is heightened interest in understanding how to best address this multi-faceted consumer segment.

These new dynamics of diversity have become the focus of research by some of our faculty. In this issue, we highlight some recent faculty findings that offer guidance to businesses about how best to address both workplace and consumer diversity in today’s evolving and complex business environment.

Through our teaching and research at the College of Business Administration, we recognize our responsibility to help our students and community both meet the emerging challenges and embrace the extraordinary opportunities of diverse workforces and markets.

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

Joyce J. Elam
Executive Dean

R. Kirk Landon Undergraduate School of Business

Numbers add up in BBA+.

A blustery March night, with heavy thunderstorms pounding the area, provided a dramatic demonstration of the popularity of the BBA+ program in the college's Landon Undergraduate School. Despite atrocious weather conditions, 35 students appeared at the orientation session for the nineteenth BBA+ Weekend session.

The enrollment figures bear out the program's continuing strength. More than two hundred students are in the program, or have recently graduated. (For the perspectives of several recent BBA+ program graduates, see their profiles in "Focus on Students.")

The BBA+ program gives students who have associate degrees and plan to major in either management or international business, the chance to conveniently and quickly earn a business degree. BBA+ Weekend takes just seven twelve-week sessions to complete, while BBA+ Sunrise can be finished in as little as eighteen months.

The appeal of BBA+ is due in part to the fast time-to-degree it provides. But that is just one of its attractions. Others result from the program's use of online learning and its opportunity for an intense study abroad experience.

"In every section, in every term, students take at least one hybrid or blended course, one that combines classroom sessions with online components, such as exams," said Donald Roomes, director of the BBA+ Weekend program.

Taking some courses online gives students a chance to become comfortable with the web-enabled format.

"We currently run classes from 8:00 a.m. to 6:00 p.m. on Saturdays," Roomes said. "When more professors go the hybrid or blended course route, we may be able to shorten the day by an hour."



Students and professors attend BBA+ Sunrise graduation ceremonies. The first two cohorts to take the BBA+ program at Florida International University's Pines Center in Pembroke Pines have graduated. The eighteen students from the BBA+ Weekend and the eleven from the BBA+ Sunrise classes were feted on July 8, 2005, at a dinner reception in the Faculty Club at the University Park Campus. They participated in the May 2005 Commencement exercises.

Online learning is also making it possible for students to earn a double major.

"We are forging a new relationship with the Office of Online Learning to enable students to take additional courses to those we offer for the management and international business majors," Roomes said. "Students love the classroom contact in the program, so we want to preserve that dimension. The online option adds a flexible way for them to meet the requirements for a second major."

The chance to study abroad is another positive feature of the program. For several years, students have participated in the Center for International Business Education and Research's (CIBER) study abroad offerings. Coursework in management continues during the excursions, which usually run ten to fourteen days. As a backdrop to their classes, students visit company sites and immerse themselves in the host country's business environment and culture. ■

Office of Online Learning expands offerings.



Moe Izadpanah

This fall, the Office of Online Learning at Florida International University has added management and management information systems to its menu of fully online degree programs. The newest offerings join the degrees offered in international business and in finance, launched in 2004.



"The expansion means that all the courses needed for the four degrees are available both online and on campus," said Moe Izadpanah, director of online learning at FIU. "Students can mix and match based on what works best for them and know they are getting the same quality course with the same academic rigor—and the same grading approach."

The staff has plans to expand even further in response to demand, the availability of faculty, and the added resources that have resulted from higher enrollment in the online courses.

"We hope to have marketing fully online by spring 2006, maybe human resources by the summer of 2006, and accounting sometime after that," Izadpanah said.

In addition to increasing the degree options, the office has also made improvements in critical area delivering exceptional customer service.

"We offer professional support for faculty and students on an almost 24/7 basis,"

Izadpanah said. "We also support live chat; giving faculty and students immediate access to a member of our support team seven days a week."

To ensure the courses are appealing, the staff invests in developing dynamic content.

"Our courses are not just PowerPoint presentations and Word documents," Izadpanah said. "They are designed to create a unique learning experience and have a completely different feel from the classroom setting."

The staff of ninety ranges from Help Desk personnel to course design specialists, e-learning consultants, graphic artists, multimedia specialists, program managers, and administrators.

"We work on anything that is technology-enabled," Izadpanah said. "Our services are not exclusively for online and hybrid or blended courses, but also support the large number of traditional classes that use web-enabled technology." ■

Opportunities expand for international business majors.

Enhancements bolster the IB major.



Galen Kroeck

Although the International Business (IB) program in the college achieved an impressive *U.S. News World Report* ranking of seventh (up from ninth a year ago) in the United States, the

Management and International Business Department is not resting on its laurels.

Quite the opposite: the department is actively improving the major, offering a host of new opportunities—from additional



IBHS students inform visitors at a recent Nicaragua festival of their humanitarian mission to help 1,350 children later this year.

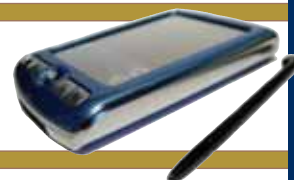
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courses to more international community service projects.

"In the fall of 2005, we added a number of courses to the IB major," said Galen Kroeck, chairman of the department. "Some explore business issues such as leadership in multilateral organizations entrepreneurship and international trade negotiations; others concentrate on particular regions such as Europe, Asia, or Latin America and Caribbean countries, all with an international focus."

The major will also offer stronger international internship and study abroad programs.

"We will coordinate with people in other countries to ease the way for our students to who find a company abroad with which to do an internship," Kroeck said. "In addition, we are expanding our study abroad program beyond the short sessions we've run during spring break."

Because the college recognizes the value of student exchanges in providing international experience, IB majors will be able to participate in a student exchange without disrupting their coursework. And to further ensure that their coursework proceeds smoothly, a course selection coach will help them improve their scheduling.

"The coach will help them determine what to take, based on when courses are offered," he said.

Finally, the chance for involvement in international service learning opportunities will grow.

"Trips such as the highly successful Global Leadership Project in Bangkok last spring are open to all IB students and we expect to have more of these international service projects," Kroeck said. (Please see the article in the Community Connections section detailing the two projects that students undertook in Thailand.)

The department is planning to launch a web site filled with IB majors' pictures, and a summary of their skills and accomplishments.

"The site will provide increased access to our students for employers, peers, and alumni," he said. ■

IB Honors program transitions leadership and implements changes.



Carolina Gómez

Carolina Gómez, associate professor in the Department of Management and International Business, is now managing the International Business

Honors (IB Honors) program while Robert Hogner, its founding director, has moved into a role with an external orientation.

"We belong to the Consortium for Undergraduate International Business Education (CUIBE)," Gómez said. "The group includes representatives from ten nationally recognized international business programs—including those at George Washington, Northeastern, and Temple—which work together to promote, enhance, and creatively develop the way international business is taught at the undergraduate level. Dr. Hogner will serve as our school's representative to CUIBE."

As a reflection of its commitment to continuously improve and to demonstrate an innovative spirit, the IB Honors program has embarked on several changes.

"Our vision is to enrich the program by working closely with the Honors College and to provide students with an improved curriculum that allows them to focus on their honors thesis, which can be one of the most important highlights of their undergraduate program," Gómez said. "One aspect of this increased exposure will involve the students taking a third-year honors course that concentrates on research methods."

In addition to the added focus on research, the program offers a class on the most recent thinking in the area of globalization.

"Also, we are working with our faculty so that students can do independent studies with them, giving students the opportunity to work with renowned faculty in their area of interest," Gómez said.

And, the all-important service component

of the program is being strengthened.

"We are establishing specific guidelines and providing more opportunities through associations such as the IB Honors Society (IBHS) for students to be involved in international service projects," she said.

"Our visibility has increased, which has led to a strengthening in the quality of students applying," Hogner said. "Also, our accrediting agency, AACSB International, The Association to Advance Collegiate Schools of Business, mandates continual improvement."

Nine students graduated from the program this year and fifteen will graduate next year.

"We expect to reach our planned ideal enrollment level in 2007," Hogner said. "It's refreshing to hear that students are being attracted to our school because of international business honors. Even though we won't see them for two more years, we know they're here because of the program." ■

Influence of IBHS grows.



Robert Hogner

Like the offerings in the IB major and in the IB Honors program, the International Business Honors Society (IBHS) is expanding, playing a greater leadership role

both within and outside the college.

"IBHS participants and leaders are embarking on a more substantial role in the university's student government," Hogner said.

The IBHS has been developing additional service projects inspired by last spring's Thailand Global Leadership Project. They recently planned and raised funds for a Global Leadership Project, in two locations in Nicaragua from late December 2005 through early January 2006. Grupo TACA was a major sponsor of the project. They also started the planning process for a second Thailand Global Leadership Project.

Not only is the impact of the IBHS being felt on campus and beyond, but also it is now considered a master chapter.

"Other IBHS groups will be developed through us and will be members of the National Honors Council," Hogner said. "The groups will have a service requirement and an ethics requirement, following the model established for the university." ■



From left to right: Sophia Galvin, manager of diversity; Frina Chiodi; Melissa Sanchez; Adriana Acedo; Scott Skiar, and Jessica Pacheco.

Marketing students take on real world challenges.

Two major companies—Macy's and Maroone Chevrolet of Miami—benefited from the efforts of the college's undergraduate marketing students while the students got firsthand experience in the marketing arena.

Thirteen students in the spring's undergraduate marketing internship, part of the program for the Certificate in Retail Management, devoted their energies to answering a question posed by managers of the ladies' shoe department at Macy's:

"Can we explode the shoe business by improving the shopping experience?"

The future retailers were given a number of possible features to consider. Based on 250 surveys, 35 in-depth interviews of consumers, thirteen hours of observation at Macy's, and employee interviews, the class decided to focus on customer service and displays.

Members of the internship presented their findings to their Macy's clients, and were then

invited back to present to the senior management team. Even though the semester was over at the time of the second event, five students participated.

"The senior management team from Macy's—which included N.K. "Trip" Tripathy, president and chief operating officer of Macy's Florida, reacted favorably to the students' half-hour presentation and really sought the students' opinions," said Tim Dugan Birrittella, lecturer, department of marketing, who guides the internship.

"Our work helps Macy's because we are able to obtain objective feedback from consumers, that would be hard for them to get on their own," he said. "Our students benefit because they work on a real project, deal with real issues, and present to real decision makers."

Plus, some students from both this year's group and last year's who worked with the bridal registry, received job offers from the giant retailer.

In Birrittella's "General Motors Marketing Internship," 32 students created "The Chevrolet Getaway," a beach and dunk-tank themed event to convey to fellow students that the Chevrolet Cobalt is "a great car to use when you just want to get away for a break."



XXXX

Each university team from around the country participating in the General Motors Marketing Internship (GMMIP) program is required to design and implement a promotional campaign for a local dealer to raise awareness of GM and the dealership. Edventure Partners (the liaison

between GM and the schools) assigned the Landon School group to Maroone Chevrolet of Miami.

At the beginning of the semester, students divvied up tasks, working on advertising, public relations, campaign development, or research.

"Because General Motors allocates thousands of dollars to this program, students get the opportunity to learn how to conduct and manage promotions in the real world and General Motors benefits from their efforts," Birrittella said. "We received \$2,500, and we turned that into a value of \$10,000 through the various donations we got from local businesses, which were part of the 'The Chevrolet Getaway.'"

To educate their classmates about the car, the students developed a five question survey that required a person to interact with the vehicle before joining in the fun-filled event. The project required that 700 students participate; students in the college collected 870 surveys.

"Many more students saw our banners and the car, even if they didn't stop," Birrittella said. "Through advertising, and the use of e-boards and e-Blast, we made over one million impressions."

He notes that the challenge for a school like Florida International University, with its commuter population, is greater.

"It's a little hard to compare our situation with a residential campus where students might have more opportunities to see the car," he said.

Birrittella credits the client with helping the project succeed.

"Frank Fernandez of Maroone Chevrolet of Miami was a really active client and that made it so much more real for the students. Interestingly, his son was in the class," he said.

The group made a presentation to Fernandez during which they summarized their findings, explained how they spent the funds, and discussed how they met or exceeded expectations. ■



“The ADBA program is highly demanding because there is so much to cover in a short time, but that is a good thing. You have to be pushed to do your best. I have found the program to be really, really interesting.”

— Charlotte Martin, ADBA student

Advanced Diploma in Business Administration eases transitions to employment or graduate school.

Since its launch in August 2003, the innovative Advanced Diploma in Business Administration (ADBA) program has helped students from around the world prepare for their next career move or for graduate work in business. Students from Belize, Brazil, Chile, Colombia, Dominican Republic, France, Guatemala, India, Mexico, North America, and Venezuela have taken advantage of this cohort-based, intensive, thirty-credit offering. After completing the coursework, they can apply for the one year Optional Practical Training (OPT) in the United States.

The program has been meeting three primary needs.

First, it serves as a pre-MBA general business preparatory program for students new to business courses or for business students who need to raise their grade point average for graduate admission.

Second, it acts as a stand-alone program for students who want a non-degree program that includes practical training.

“The combination of coursework and OPT gives students both classroom and practical experience in just twenty months,” said Joyce J. Elam, executive dean of the college.

It was the program's pace and its mixture of theory and practice that attracted Charlotte Martin. She holds a master's in cor-

porate and business law and a bachelor's in political and judicial sciences from University of Paris X-Nanterre (UPX), among other degrees. Like many of her compatriots, she wanted to get some practical training before taking the bar and came to the United States for an internship with a law firm in Miami. When she decided to pursue additional business courses, she discovered the ADBA.

“I had already studied for five years and wanted something that would quickly give me an overview of all aspects of business,” said Martin, who plans to apply for the OPT, return to France, take the bar, and join a corporate law firm.

For her, the program's intensity has been challenging, but she feels that is one of its best features.

“The ADBA program is highly demanding because there is so much to cover in a short time, but that is a good thing. You have to be pushed to do your best. I have found the program to be really, really interesting,” she said.

Third—and of greatest interest thus far—the ADBA gives graduates with three-year bachelor's degrees a “fourth year” to improve their chances for admission to graduate programs.

“We want to let students know that graduate schools in the United States often require people with a three-year degree to take undergraduate courses before they can start graduate work, lengthening the

academic process for them,” Elam said. “The ADBA helps get them get started on their graduate work faster.”

Those who have completed the ADBA have gone on to pursue graduate work in the Chapman Graduate School of Business and elsewhere. One student entered a graduate certificate program at Harvard University.

“We work with education agents throughout the world to help get the word out about the ADBA, particularly in countries with three-year bachelor's programs,” Elam said.

That was the case for Alexander George, now working on his MBA at Thunderbird University in Glendale, Arizona, after completing his three-year Bachelor of Commerce degree at the University of Delhi, New Delhi, India in 2001, followed by the ADBA.

“I talked to several education counselors in India who mentioned the program to me. I checked it out on the web and applied online,” he said. “The ADBA was a challenging program with lots of pressure and many assignments that prepared me very quickly for the rigors of graduate school and helped me get acculturated.”

Once he completes his MBA, George will return to India and join The Muthoot Group, a family business broad business interest that spans numerous divisions including: banking, education, hotels and hospitality, healthcare, real estate, and insurance. ■



“The ADBA was a challenging program—with lots of pressure and many assignments—that prepared me very quickly for the rigors of graduate school and helped me get acculturated.”

— Alexander George, MBA candidate, Thunderbird, The Garvin School of International Management

Al vah H. Chapman Jr. Graduate School of Business



CHAPMAN GRADUATE SCHOOL OF BUSINESS GETS DOWNTOWN TO BUSINESS.

The Chapman Graduate School of Business and Macy's have joined forces to launch the Downtown Business School Center to offer the first AACSB-accredited (Association to Advance Collegiate Schools of Business) programs to professionals who live or work in downtown Miami.

"We're confident our programs will bring a new dimension to life in downtown Miami," said José de la Torre, dean of the Chapman Graduate School of Business. "It's thrilling to be part of the city's growth, and we plan to develop additional programs to expand the Downtown Center based on emerging business needs."

"The site offers a more accessible location so students can avoid rush hour, pop out of the office, and head to class," de la Torre said.

The Downtown Center, which is located on the sixth floor of Macy's Florida corporate offices (22 East Flagler Street), is the site for a comprehensive new eighteen month Master of Business Administration (MBA) and the Executive Master of Science in Taxation (EMST) programs, both taught in the state-of-the-art facility by the college's nationally and internationally recognized faculty. Classes are structured into eight-week sessions, each consisting of two evenings (MBA) or two mornings (EMST) per week, so students may continue to work while earning their degrees. The programs include meal service for students, secured parking nearby, and textbooks as part of the total fee.

Also in the offering is the MBA for Public Managers, which had more than anticipated enrollment in August.

"We welcomed the opportunity to partner with Florida International University to launch a Downtown Business School Center. Both Macy's and the business school at Florida International University are entrenched in the South Florida community so this was a natural partnership," said N.K. "Trip" Tripathy, president and COO of Macy's Florida Inc., and a member of the college's Dean's Council. "We believe the partnership, which is a first for Macy's, will give students more than advanced degrees; it will provide them with immeasurable networking opportunities with other members of the downtown business community."

The Downtown MBA, the center's flagship program, is already receiving high marks from students.



"The Downtown MBA is a wonderful addition to the college's programs. It's tailored for professionals who don't have a lot of time to commute," said Michelle

Vautier, program coordinator for Enterprise Florida, who enrolled to begin the Downtown MBA program in August. "In fact, I opted for the Downtown MBA because it's much more convenient for me, as I'm sure it will be for the increasing number of professionals in the area."



Jennifer Pinto, training and development coordinator in the human resources department at Bacardi U.S.A., Inc., noted that getting her MBA had been in

the back of her mind since she completed her undergraduate degree.

"The Downtown MBA fit the bill because the two scheduled evening classes during the week help me maintain my professional and household responsibilities. Also, the fact that it's such a well-respected college helped seal the deal for me."

Convenience was the driving force for Douglas Labrozzi, a CPA with Kane & Company, P.A., who recently registered to participate in the first Downtown MBA group. "I live and work downtown, so just the thought of having to travel west to the university's campus was frightful. When I heard about the Downtown MBA program, I jumped at the chance to enroll; it is about a half mile from my job and a quarter mile from my house. I'll be taking the people mover to class!"

Students are experiencing the downtown programs as a group, which provides them with strong teambuilding skills and

networking opportunities. Additionally, the business school offers assistance in securing internships and full time positions for students upon graduation.

As markets in the region continue to open and the city continues to serve as a hub for The Americas, the growth and development of downtown Miami as a business center is necessary to support the needs of local and international business, de la Torre said.

"Many thriving downtown areas enjoy the presence of a major university," said Dana Nottingham, director of the Downtown Development Authority. "Miami is growing at an astonishing pace. As more companies do business here and more residential opportunities become available in the downtown sector, the incorporation of South Florida's premier business school into our downtown lifestyle will only further Miami's image as a great metropolitan city."

Vautier, who organizes and coordinates international trade missions to help generate trade for Florida companies and those in key neighboring markets, recognizes that the college has found a niche that no one has yet tapped.

"Additional homes and business means an increase in population and a need for qualified, educated employees. The college is offering programs that clearly cater to the needs of current and newly arriving businesses in the area. The college is offering the neighborhood an opportunity to train the future international leaders of tomorrow and what better place to educate them in the gateway to The Americas than in downtown Miami."

In addition to the Downtown MBA and the EMST, the college plans to offer two programs beginning in January 2006 at its new Downtown Center: a Master of Science in Finance (focused on international banking) and a Master of Science in International Real Estate (a new offering by the college). ■

The Chapman School's new MBA for Public Managers meets pressing need.

With the worldwide push to ensure that government behaves like a business—accountable, efficient, and able to maximize resource use—county, state, and federal offices are seeking programs to help them achieve these goals. The MBA for Public Managers, offered through the Chapman Graduate School of Business at its new Downtown Center, provides an excellent solution.

Based on the school's prestigious Executive MBA program and building on the success of its earlier MBA-MDC (customized for Miami-Dade County employees), the cohort-based offering includes thirteen business courses. It also includes two electives in fields related to public administration, social welfare, and international relations.

"We developed the MBA-MDC with the input of Miami-Dade County officials and have now expanded it to other public employees," said Flavia Iuspa, program manager.

The program not only gives any public managers the opportunity to earn an MBA in approximately eighteen or nineteen months, but participants may also opt to specialize in an area such as accounting, finance, or human resources and obtain an academic certificate.

Plus, it promotes networking among public managers.



Clark Wheatley, associate professor of accounting, meets with Jacqueline Carranza, Carolina Lopez and Gustavo Knoepffler, three students in the MBA-MDC program, the popular program on which the new MBA for Public Managers is based.

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José de la Torre and Anna Pietraszak at INCAE

“With students coming from across our community—and from different government branches, the chance to share best practices and problem solving efforts is always there,” said Luis Casas, director of marketing and corporate relations for the Chapman School. “This mix will make the experience more enriching and will lead to the cross pollination of ideas across many agencies and government departments—a benefit to the participants and the publics they serve.”

“We’ve had more than anticipated enrollment in this unique program,” said José de la Torre. “We’re thrilled by the response.” ■

Dual Degree Program meets global needs.

Fifteen Latin American students now enrolled in the Dual Degree Program in the college are maximizing their educational experience—earning an MBA from their “home” institutions and a Master of International Business (MIB) from the Chapman Graduate School of Business. Students who pursue the dual degree complete both in less than two years, after which they have the opportunity to work in the United States for an additional year through the Optional Practical Training (OPT).

To deliver the dual degrees, the school currently partners with nineteen schools, and new partnerships are on the horizon.

“We are continuing to sign with schools in Western Europe and have strategic plans to develop partnerships with Asian and Eastern European schools,” said Tomislav Mandakovic, associate dean of the Chapman School.

And the program has now extended its reach in a unique way that promises to increase job opportunities for its graduates through an innovative employment database.

“We have created a way to share our career services capabilities,” said Mandakovic, crediting Barry Shiflett, the Chapman School’s director of career management services, with championing the idea. “Information about students with a degree from Chapman and from our sister institutions will reside in a database. As a result, they will have the opportunity to be considered for jobs wherever we have partnerships.”

According to Mandakovic, global firms do not always have full access to candidates from every good school, a problem the database will eliminate.

“Our students can now be identified for positions in Latin America and Europe,” he

said. “That means that we are offering them not only a global education but also a globalized workplace. At the same time, we are meeting the needs of companies worldwide by providing them easy access to highly qualified candidates.” ■

Strategic Market Orientation seminar simulates real world challenges.



Hernan C. Vera

Hernan C. Vera, director of marketing, supply chain solutions, Ryder System, Inc., found the Strategic Market Orientation (SMO) seminar offered through

the college’s Executive and Professional Education program so beneficial when he took it in early 2005, that he sent two of his direct reports to the session offered later that year.

Over an intensive five day period, participants representing different functional areas from leading companies sharpened their understanding of market planning methods in the ever-changing business environment. This executive education seminar gives attendees hands-on experience in market situations through virtual, complex scenarios and environments.

Using INDUSTRAT, a state-of-the-art industry simulation technology, participants are divided into competing teams, grappling with the challenges they would likely encounter over a multi-year period—with lots of surprises thrown in. The competitive nature of the seminar has proven to be highly motivating, spurring teams to out-strategize their opponents.

“The simulation really presented a 360-degree perspective—both from the company and the market points of view,” Vera said. “We felt, saw, and lived how to make decisions and their impact on the marketplace and the company.”

According to him, there are very few opportunities to explore these issues—and to make mistakes—within a safe environment.

Dual Degree Partner Schools

- COPPEAD, Universidad Federal de Rio de Janeiro, Brasil
- ORT Universidad, Montevideo, Uruguay
- IAE, Buenos Aires, Argentina
- Universidad Adolfo Ibañez, Santiago Chile
- Universidad Anáhuac, Mexico
- Universidad de los Andes, Bogotá, Colombia
- Universidad del Norte, Barranquilla, Colombia
- IESA, Caracas, Venezuela
- Universidad ESAN, Lima, Peru
- EGADE, Tecnológico de Monterrey, Mexico
- INCAE, Business Schools in Costa Rica and Nicaragua
- ISCTE, Lisbon, Portugal
- EDHEC, Nice y Lille, France
- ESIC, Madrid, Spain
- HHL-Leipzig Graduate School of Management, Germany
- Universidade de Sao Paulo-Brasil
- Universidad de Puerto Rico, Rio Piedras, Puerto Rico
- ITAM-Instituto Tecnológico Autónomo de Mexico, Mexico City, Mexico
- Reims Management School (RMS), Reims, France



Alicia Davalos

"You get as close to real world experience without affecting a real company," Vera said. "Regardless of your discipline, the seminar makes you more effective and you come away with a view of being a contributor to your company's overall business. You also interact with people from very different kinds of businesses, which provides a texture and richness that are very hard to get."

Alicia N. Davalos, director, new product development and business capability, American Express, appreciated being able to assess business performance from a holistic perspective.

"We put in balance internal and external factors critical to the bottom line, learned new tools, and developed in-depth thinking of the evolving customer needs to anticipate and respond more assertively to competitive trends and market dynamics," she said.

She also appreciated the simulator itself.

"Having access to the INDUSTRAT simulator gave me the opportunity to develop a 'practical' view of the different elements and concepts studied during the class. This simulator provides a totally different learning experience while combining theory and study cases," she said.

David Weinstein, visiting Ryder System Eminent Scholar in marketing who teaches the seminar, co-created the technology-

enabled learning method for the INSEAD Business School in 1984. It has continued to evolve to best reflect changing business realities and has been taught at other leading business schools in the United States, including Stanford Business School, Harvard Business School, and the Wharton School of the University of Pennsylvania.

"The seminar benefited me by incorporating new thinking into my day-to-day business analysis and execution of strategies," Davalos said. "It allows me to challenge the 'status quo,' especially when we take something for granted or believe that something does not represent a threat to our performance or market position."

"It really is a spectacular program," Vera said. "I have had a lot of training inside and outside my company. This one is off the charts in terms of the cost-to-value ratio."

Other companies whose personnel have benefited from the seminar include: Acertek, S.A. DE C.V.; Beckman Coulter, Blue Star Food Products; Caterpillar Inc. Latin American

Commercial Division; Cisco; CitroFruit, Data Satellital-Grupo Proeza; DHL; ExxonMobil; Florida International University; Hewlett Packard Corporation; Ingersoll Rand; Johnson & Johnson; Kraft Foods L.A.; Metalsa (Proeza); Oracle Chile; Oracle Corporation, Ryder de Mexico; S&B Technical Products/Hultec; and Tower Automotive. ■

Executive MBA students explore China and India on first mandatory trips.

Twenty Executive MBA (EMBA) students and two program alumni traveled to Beijing, Shanghai, and Hong Kong in January 2005- participants in the first-ever mandatory international trip, now part of the program.

The trip follows the fourth "international quarter" during which the student studies international business and global finance, concentrating on emerging markets and transition economies such as those in Brazil, China, the Czech Republic, Hungary, India, Poland, and South Africa.



Participants in the EMBA trip to India got to see one of the world's most famous monuments: the Taj Mahal.



Shanghai Qin Xu Plastics welcomes EMBA students.

“Corporations based in South Florida can expand their businesses in a big way provided they understand the intricacies and nuances of doing international business in the countries in transition,” said Sumit Kundu, faculty director of the program and Ingersoll Rand Professor of International Business, who accompanied the students.

The Pembroke Pines '05 EMBA students visited Chinese corporations, foreign companies doing business there, and Chinese government organizations.

According to Sarah Perez, director of the program and a member of the group that made the trip, it was a wonderful learning experience for everyone.

“The students were exposed to a number of different industries and types of companies, which gave them a good understanding of business in the region,” she said.

Among their stops: HLT Special Converters Co. Ltd, Legend Computers, Beijing CLTC, and Zhen Property Management in Beijing; Shanghai Qin Xu Plastics, Unilever Shanghai, and Heraeus Kulzer Dental Ltd in Shanghai; and HKNET and HK Institute of Certified Public Accountants in Hong Kong.

In addition, networking took place across the cultures, giving students the chance to identify potential business opportunities.

Participants also visited many cultural and historic sites including: the Great Wall of China, the Summer Palace, Tiananmen Square, and the Forbidden City.

The experience was a revelation.

“It’s one thing to hear about Westerners doing business in Asia during a class and

another thing to hear from the people themselves,” said James Picou, a project manager at Ryder System, Inc.

The second mandatory international trip for students in the Executive MBA (EMBA) program took twenty-four students, two alumni, and two professors to India, with visits to New Delhi, Bangalore, and Mumbai/Bombay. Participants engaged with high level executives at approximately one dozen leading companies spanning manufacturing, technology, and service industries. In New Delhi, they met India’s president, Dr. A. P. J. Abdul Kalam, also a distinguished academic, nuclear physicist, and author.

Kundu, who holds two master’s degrees from Indian institutions, arranged interviews with the correspondents from India’s leading business and financial newspapers and the storm was covered in all three cities.

The Executive MBA program chose India as the destination for its second trip because of the country’s emergence as a business powerhouse.

“The Indian business environment is one of the fastest growing in the world today, behind only China,” Kundu said. “Therefore,



India

it is imperative for international business students to learn about its business situation, including how it has evolved to attract more international investment groups, and how it plans to face global competition.”

“I couldn’t believe it when I found myself standing in front of the Taj Mahal,” said Cathy M. Pareto (BA ’95), senior financial advisor, Investor Solutions, Inc. “I thought an international trip was an interesting twist to the learning process,” Pareto said. “We were told that the trip would give us real world experience. I hadn’t experienced this type of learning since I put myself through undergraduate school without any opportunity to travel abroad, so this idea really attracted me in.”

Matthew Millheiser, managing director of Paravel, a small IT consulting company, agreed. He entered the program to take his career to the next level, and had been impressed with the dedication and quality of the college’s faculty and staff while evaluating his possible choices.

“The mandatory trip sealed the deal for me,” said Millheiser. “India is the world’s IT hotspot, and as an IT professional, I wanted to learn about their best practices.”

Pareto, who chose Florida International University’s business school because she felt it was “the premier institution for business in the area,” found the experiences life-changing. “I had a misperception about “backward” countries,” she said. “As my company looks to portfolios earmarked for other countries, I can more comfortably talk to clients about incorporating these economies. The trip itself was grueling, with an exhausting schedule, but it changed my life. It gave me a fresh perspective, and I needed that.”

Again, Millheiser agreed. “I did some research before we went, but I had not expected the diversity, the drive and determination, and the burgeoning middle class,” he said. “The sense of entrepreneurship and innovation is almost palpable.” ■



Participants in the EMBA trip to Spain.



A ten-day trip to Spain students from the Master in International Business (MIB) program in the Chapman Graduate School had the chance to connect with executives and personnel from Grupo Damm in Barcelona.

Master in International Business group visits Spain.

A ten day trip to Spain in March 2005, gave students from the Master in International Business (MIB) program in the Chapman Graduate School a chance to connect with executives and personnel from Cordoniu and Grupo Damm in Barcelona; and Iberia, Indas, and El Corte Ingles in Madrid. The select group also had the opportunity to meet with officers in the Confederacion Española de Organizaciones Empresariales (CEOE), Spain’s largest and most important political interest group for business.

During the site visits, students learned the company’s history and background, were encouraged to ask questions, and were able to make use of information and skills they had learned in the classroom stateside.

A wide range of topics and issues were discussed including: trade relations with the United States and Latin America, logistics and operations management, and the general environment of business within Spain and the European Union.

“The learning experience was great,” said Tomislav Mandakovic, associate dean of the Chapman School, who went on the trip, as did Anna Pietraszek, MIB program manager. “The directors and executives we met were very generous and open in sharing their views with the students. Following the meetings, the input I received from the executives in Spain was extremely positive regarding our students and our MIB program,” he said.

“These sessions were informative and helped me see the differences between business in the two countries,” said Elliott Konig, an MIB candidate. “The experience was a worthwhile part of my pursuit of the MIB degree and I feel that every student should take part in a trip like this.” ■

Global programs grow stronger than ever.

The Global Programs Office through which the College of Business Administration’s Chapman Graduate School of Business exports master’s degrees to several other countries has been logging impressive statistics.



IEMBA class

Recruitment was underway this summer for the International Executive MBA in Jamaica at the University College of the Caribbean (UCC); for the International MBA (IMBA) at Universidad Iberoamerica (UNIBE) in Santa Domingo, Dominican Republic; and for the Master of Science in Human Resource Management (MS-HRM), which focuses on international human relations management.

Designed to help students prepare to succeed in the global business arena, these programs generally require twelve to fourteen courses and include a variety of methods to take full advantage of resources.

"We use a mixture of techniques in the program," said Flavia Iuspa, program manager of the Global Programs Office. "Faculty members from the college may teach at the partner school for a residency period, then return to Miami, where they continue to teach using technology-enabled, interactive coursework."

The program also taps faculty members from the partner institutions.

The longevity of the offerings is proof of the program's success.

"We are very strong in Jamaica," Iuspa said. "Our programs there have continued to grow, as they have in the Dominican

Republic. The longer we offer programs in their country, the stronger the partnerships we have with the universities." ■

PhD program builds research culture.



Ron Lee

The doctoral program offered by the Chapman Graduate School of Business is well on the way to reaching its goals: to have an enrollment of about sixty students and to train them as

researchers. Students have come from Bulgaria, Burma, China, Egypt, Finland, India, Jamaica, Mexico, Nicaragua, Taiwan, the United States, and Vietnam, eager to develop their investigative skills.

"We are pushing the philosophy that a doctoral program is focused on research," said Ronald Lee, Ryder System Eminent Scholar Chair in Decision Sciences and faculty director of the PhD program. "We get students to think about their research direction and their dissertation from day one. During PhD seminars, participants brainstorm, read, and begin to think about what constitutes a research topic."

Informal research discussion meetings also take place weekly.

"Though these are not for credit, about ten PhD students attend regularly to talk research," Lee said. "This shows the high level of interest our students have, as does the fact that they attend the dissertation defenses of their classmates who are completing the doctoral process."

Each area of specialization—accounting, management and international business, finance, information systems and marketing—presents students with various milestones related to the dissertation. For instance, for information systems these milestones include a qualifying paper, that they present at a conference; a candidacy document, that they defend to their dissertation committee; an extended proposal at their half-way mark; and finally, the dissertation itself.

This strategy puts the students on the research path early in their PhD work and enables them to break the sometimes daunting dissertation process into manageable steps to help them avoid becoming permanent "ABDs"—"all but dissertation."

"One of the success measures on which we're scoring high is morale," Lee said. "The students are very enthusiastic, come in with suggestions, and want to innovate. It's a lot of fun."

The growth of the program has occurred despite significant challenges, many related to the impact of Homeland Security.

"Graduate schools have the largest number of international students, though that number may be down as much as 28 percent because of increased visa restrictions due to new Homeland Security policies," Lee said. "We benefit from having foreign students attend our programs and have had to establish new deadlines to allow for the visa process to be completed."

According to Lee, the new complexities may increase the emphasis on distance learning.

The Chapman Graduate School of Business plans to admit PhD students every other year; applications are being accepted now for the term beginning in fall 2006. ■

News from our Centers of Excellence

CAATS experiences overwhelming response to new offerings.

Two new graduate certificates—the Graduate Certificate in Accounting (GCA) and the Graduate Certificate in Taxation (GCT) are highly popular.

Developed in cooperation with the Accounting Advisory Board and leading CPA firms and attorneys, and offered through the Center for Accounting, Auditing, and Tax Studies (CAATS) in the School of Accounting, the certificates are helping employers fill positions faster with well-prepared students—a pressing need. They also are helping students launch their careers more rapidly or make an easier transition into graduate work.

“We designed the two programs in response to market demand and student needs,” said Dana A. Forgione, director of the School of Accounting. “To earn the GCA, students take the first six courses of those required in our Master of Accounting (MACC) program. The GCA gets them ready for the CPA Exam and enables them to seek employment at sixty percent of the time and cost of the master’s program.”

Students do not have to take the (GMAT) to take the program and can enter with a 2.75 (GPA). If they maintain a 3.25 GPA in the first four courses, they can apply for entrance into the MACC program without taking the GMAT.

“For students nervous about the cost or time commitment of an entire master’s degree, the certificate provides a great way for

them to become CPA Exam-ready and to be in the job market more quickly,” Forgione said. “And if they prove themselves with good grades in their courses, they can apply for our master’s program.”

“Also, students who are working full time and have just graduated may not have time to take the GMAT,” said Debbie Sasinski, program manager for CAATS, who runs the certificate programs.

With its emphasis on GPA rather than the GMAT, the school is able to offer another benefit to employers in addition to helping get students into the marketplace sooner.

“One value of the program is that the GMAT is only a predictor of how students will do in their classes,” Forgione said. “But we are actually seeing how they perform, and employers are interested in performance.”

“As many as 50 to 75 percent of the students in the accounting certificate program expressed concerns that they would not make the required GPA in their first four classes, but they have done better,” Sasinski said.

The second new certificate, the Graduate Certificate in Taxation (GCT), helps students apply technology to research and is appropriate for those seeking entry-level appointments or career advancement. It shares many features of the GCA, with a special nod to the realities of life as a tax professional: no classes take place during the busy tax season from February through the end of April. ■

Jerome Bain Real Estate Institute continues to enhance academic, placement, and research distinction.

The Jerome Bain Real Estate Institute has chalked up a number of achievements in the recent past, from expanding the number of faculty members to creating new degree programs. (Please see the section “On the Faculty Front” to meet new faculty members who are teaching real estate courses.)

“All our undergraduate and graduate offerings are fully subscribed,” said John Zdanowicz, the institute’s director and

professor of finance. “Every course fills up immediately.”

New programs are sure to prove equally popular.

“We are starting a Master of Science in International Real Estate,” he said. “It will be the only master’s in real estate that focuses on international transactions and looks at real estate in both directions—foreign investment in commercial and residential property in the United States, especially South Florida, and U.S. investments in foreign countries.”

Zdanowicz and his colleagues routinely look to people in the field for up-to-date information to strengthen the academic dimension of the institute. Two vehicles for



drawing upon this expertise are an advisory board and the inclusion of local practitioners as guest lecturers.

“We are inviting experts nationwide to be on our graduate advisory board,” Zdanowicz said. “These individuals are out doing transactions globally and will keep our knowledge about the industry on the cutting edge.”

Closer to home, guest lecturers share their knowledge, a contribution the institute recognizes at an awards luncheon in the fall.

“Last year, GMAC Commercial Mortgage and Pyramid Realty Group, Inc. underwrote the luncheon,” he said. “This was the first time we received corporate sponsorship, which enabled us to invite more students to attend.”

GMAC Vice President, John McLeod received a plaque of appreciation for being the first





The Jerome Bain Real Estate Institute Luncheon

sponsor of the annual event. Pyramid's President Paul Jones (BBA '78), a founder of the FIU Real Estate Alumni Council (which now numbers more than eighty members), was also recognized. The FIU Real Estate Alumni Council is so successful that it has been brought under the umbrella of the college's Business Alumni Chapter as an affinity group. The Business Alumni Chapter is managed by a board of directors and the college's Office of Alumni and Partner Relations.

In addition to its ongoing enhancement of degree programs, the institute fosters career opportunities, in part through an annual career forum. More than eighty people attended the third forum, hosted by the Florida International Real Estate Alumni Council and the Real Estate Student Association (RESA).

Sponsored by the institute in partnership with the Realtor Association of Greater Miami and the Beaches, the event included presentations that shed light on all areas of real estate and provided an opportunity for networking.

The institute's commitment to research matches its focus on teaching and career development. Faculty members routinely publish in both theoretical and practitioner journals, and recently, the Florida Association of Realtors commissioned the institute to do

a study of the ethnic makeup of the entire state by county. Zdanowicz was the principal investigator, producing a report titled "Demographic Patterns of Home Ownership in the State of Florida: Historical Patterns and Future Outlook."

Though the ongoing activities at the institute make it a very busy place, Zdanowicz has many ideas for the future, including a plan to condense courses and offer them as non-credit executive or professional education resulting in a certificate or diploma.

One such program, coordinated by the Executive and Professional Education office in the college, is the new Investing in Real Estate Seminar. The institute enlisted Ocean Bank, PricewaterhouseCoopers, and Steel, Hector & Davis LLP to offer an intensive, hands-on, five day seminar on investing in high-stakes real estate.

J. Antonio "Tony" Villamil, CEO of the Washington Economics Group, Inc., opened the seminar and Chaim Katzman, chairman and CEO of Equity One, Inc., hosted the closing program. Leading real estate experts from the three sponsoring organizations which helped design the program and college faculty made presentations daily. The unique consortium of speakers provided in-depth information on every aspect of real

estate investment. An onsite look into a current Katzman project, thorough analysis of relevant case studies, and three evenings of prime networking—hosted by each of the sponsors—were among the many carefully planned activities scheduled throughout the event.

"We designed the seminar to attract participants from South Florida, Europe, and particularly Latin America," Zdanowicz said. "The institute has international real estate transactions as a strategic focus and the seminar is an important component of our overall plan to grow in this field." ■

Knight Ridder Center for Excellence in Management lends expertise globally.



Ed Glab

Members of the College's Knight Ridder Center for Excellence in Management have been sharing their knowledge in a variety of venues.

"We've held a number of executive seminars, including seven offerings of our very popular 'How to Manage the Media Effectively' certificate program," said Ed Glab, executive professor and acting director of the center. "It's an intense, hands-on, one day program that enables local people to get the kind of training not previously available in South Florida. Ours is unique because we offer it in Spanish, or in a combination of Spanish and English."

Collaborative agreements and grants are another area on which center experts focus their efforts.

Last year, the center launched its participation in the Alliance for CAFTAction, an organization designed to help Central American countries overcome poverty by raising the productivity and competitiveness of their products. As part of the center's involvement, Glab and Jerry Haar, associate director of the center and professor of management and international business, attended a related conference in Guatemala sponsored by the U.S. Agency for

International Development (USAID).

This fall, Glab also attended a conference in Guatemala sponsored by Caribbean Central American Action (CCAA) and USAID to help promote implementation of DR-CAFTA in the wake of its approval by the United States Congress and the national assemblies of El Salvador, Honduras, Guatemala, and the Dominican Republic.

Haar will serve as a senior trade advisor on a grant from the U.S. Trade and Development Agency (USTDA). The grant, a subcontracting position for the center, will help AGEXPRONT—a leading non-profit business organization in Guatemala, working in the area of agribusiness to strengthen their organization in the areas of information technology, market intelligence, export promotion, and training.

USAID has awarded \$286,209 to the center to conduct a program entitled the “Small and Medium Enterprises Center of Excellence (SMECE).” Critical initial support to launch the project has come from Florida Free Trade Area of the Americas (FTAA), Inc. Their investment, along with future contributions from participants, will bring the total value of the project to more than \$379,000.

The innovative business education program of executive training will reach small- and medium-size entrepreneurs in Central America and the Dominican Republic through web-based, self-paced training in each participant’s home country. An intensive three day, executive-level education program encompassing classroom instruction in the College and site visits to export-import companies in the Miami area will follow the web-based training. Haar will be the principal investigator.

Cross-disciplinary collaborations command the center’s attention, too. Glab sits on several of Florida International University’s boards, including those of the Latin American and Caribbean Center (LACC), the Hemispheric Center for Environmental Technologies (HCET), the Center for Energy and Technology of the Americas (CETA), and the Center for Transnational and Comparative Studies (TCS).

On behalf of the College and the Knight Ridder Center, Glab is collaborating with the newly launched University Center for Excellence in Intelligence Studies to develop a business curriculum and a certificate in Intelligence Studies for undergraduate and graduate business majors.

The college also is developing a graduate-level online course on national security and defense strategy for the Washington, D.C.-based Inter-American Defense College (IADC). The project valued at \$50,000 and a collaborative effort with the college’s Online Learning Office the Knight Ridder Center, and the university’s Latin American and Caribbean Center, involves creating a series of two hour learning modules on issues ranging from strategic decision-making to crisis management for senior-level military officers from across the Western Hemisphere.

“The project complements other work the center has done on Homeland Security and furthers its objective of exploring the increasingly critical business-security nexus through policy-oriented research, teaching, and course development,” said David Wernick, who directs the Knight Ridder Center’s Global Business and Security program and who will oversee course content development.

The course, which will be translated into Spanish and Portuguese, is slated to be completed in early 2006. Wernick expects it to be the first of several online courses the college will develop for the IADC.

Coinciding with the center’s current USAID Farmer-to-Farmer Program, for which Glab is the principal investigator, the college has launched discussions with the Inter-American Institute for Cooperation in Agriculture (IICA), which fosters agribusiness development in the Western Hemisphere.

“We are considering joint seminars and training programs in priority areas such as bioterrorism safeguards, food safety, and export marketing,” Haar said.

The center even has a consulting group: the International Advisory Services Group (IASG). It draws upon the extensive resources

of the university to tackle engagements that span business management, public sector reform, international trade and finance, and knowledge management and technology, to name just a few.

“IASG is working with the university’s TCS to offer a one day seminar in Madrid this fall for Spanish manufacturers from four provinces,” Haar said. “Plans are underway for a seminar in Nicaragua early next year; and we currently are engaged by Merrill Lynch, in cooperation with the Eugenio Pino and Family Global Entrepreneurship Center, to provide executive education and consulting services in the area of family-owned enterprises, both U.S. Hispanic and Latin American.”

Research is the final area on which center principals focus. David Wernick, instructor and director of the center’s Global Business and Security Program, has been building on his previous work examining security issues in the post 9/11 world. “Terror Incognito: International Business in an Era of Heightened Geopolitical Risk,” a paper he presented at a conference in Madrid in the spring will be published as a chapter in the book *Corporate Strategies under International Terrorism and Adversity*. It looks at the new architecture of doing business in a time that demands corporate attention to terrorism.

“Companies are in the crosshairs as never before,” he said. “Handling security matters—from securing data systems to enhancing the safety of their supply chains—exact high costs, but can give companies a competitive advantage, too.”

Glab and Wernick recently launched the Global Business Security project, an interdisciplinary working group of faculty in the university with expertise in technology and security issues. They are investigating possible funding opportunities from foundations and the Department of Homeland Security.

“We’ve already put together our first proposal, which focuses on port and container security, and we’ll be drafting more in the coming months,” Wernick said. ■

The John Ogonowski Farmer-to-Farmer Program helps Central American farmers transform their operations.



Guatemala 2005



Chadwani (MBA '04) traveled to Guatemala, where she conducted a market study

"Central American farmers working in the dairy, horticulture, and tree crop sectors are benefiting from intense interactions with students and consultants who have volunteered to work with them through the John Ogonowski Farmer-to-Farmer Program, funded by the U.S. Agency for

International Development (USAID)," said Carmen Algeciras, director of the program for the college. "Within these sectors, we deploy people who work on everything from business planning and market research to improving milk production and quality."

Assignments are usually short-term, two to three weeks. But a huge amount of work gets accomplished; and the effects last far beyond the time of the site visit.

For example, Shalni Chadwani (MBA '04) traveled to Guatemala, where she conducted a market study and identified strategies to position Asian vegetables in local and international markets. She worked with AGEXPRONT's Programa de

Investigación y Desarrollo Agrícola. Following her assignment, producers established a new contract to plant and sell 65 hectares of vegetables, approximately 1,100 metric tons, with an estimated U.S. net income of \$135,000.

Laura Jarchow (IMBA '04) helped conduct market research in Honduras on the market for yucca. Working with the Centro Universitario Regional del Litoral Atlántico (CURLA), she staged seminars on the basics of market research, PowerPoint usage, communication strategies, and Train the Trainer, helping ensure that the work she did could be passed on.

And Omar Salinero (BBA '97, MSF '90) lent his finance and banking expertise in



USAID
FROM THE AMERICAN PEOPLE
JOHN OGWOSKI
FARMER-TO-FARMER
PROGRAM



FLORIDA INTERNATIONAL UNIVERSITY
COLLEGE OF BUSINESS ADMINISTRATION

Experts needed in:

- Accounting
- Financial Management
- Business Planning
- Strategic Planning
- Organizational Development
- Market Analysis and Planning
- Graphic Design
- Logistics
- Supply Chain Management

Requirements:

1. US Citizenship or Residency Status Required
2. Spanish language skills preferred but not required
3. Minimum 5 years of work experience

For more information, please contact:
USAID Farmer-to-Farmer Program Office
University Park, MARC 244
Phone: (305) 348-7663
USAIDFTF@fiu.edu
www.entrepreneurship.fiu.edu/usaidd

In partnership with:



International Projects for Business Professionals

Participate in an, **all expense paid**, 2-4 week volunteer assignment in Central America. Share your **business expertise** with farmer organizations, agribusinesses and other support organizations with an interest in domestic, regional and international trade.

Program Background

Winrock International and Florida International University's College of Business Administration have combined their resources and knowledge to implement the John Ogonowski Farmer-to-Farmer Program, from 2003-2008, funded by the United States Agency for International Development.

Program Goal

Our objective is to increase rural prosperity and promote trade-led economic growth by enhancing the capacity of farmers and rural industry to benefit from domestic, regional and international trade opportunities.

How Does the Volunteer Program Work?

Winrock International and Florida International University staff recruit volunteers through databases, conferences, and alliances. Once accepted for one of our assignments, Winrock proceeds to coordinate travel arrangements for the volunteer. **Volunteers donate their time and expertise for assignments that are 2 to 4 weeks in length, while the program covers all travel, lodging, meals and incidental expenses.** Before returning home, volunteers write an end of assignment report that provides an overview of the work they have completed and any additional recommendations for the local host organizations.

Florida International University's College of Business Administration has achieved recognition as one of the premier US institutions focused on hemispheric business, trade, and finance and as a leading academic and training center for entrepreneurs and executives from Latin America and the Caribbean. In recent years, it has focused attention on Central America, examining transitions to democracy and market-based systems and undertaking efforts to promote economic integration and sustainable development, through partnerships with IICA (Inter-American Institute for Cooperation on Agriculture) and grants funded by USAID (United States Agency for International Development and USTDA (U.S. Trade and Development Administration).



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Nicaragua over a three week period, visiting and auditing ten cooperatives within the Fondo de Crédito Rural to help them improve their credit application reviews, thereby speeding their access to funds.

“They also requested assistance in find-

ing resources for different programs, especially in the areas of fast-growth tree farms and farming in other agricultural products such as cattle for milk and meat, grains, and vegetables,” said Salinero, president of OSI Enterprises, a real estate development com-

pany operating out of Florida and Colorado.

In addition to helping people through on-the-ground assistance, the program created a version of the College of Business Administration’s marketing strategy course that supports the Farmer-to-Farmer Program goals. It gave students the opportunity to develop a marketing plan for an organization that would truly benefit from their analysis.

“Students worked with actual data—market characteristics, segments, competition, distribution channels, and much more—provided by small agricultural businesses in Guatemala, El Salvador, and Nicaragua,” said Andrew P. Yap (MBA ‘97, BBA ‘91), who taught the course on behalf of the Eugenio Pino and Family Global Entrepreneurship Center. Yap is vice president and CEO of LEASA, one of the largest beansprout growers in Florida.

For more information about how to participate, please contact the USAID Farmer-to-Farmer Program at 305-348-0399 or usaidthf@fiu.edu. ■



CIBER Staff: Front row, left to right: Tita Kourany, CIBER Associate Director; Elsa Villar, Program Assistant; Sonia Verdu, Program Coordinator, Mary Ann Von Glinow, CIBER Director. Back row: left to right: Kranthi Atmakur, Computer Programmer Analyst; Juan Fernandez, Program Financial Analyst

CIBER immerses business professionals, faculty, and students in international experiences.

The Center for International Business Education and Research (CIBER), funded by a grant from the U.S. Department of Education and housed within the college, offers enrichment programs that can take participants around the world and give them in-depth background on issues that affect worldwide business.

“It’s our mission to reach out to different constituencies—such as community colleges and the local business community—to help prepare people to face international competitive challenges,” said Mary Ann Von Glinow, the director of CIBER.

That commitment has played out in professional development opportunities such as the Anti-money Laundering



Members of the Ninth Annual Professional Development in International Business (PDIB)—Mercosur program pose against the backdrop of Pão de Açúcar (Sugar Loaf Mountain) in Rio de Janeiro, Brasil.

Program, which combines a two day seminar in Miami and a four day session in Panama. Launched in 2004, the program's popularity was evident the first time it was presented. Once again, more than a dozen organizations from the two countries will contribute their expertise, including the Florida International Bankers Association, the U.S. Department of Justice and Drug Enforcement Agency, and the Association of Certified Anti-money Laundering Specialists.

"A number of language courses further reflect CIBER's commitment to preparing peo-



Accounting major Lucy Gutierrez (left) and Sara Santelli enjoy their studies at Saint Etienne, France.

ple to succeed in today's global marketplace through professional development," said Tita Kourany, associate director of CIBER.

For example, the Annual Spanish Language and Cultural Immersion program in Peru in July—a month-long session devoted to Spanish for business—was held for the fifth time in 2005 and the Annual Spanish Language Faculty Development Program, titled "Teaching Spanish for Business: A Global Approach," assembled Spanish professors from around the world gather in Spain for a week, logged its sixth workshop.



Finance major Alina Isabel Garcia (right) and classmate took advantage of the opportunity to study at Universidad Veracruzana, located in Xalapa, Mexico.

The Mercosur CIBER Consortium collaborates annually to present the Professional Development in International Business (PDIB) Mercosur, designed for business professionals and faculty.

"These highly regarded events are always lively and provide a great experience for the participants to sharpen their understanding of the social, political, economic, and business environments that exist in Latin America," Von Glinow said. "This year's program, the ninth, took place in Brazil, Argentina, and Chile, and drew

CIBER

CENTER FOR INTERNATIONAL BUSINESS EDUCATION AND RESEARCH



PDIB Mercosur



PDIB Anti-money Laundering



FDIB Spain for Business



SAP Australia

For the past 10 years **FIU CIBER** has offered exceptional programs responding to the needs identified in Florida and reaching 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 (PDIB): Mercosur in Brazil, Argentina and Chile; and Anti-money Laundering in Miami and Panama.

Faculty Language Development Programs (FDIB): Teaching Spanish for Business in Spain; Spanish Language Immersion in Peru; and Spanish Classes for faculty and staff on campus.

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

FIU - CIBER
 University Park, MARC 240, Miami, FL 33199
 Phone: 305-348-1740 • Fax: 305-348-1789
 E-mail: ciber@fiu.edu • <http://www.fiu.edu/~ciber>



rave reviews from group members.”

CIBER also provides a number of programs for its student constituency.

“We run in excess of thirty percent of Florida International University’s study abroad programs,” Von Glinow said.

During short trips—usually ten to fourteen days—students continue their coursework in management, visit company sites, and immerse themselves in the local way of life. Frequent destinations include Central Europe, Germany, Greece, Japan, Paris, Rome, and Spain.

“We recently added Australia to the list,” Kourany said. “Participants will have the chance to experience this exciting Asia-Pacific center of culture and business activity.”

In addition, students can spend a full semester in Canada, England, Finland, France, Mexico, or Spain, often aided by a scholarship from the Department of Education through the Fund for the Improvement of Post-secondary Education (FIPSE).

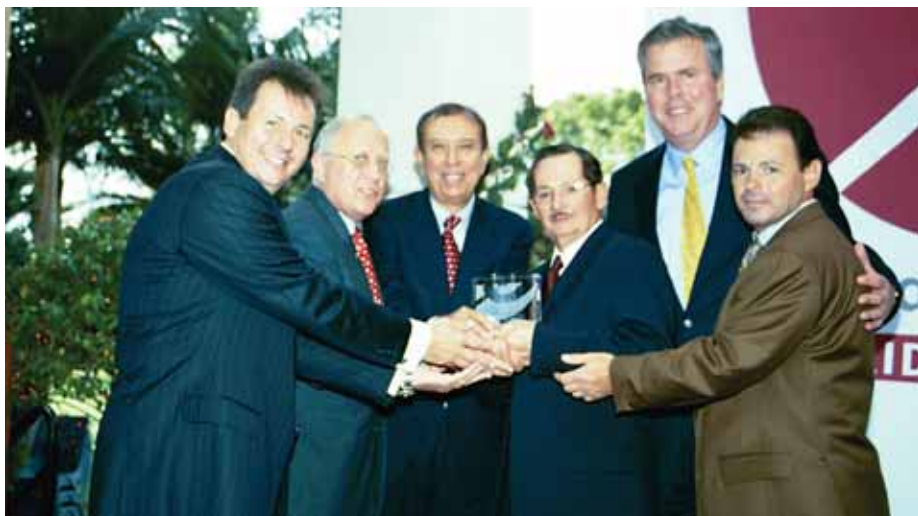
Being prepared to conduct international business has recently taken on a new dimension, one in which CIBER is actively participating.

“We are collaborating with a number of groups at the university on a Homeland Security initiative,” Von Glinow said, referring to the working group established through the Knight Ridder Center for Management Excellence. ■

Eugenio Pino and Family Global Entrepreneurship Center has stellar first year.

The Eugenio Pino and Family Global Entrepreneurship Center at Florida International University, in its first year of a substantial grant from the Ewing Marion Kauffman Foundation, already has made significant strides in spreading the message its Director Alan L. Carsrud firmly believes: “Entrepreneurship is a way to look at the world. It’s a whole attitude.”

The center, formerly known as the Global Entrepreneurship Center, acquired its new



From left to right: Sergio Pino, Executive Director Alan Carsrud, President Mitch Maidique, Eugenio Pino, Florida Governor Jeb Bush, and Carlos Pino

name in December 2004, when it received a \$2 million endowment gift from Sergio Pino in honor of his father and family. At the same time, the center launched a \$40 million fundraising campaign to ensure that it is self-sustaining when the Kaufmann grant ends in 2008.

Its many accomplishments span teaching, building relationships, and contributing to the university’s role as Miami’s public research university.

“We have cross-listed courses and have a presence in all schools across the campus,” Carsrud said. “Though business and engineering form the base, we are incorporating entrepreneurship in all disciplines and enabling students in such disparate programs as nursing, architecture, and journalism, among others, to take entrepreneurial courses for credit.”

Partnering with students in different departments—for example, those taking music, marketing, and fine arts to create a CD that promotes the center—has led to practical, collaborative, entrepreneurial experiences.

“We’ve managed to build tunnels between silos and find people of like minds across the campus,” Carsrud said.

The opening of a satellite office on the Biscayne Bay Campus has extended the cen-

ter’s reach, serving students in majors not housed on the University Park Campus.

“Mel Chasen, founder of TransMedia, is our executive-in-residence,” Carsrud said. “He’s managing the office and providing students in areas such as hospitality and mass communications with one-on-one expertise. We also plan to offer a course on entrepreneurship there.”

Two lecture series—From Idea to IPO: A Lecture Series on Technology Innovation and Entrepreneurship and The Spectrum Series—brought about 25 well-known entrepreneurs, including Guy Kawasaki and Ash Huzenlaub, to the campus during the center’s inaugural year to share their experiences with the public.

And the release this summer of “Entrepreneurship in the U.S.: 2004 Assessment,” written by Paul D. Reynolds, director of the Entrepreneurship Research Institute, one of Center’s four institutes, marks a research contribution that is being felt far beyond FIU.

“Dr. Reynolds’ report, which grew out of a major research initiative, looks at entrepreneurship in the world, the United States, and South Florida, demonstrating trends in entrepreneurship and how it affects the global, national, and local economy,” Carsrud said. “It also provides in-depth information about the demographics of entrepreneurs.” ■

New appointments further strengthen college's reputation.



Deanne Butchey

(PhD in Business Administration with a concentration in Finance, Florida International University) Visiting Instructor of Finance

Deanne Butchey made two dramatic changes in her life. The first took her from her native country, Trinidad, to study in Canada. The second brought her from Canada to South Florida and Florida International University. Both were shocks.

Understanding psychology is part of Butchey's professional approach, but she can also apply it to herself as she reflects on the series of moves that brought her to South Florida.

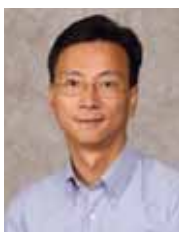
"I moved to Canada to go to the University of Western Ontario," she said. "That was a big shock. I liked the way of life; I liked the structure of living in a North American country; I liked the opportunities, but I definitely didn't like the weather."

Butchey likes the weather in South Florida just fine and plans to stay. In addition to teaching several technology-enabled and courses, she's completing her dissertation at Florida International University on what she calls behavioral finance. This subject covers what happens when finance becomes entangled with psychology, particularly the psychology of markets. Appropriately the title of her dissertation is "Irrationality among Traders."

"I'm looking at some of the activities that drive the buying and selling behaviors of professional and institutional traders," she said. "I want to know what the psychological factors are that allow people to make those kinds of decisions."

She brings a great deal of real world experience both to her research and to her teaching. Before coming to the college, Butchey worked as a stock research analyst at Credit Suisse First Boston in Toronto. Her students in courses such as financial management, international finance, and financial markets and institutions are quite interested in those experiences.

Florida International University awarded Butchey an Excellence in Teaching Award in 2002.



Stephen Wen-Jen Lin

(PhD in Accounting, University of Manchester) Associate Professor of Accounting

When Stephen Lin learned that Florida International University's School of Accounting was looking for someone with an international background who could

teach international accounting, he thought he had the right credentials. But with a strong interest in research, he wasn't sure that the University would be the right place for him.

"I had heard of Florida International University in Taiwan and knew it was dynamic and oriented toward teaching, but I didn't know about its research stature," he said, "and I didn't expect a PhD accounting program."

When he was offered the position, he accepted immediately.

The Ph.D. program in the School of Accounting is new, and Lin looks forward to developing it further.

"The reputation of the school relies heavily on the presence of PhD students," he said. "They help prove how good a school is."

Lin will be in charge of international accounting at the graduate level and will be developing an undergraduate course in international accounting. Despite his focus on research, teaching is important to him. He has four years experience as a lecturer at the University of Manchester in England.

"I enjoy working with young people," he said. "Also, teaching helps me develop research ideas. It works the other way around, too, because I can use my research material in the classroom."

In addition to being in an environment strongly committed to research and teaching, Lin looks forward to the internationalism of the college.

"Internationalism is my academic background, having gotten degrees in Taiwan and England," he said. "I think an international career path is quite suitable for me."



Constantine "Gus" Kalogeras

(PhD in Business, City University of New York's Baruch Colleges, Clinical Professor of Finance)

World traveler Constantine "Gus" Kalogeras, who chaired the Department of Finance at Florida International University from 1972 to 1980, has returned to the college.

It's a happy homecoming from the college's perspective. Among his contributions, he started the student-run Financial Management Association some twenty years ago and is now its faculty advisor.

In the intervening years, Kalogeras has held many academic

On the Faculty Front

New appointments

and industry appointments. He served as School of Business dean for St. Thomas University in Miami and earlier at the University of Bridgeport in Connecticut. And throughout his career, he has provided financial consulting services for numerous companies, such as Photronics, Inc., in Brookfield, Connecticut, for which he also served as the CFO; and as a director at U.S. Trust Company of New York and Southeast Data Processing, among others.

He always has enjoyed intertwining academic pursuits and playing a leadership role in industry.

"I especially like writing articles refuting academic theories that can't be applied, finding discrepancies between models and human behavior, and relating how practices in foreign countries are different from our media's portrayal of them," he said.

When he's not on campus, he stays active both physically and mentally.

He likes to swim laps, lift weights, and trade stocks, a holdover from his first job on Wall Street after graduating from Carnegie Mellon University.

He's combined his passion for travel with his attachment to family.

"I have six children—in London, Warsaw, and New York City—and I always spend part of my summer with my mother in Greece," he said.

In addition to family visits, he has traveled to Saudi Arabia, Australia, Perú, Eastern Europe, Argentina and the South Pole, to name a few.



Ken H. Johnson

(PhD in Finance, University of Alabama) Assistant Professor of Real Estate/Finance

"I practiced real estate until the fall of 1995 when I realized that I was teaching real estate on a one-on-one basis with my clients daily," Ken H. Johnson said.

To refine his teaching skills, he turned to an MBA, and later, a PhD program. Today, he does the opposite by bringing his professional experiences into teaching.

Calling himself a "naturally good teacher," and saying, "It's one of the few things I'm really good at," Doctor Johnson excited about interacting with students at Florida International University. He will teach real estate courses to undergraduate and graduate students and will develop international real estate courses at both levels.

In addition, he will continue to do research.

FACULTY PUBLICATIONS 2004-05



Books

Gary S. Dessler, *Human Resource Management*, 10th edition. (Upper Saddle River, NJ: Prentice Hall, 2005); *Human Resource Management* 10th international edition. (Upper Saddle River, NJ: Prentice Hall/Pearson, 2005); *A Framework for Human Resource Management*, 2nd Simplified Chinese edition. (Beijing, China: Renmin University Press, 2004)

Marcos Kerbel, *Leading the Way-A Comprehensive History of International Banking in Florida*. (Miami, FL: Florida International Bankers Association: 2004)

A third edition of **Mary Ann Von Glinow's** *Organizational Behavior* was published last year. (New York: McGraw-Hill Companies, 2004) Co-authored with Steven Lattimore McShane, the book originally was published in 1999.

Book Chapters/Conference Proceedings

Joel R. Barber and **Mark L. Copper**, "Second Generation Wavelet Transforms of Yield Curve Shifts," *Joint Conference on Information Sciences*, Salt Lake City, UT.

S. M. Fiore, **F. Jentsch**, **Irma Becerra-Fernandez**, **E. Salas**, and **N. Finkelstein**, "Integrating Field Data with Laboratory Training Research to Improve the Understanding of Expert Human-Agent Teamwork," *38th Hawaii International Conference System Sciences*, Big Island, HI.

Irma Becerra-Fernandez, **A. Gonzalez**, and **R. Sabherwal**, "Knowledge Capture Systems in Knowledge Management," *Second Latin American and Caribbean Conference for Engineering and Technology (LACCEI)*, Miami, FL.

Irma Becerra-Fernandez, **T. Wang**, and **G. Agha**, "Actor Model and Knowledge Management Systems: Social Interaction as a Framework for Knowledge Integration," *3rd Conference Professional Knowledge Management Experiences and Visions*, Kaiserslautern, Germany.

Aya S. Chacar and **Balagopal Vissa**, "External Networks of Entrepreneurial Teams and High Technology Venture Performance in Emerging Markets," *Entrepreneurship and Innovation in Emerging Economies*, (Hoboken, NJ: Wiley, 2005); presented at *Strategic Management Society*, Lafayette, IN.

Robert T. Daigler and **Ali M. Parhizgari**, "The Fear Factor: Behavioral Effects of Options Traders on the Implied Volatility Skew," *Eastern Finance Association*, Norfolk, VA.

Zhiyao Chen, **Robert T. Daigler**, and **Ali M. Parhizgari**, "Persistence and Asymmetry of Volatility in Futures Markets," *Southwest Finance Association*, Orlando, FL.

Krishnan Dandapani, "Electronic Fraud: International Prevention," *Global Finance Association*, Dublin, Ireland.

Krishnan Dandapani and **Dipasri Ghosh**, "Globalization, Electronic Payment Structure, and the Efficacy of Federal Reserve's Policy Menu," *Global Finance Association*, Dublin, Ireland.

Gary S. Dessler, "Human Resource Management in China: Past, Present and Future," *The Fourth Asia Academy of Management Conference*, Shanghai, PRC.

Anindya Datta, **Kaushik Dutta**, **Debra VanderMeer**, **Ravishankar Chamarajnar**, and **Helen Thomas**, "An Efficient Approach for Application Server Configuration," *Workshop on Information Technologies and Systems*, Washington, DC.

On the Faculty Front

New appointments further strengthen college's reputation.

"Every day in practice I wondered about subjects—ranging from the value of warranties to the problem of indoor mold—that I conduct research about," Johnson said. "Then, I didn't know how to formalate the questions or use the scientific method to test my assumptions. Now, I am publishing articles for both practitioner and theoretical journals."

Despite the variety of topics he handles, he has an overriding goal.

"I want to improve the way real estate is practiced locally and nationally," he said.

Johnson credits the college with a special combination, giving him an outlet for his multiple interests.

"Having the opportunity to teach, to work with my colleagues to build a real estate unit in the college, to do research, and to meet regularly with practitioners in the commercial and residential areas makes my situation unique," he said. "I couldn't have written a better job description for myself."



Gary K. Hunter

(PhD in Marketing, University of North Carolina-Chapel Hill) Assistant Professor of Marketing

"Service." The word sums up Gary Hunter's attitude about life and work.

Four years at the United States Military Academy at West Point and five more following in the 101st Airborne Division left Hunter with a reverence for duty, one that applies to his position in the Department of Marketing in the College of Business Administration at Florida International University.

"Service to country is a very similar discipline as service to the college, and university," Hunter said. "In both spheres, I'm basically trying to help others do well in their lives."

He also connects the short-lived encounters that characterize the university and military realms—a transience that he considers a benefit.

"You get to be exposed to all sorts of people, experiences, and challenges," he said.

One challenge that he faced: inviting people to attend the Academy of Marketing Science Conference in Tampa after Florida had suffered four hurricanes in five weeks.

"That was a tough sale," he said.

Hunter's current contributions center on his research in sales technology. He's looking at how technology influences the way packaged goods go to market; particularly affecting the sales organization. It's a specialty for which he was recruited to the college, leaving Arizona State University

where he taught graduate-level marketing management for five years.

Despite the similarities he notes between military and university lives, he does admit that "jumping out of planes and rappelling out of helicopters is more exciting than academic research," but added, "you can't jump out of airplanes your whole life."



Cherie J. Hennig

(PhD in Accounting, University of Colorado) Professor of Accounting

With more than one hundred publications in taxation and extensive expertise in online courses and testing, Cherie Hennig, the new faculty director for the Executive

Master of Science in Taxation (EMST) in the School of Accounting, looks forward to teaching in the only accredited graduate tax program in the United States

"Florida International University offers an interesting mix of students, including those who move from undergraduate to graduate work directly, those in the business world looking to enhance their current position or get a different job, and a large number of international students," she said.

Hennig takes a very pragmatic approach so that she can help prepare them for the CPA exam and their careers. For example, when relevant, she brings her research into the classroom.

"I generate a lot of simulations and spreadsheet work that I can share with my students," she said.

She also sees that they get comfortable with online multiple choice questions, which is what they'll encounter in the tax section of the CPA exam. She's well suited for this task—as a reviewer for CPA exam questions, she helps determine which questions submitted by practitioners should be developed.

"We have specific requirements for the content and format of the questions," she said. "We look for 'good plausible distracters' in the answers, and we require an explanation for why each answer may be chosen by a person."

In addition to sharing research and exam prep guidance, she uses online assignments and e-mail to emulate how her students will work when they land jobs or move up in their current ones.

Down the road, Hennig will be engaged in joint research projects with Ph.D. students and will teach a doctoral seminar on tax research.

On the Faculty Front

New appointments



Karlene C. Cousins

(PhD in Computer Information Systems, Georgia State University) Assistant Professor of Decision Sciences and Information Systems

Within a week of completing her doctorate at Georgia State University, Karlene Cousins was setting up her office in the Department of Decision Sciences and Information Systems in the College of Business Administration at Florida International University. Her ability to move fast is no surprise: she completed her doctoral program in four years, significantly besting the national average of seven.

After receiving her master's in information systems from the University of the West Indies in her native Kingston, Jamaica, Cousins started her career as a senior management consultant at Deloitte & Touche, followed by a stint as the management information systems manager for the Airport Authority of Jamaica. But neither position satisfied her interest in research and computers.

"I was searching for something that would leave me fulfilled," she said. "I wanted to create something that would last beyond the three year impact of my most recent project. Maybe it's egotistical, but I needed to know that my name would live on and that the implications of what I did were not fleeting."

Her focus now is on ubiquitous computing environments artificially-intelligent devices, embedded in everyday furnishings, that learn human patterns and preferences. It might be an ordinary-looking medicine cabinet that registers prescriptions, dosages, frequency, and refill data, or a sound system that remembers the history of music selections.

Despite her fascination with technology, Cousins said the real test of a job well done lies with her students.

"I want them to say that they gained not only knowledge but also the tools to think and create knowledge on their own to think outside the box," she said.



Paul S. Black

(MBA in Finance, Adelphi University) Visiting Instructor of Real Estate

"Teaching fell into my lap through a chance meeting," said Paul Black, who has recently been appointed visiting instructor of real estate in the College of Business Administration at Florida International University, having held an adjunct position since 2001. "I'm glad it did because I find it very rewarding and I'm very impressed with the quality of the students here."

In addition to seven years of teaching experience before

FACULTY PUBLICATIONS 2004-05



Kaushik Dutta, Shabbir Ahmed, and Samit Soni, "Optimization in Application Virtualization," *Workshop on Information Technologies and Systems*, Washington, DC.

Debra VanderMeer, Helen Thomas, Kaushik Dutta, and Anindya Datta, "ReDAL: Request Distribution for the Application Layer," *International Conference on Distributed Computing Systems*, Columbus, OH.

Dana A. Forgione, T. E. Vermeer, Krishnamurthy Surysekar, John A. Wrieden, and C. C. Plante, "DRGs, Quality of Care, and Patient Case Mix across OECD Countries: An Agency Theory Perspective," *Proceedings of the Patient Classification Systems/Europe 20th International Working Conference 2004*, Budapest, Hungary.

Carolina B. Gómez, and Juan I. Sanchez, "Managing HR to Build Social Capital in Latin America within MNCs," *HRM in Latin America*, M. Elvira and A. Davila (eds), (Routledge, NY: Routledge, 2005).

Kishore K. Pochampally, Surendra M. Gupta, and Sushil K. Gupta, "Selection of Collection Centers and Recovery Facilities for Designing a Reverse Supply Chain," *SPIE International Conference on Environmentally Conscious Manufacturing IV*, Philadelphia, PA.

Jerry Haar, "Free Trade and Worker Displacement," *Beyond NAFTA*, Paris, France.

Jerry Haar and David A. Wernick, "Supply Chain Management in an Era of Heightened Risk," *Annual Meeting of Business Association of Latin American Studies*, Madrid, Spain.

Rosalie Carlotta Hallbauer, "How Orchestras Measure Internal Performance Revisited," *Economics and International Business Research Conference*, Miami Beach, FL.

Shu-Ching Chen, Shahid Hamid, S. Gulati, et. al., "A Reliable Web-based System for Hurricane Analysis and Simulation," *IEEE International Conference on Systems, Man and Cybernetics*, The Hague, Netherlands.

J.P. Pinelli, K. Gurley, C. Subramanian, J. Murphee, Shahid Hamid, and S. Gulati, "Florida Public Hurricane Loss Projection Vulnerability Model," *10th American Conference on Wind Engineering*, Baton Rouge, LA.

J.P. Pinelli, J. Murphee, C. Subramanian, K. Gurley, A. Cope, Shahid Hamid, and S. Gulati, "Hurricane Loss Estimation: Model Development, Results, and Validation," *Joint International Conference on Probabilistic Safety Assessment and Management and the European Safety and Reliability Conference*, Berlin, Germany.

Susan Clemmons, and Kenneth Henry, "Reducing Risk in the Enterprise: Proposal for a Hybrid Audit Expert System," *7th International Conference on Enterprise Information Systems*, Miami, FL.

Gary K. Hunter, "Boundary Blurring Theory and the Strategic Management of Business to Business Relationships," *AMA Summer Educators' Proceedings*, Boston, MA.

Constantine Kalogeras, "Genetic Tendencies Towards Irrational Financial Behavior?" *American Society of Business and Behavioral Sciences Annual Meeting*, Las Vegas, NV.

Sumit K. Kundu, and Maija Reinko, "Explaining Export Performance: A Comparative Study of International New Ventures in Finnish and Indian Software Industry," *International Entrepreneurship: Advances in Entrepreneurship, Firm Emergence, and Growth*, Dean Shepherd (ed), Vol. 8 (London, England: MacMillan Limited, 2005).

On the Faculty Front

New appointments further strengthen college's reputation.

joining the college and its Jerome Bain Real Estate Institute, Black has thirty years of consulting to his credit. He founded his own firm in 2001.

"We provide expert witness services to lawyers and consulting services to real estate professionals," he said.

He particularly enjoys bringing his real world challenges into the classroom.

"Every semester that I teach, the course is different because I am working on different assignments that I can share with the students," he said.

His undergraduate course, Real Estate Principles the prerequisite for all the other undergraduate real estate courses always fills to capacity and he currently is developing it to be offered online.

"Providing the course online will make it more convenient for our students and will make it possible for the college to offer it to anyone in the state of Florida," he said.

Black also serves as the liaison to the Florida Real Estate Commission (FREC).

"The commission has approved our Real Estate Principles and Real Estate Law courses," he said. "That means that students who complete them will be able to sit for Florida's Real Estate Salesperson License exam without having to declare a real estate major. They need the license to be able to provide real estate services, and having it increases their opportunities for internship and placement opportunities."



Edward R. Lawrence

(PhD in Finance, University of Nebraska)
Assistant Professor of Finance

From a bachelor's degree in technology in material science and metallurgical engineer, to an MBA, to a PhD in finance, Edward Lawrence's career has made atypical—

though logical—shifts.

After completing his bachelor's at the Indian Institute of Technology in Kanpur, India, he worked in the business process re-engineering area of Tata Engineering Ltd., India's largest automotive company. During his six years there, he moved up through the ranks, from engineer to senior engineer and then to assistant manager.

"When I was promoted into management, I realized my engineering degree wasn't sufficient and that I needed an MBA," said Lawrence, who got that degree—and his introduction to snow—at the University of Nebraska in Lincoln. "After my first year in the MBA program, I got a graduate assistant-

ship in finance and realized how much I enjoyed that discipline. When the department offered me a fully-funded opportunity to get a PhD, I took it."

He has no regrets.

"I feel I made a very good decision," he said. "Teaching is my passion."

He discovered the depth of his interest early. As a doctoral candidate, he was asked to teach a graduate level course; the first time his department had engaged a graduate student to teach at that level. He also taught several undergraduate courses.

But the academic life suited him further because of his second interest.

"I love research," he said.

He has seven publications either completed or in process, several co-authored with colleagues in the college's Department of Finance, Arun Prakash and Suchismita Mishra, who have deep connections to the University of Nebraska. He also is a referee for the *Quarterly Journal of Business and Economics*.



Iris M. Mack

(PhD in Applied Mathematics, Harvard University) Lecturer of Decision Sciences and Information Systems

Iris M. Mack published a mathematics "entertainment book" (*Mama says, "Money Doesn't Grow on Trees!"*). She founded Phat Math, Inc., which promotes math proficiency and financial literacy. She held teaching positions at MIT, University of San Francisco, and Clark Atlanta University. And recently, Iris Mack, the second African-American woman to earn a Ph.D. in Applied Mathematics at Harvard, joined the faculty of the College of Business Administration at Florida International University.

"So far, I love my courses and everyone has been quite supportive and very friendly," she said.

The international character of the university was an attraction for Mack, whose career has taken her to London and Brussels. Also, the characters in her book are international, including Dr. Mackamatix, an African-American woman from New Orleans, her hometown and favorite city.

Mack plugged into popular culture to help her reach her targeted audience for *Mama says, "Money Doesn't Grow on Trees!"*

On the Faculty Front

New appointments



Paul D. Reynolds

(PhD in Sociology, Stanford University)
Professor of Management and
International Business

Paul Reynolds isn't slowing down. At the London School of Business, with its policy of faculty retirement at 65, he was the first person in the school's history to have an employment contract after the age of 65.

"I wanted to continue my work. I had no intention of retiring," he said. "They'd never heard of such a thing."

Now, as director of the Entrepreneurship Research Institute in the Eugenio Pino and Family Global Entrepreneurship Center at Florida International University, he recently published a report assessing the status of entrepreneurship in the United States in 2004.

In the study, titled "Entrepreneurship in the U.S: 2004 Assessment," Reynolds, who is the winner of the Swedish NUTEK Award (equivalent to the Nobel Prize in entrepreneurial research) found a sharp decline in US. business creation, which had risen substantially between 1993 and 2000, with more than a twenty percent decrease in the number of people starting new firms from 2003 to 2004.

"The research also showed that while blacks and Hispanics are more likely than whites to be involved in entrepreneurial ventures, they are much less likely than whites to sustain their new businesses for long," he said.

Reynolds had planned an engineering career in oil exploration till 1960, when an industry glut derailed his plans, to the benefit of those who track the birth and nurturing of businesses, a subject about which he is one of the world's preeminent authorities.

Though he will continue to be active as a teacher, Reynolds' primary focus will remain on research.

"Coming to Florida International University has been a chance for me to continue my research career in a very attractive context," he said.

FACULTY PUBLICATIONS 2004-05



David Lavin, "Educational Savings Plans," *American Society of Business & Behavioral Sciences*, Las Vegas, NV.

Ronald M. Lee, Yarina Amoroso, Blaquier Marta, and Dominguez Elizabeth, "Open Exchange of Administrative Processing Solutions," *Informatica*, Havana, Cuba.

Ronald M. Lee, Kenneth Henry, and Vu Nguyen, "Open Exchange of Institutional Controls," *Application and Theory of Petri Nets*, Miami, FL.

Wen Gong, Zhan G. Li, and Tiger Li, "Marketing to Chinese Youths: Their Cultural Transformation and Its Strategic Implications," *2005 International Business and Economy Conference*, Waikiki, HI.

Wen Gong, Zhan G. Li, and Tiger Li, "Youth Consumption Behavior in China: Cultural Changes and Marketing Opportunities," *2004 Academy of International Business Southeast Asia Conference*, Macau, China.

Peter Manheimer and John A. Wrieden, "The Impact of Sarbanes-Oxley on Business Law and Legal Environment Education in Colleges and Universities," *College Teaching and Learning Conference*, Orlando, FL.

Andrew M. McCosh, "The Optimisation of What?" *International Federation for Information Processing (IFIP) Working Group 8.3*, Prato-Florence, Italy.

Ali M. Parhizgari, "The Dynamics of Monetary Instruments under a New Federal Funds Rate Measure," *Global Finance Conference*, Dublin, Ireland.

Arun Prakash, Ali M. Parhizgari, and C. Chang, "Entropy of Global Equity Portfolios," *The 8th International Congress of International Society for Intercommunication of New Ideas (ISINI)*, Wageningen, The Netherlands.

Pushkala Raman and Nancy A. Rauseo, "The Role of Organizational Capabilities in Successful CRM Adoption," *AMA Summer Educator's Conference*, Boston, MA.

Paul D. Reynolds, "The Global Entrepreneurship Monitor: Implications for Europe," *Local Heroes in the Global Village: Globalization and New Entrepreneurship Policies*, David Audretsch, Heike Grimm, and Charles Wessner (eds), (London, England: Kulwer Academic, 2005).

Paul D. Reynolds, and William D. Bygrave, "Who Finances Start-ups in the USA? A Comprehensive Study of Informal Investors: 1998-2003," *Babson/Kauffman Entrepreneurship Research Conference*, Glasgow, Scotland.

Juan I. Sanchez and Paul E. Spector, "Frequently Ignored Methodological Issues in Cross-Cultural Stress Research," *Handbook of Multicultural Perspectives on Stress and Coping*, Peter T. P. Wong and Lilian C.J. Wong (eds), (Springer, 2005).

Laurent Lapierre, Tammy Allent, Paul Spector, Michael O'Driscoll, Cary L. Cooper, Steven Poelmans, and Juan I. Sanchez, "Further Validation of Carlson, Kacmar, and Williams' 2000 Work-Family Conflict Measure," *Academy of Management Meetings*, Waikiki, HI.

David A. Wernick, "International Business in an Era of Heightened Geopolitical Risk," *Business Association of Latin American Studies*, Madrid, Spain.

Articles in Premier Journals

Irma Becerra-Fernandez, "Competitiveness of Nations: A Knowledge Discovery Examination," *European Journal of Operational Research* 166.1 (October 2005): 185-211.

Faculty Research Highlights



Leonardo Rodriguez: Contributing insights on small- and medium-sized Hispanic businesses in South Florida for decades.



When Leonardo Rodriguez, professor emeritus, accounting and international business, retired in May, 2005, after more than thirty years of service at Florida International University, he had many accomplishments that he could reflect on in his long career: as a professor with a joint appointment in accounting and management; as an

administrator; and as a researcher with dozens of publications on multicultural issues, international economic development, and accounting, among many others.

Much of his research focuses on Hispanic businesses—often Cuban ones—in the region. Since 1976, he has published his results in both English- and Spanish-language journals, shedding light on changes over three decades, as well as success factors.

The changes have been profound.

“People who came to the United States in the 1960s were used to the same type of economic environment in Cuba as we have here, which made their transition fairly simple,” Rodriguez said. “Those who came 20 or 25 years later have had a more difficult time in adapting because of the differences between Cuba’s current environment—

which does not value free enterprise, for example—and the environment into which they arrive. Coupled with a lack of language proficiency, these differences make for a hard transition.”

In addition, Miami has changed.

“Miami today is not the Miami of 25 or 30 years ago,” he said. “We have become a banking and finance center, an import and export center, and a gateway to Latin America, as shown by our airport and seaport. It’s more sophisticated.”

Rodriguez, who tracks census figures carefully, predicts that the next set of numbers will show key shifts in local businesses. He points to statistics from 1987 and 1997 that indicate changes in the number of Cuban firms versus other Hispanic-owned ones, with the percentage of non-Cuban Hispanic firms growing during that decade.

“I think it’s going to be very interesting to see if there will continue to be a transformation in the overall number of firms and in their diversity,” he said. “I would say that we are going to see a greater number of Latin American firms and perhaps we are going to see some more Mexican firms coming into the area. This group was relatively stable between the 1992 and 1997 censuses.”

He also studies the growth in size of Hispanic firms—a theme he’s explored since his dissertation.

“I’ve been curious about why some of the firms grow and expand while others don’t,” he said. “In this line of research, I have focused on

On the Faculty Front

Faculty Research Highlights

matters such as the leadership of the owners and the consistent application of management principles by some and not others.”

In studying leadership, several trends emerge readily.

“We know that the typical Hispanic entrepreneur who comes here and decides to open an operation is willing to work long hours and that he/she has certain personal attributes that will help the enterprise succeed: willingness to assume risk, determination, and good health,” he said. “Still, the people have to have contacts in the financial world and they need education.”

Fortunately, those opportunities now exist locally, he said.

“Within the banking community, there are many vice presidents and assistant vice presidents who do speak Spanish and who cater to these new markets,” Rodriguez said. “And we have educational institutions, such as Florida International University, where these leaders can go to improve their skills and ease their move into the U.S. mainstream.”

But he also notes that for growth to occur for companies in other countries, similar factors need to be present and often are not.

“If you are going to have a sustained economic development for a firm in any country, you must have social, economic, and political stability, which is lacking in many places, as are good and affordable education and sources of finance,” he said.

Rodriguez’s professional curiosity about small- and medium-sized enterprises, and about the transitions to Miami and beyond, is a natural outgrowth of his background.

“My father owned a medium-sized firm—by Cuban standards—and I worked there before coming to this country in 1960 when I was 22,” he said. “My interest in smaller companies really dates from the very beginning of my own experience in Cuba.”

That interest is going to assume yet another dimension, one that combines Rodriguez’s expertise in accounting with his knowledge about small and medium companies.

“I am very much involved in the development of accounting standards, or norms, for small-and medium-sized enterprises the world over, standards that may need to differ from those that are applied to large corporations,” he said.

Looking at small-and medium-sized companies in this context—a task that will occupy him and a number of international colleagues for the next two or three years—is important for a number of reasons.

“Close to 96 percent of firms in Latin America are small,” Rodriguez said. “They have fewer than fifty employees, and they generate about 95 percent of the employment. If we want to help developing economies the world over, we need to create proper environments for the development and creation of small firms because it takes a lot less money to create a job in a small firm than it does in a large one.”

Rodriguez is president of the Interamerican Accounting Association. ■

FACULTY PUBLICATIONS 2004-05



Peter R. Dickson, “The Paradox of Marketing Planning,” *Journal of the Academy of Marketing Science* 32 (October 2004): 371-385.

Christos Koulamas and **George J Kyparis**, “A Correction to ‘Single Machine Scheduling with Release Times, Deadlines and Tardiness Objectives,’” *European Journal of Operational Research* 160.1 (Spring 2005): 574-575.

Marshall Geiger, **Kannan Raghunandan**, and **Dasaratha Rama**, “Recent Changes in the Association between Bankruptcies and Prior Audit Opinions,” *Auditing: A Journal of Practice and Theory* 24.1 (May 2005): 21-35.

William Read, **Dasaratha Rama**, and **Kannan Raghunandan**, “Local and Regional Audit Firms and the Market for SEC Audits,” *Accounting Horizons* 18.4 (December 2004): 241-254.

Sumit S. Kundu and **Vikas Kumar**, “Ranking the International Business Schools: Faculty Publication as the Measure,” *Management International Review* 44.2 (April 2004): 213-228.

Sumit S. Kundu, **Farok J. Contractor**, and **Chin-Chun Hsu**, “Explaining Export Performance: A Comparative Study of International New Ventures in Indian and Taiwanese Software Industry,” *Management International Review* 45.3 (September 2005): 83-110.

Michael J. Barone, **Kenneth C. Manning**, and **Paul W. Miniard**, “Consumer Response to Partial Price Comparisons in Retail Environments,” *Journal of Marketing* 68.3 (July 2004): 37-47.

Anthony D. Miyazaki, **Dhruv Grewal**, and **Ronald C. Goodstein**, “The Effect of Multiple Extrinsic Cues on Quality Perceptions: A Matter of Consistency,” *Journal of Consumer Research* 32.1 (June 2005): 146-153.

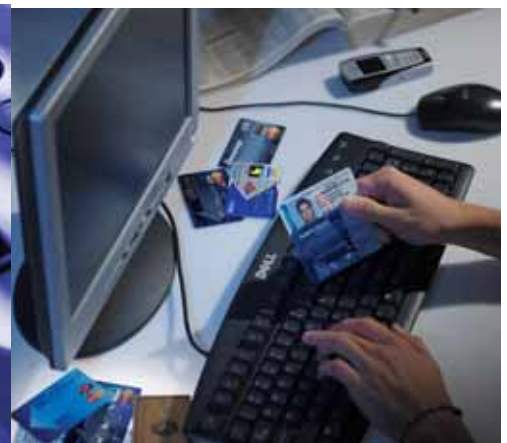
Joseph Carcello, **Dana Hermanson**, and **Kannan Raghunandan**, “Factors Associated with U.S. Public Companies’ Investment in Internal Auditing,” *Accounting Horizons* 19.2 (June 2005): 65-80.

Marshall Geige, **Dasaratha Rama**, and **Kannan Raghunandan**, “Recent Changes in the Association between Bankruptcies and Prior Audit Opinions,” *Auditing: A Journal of Practice and Theory* 24.1 (May 2005): 21-35.

Paul E. Spector, **Cary L. Cooper**, **Steven Poelmans**, **Allen D. Tammy**, **O’Driscoll Michael**, **Juan I. Sanchez**, **L.O. Siu**, **P. Dewe**, et al. “A Cross-National Comparative Study of Work/Family Stressors, Working Hours, and Well-being: China and Latin America vs. the Anglo World,” *Personnel Psychology* 57.1 (Spring 2004): 119-142.

Filip Lievens and **Juan I. Sanchez**, “Easing the Inferential Leap in Competency Modeling: The Effects of Task-Related Information and Subject Matter Expertise,” *Personnel Psychology* 57.4 (Winter 2004): 881-904.

Ramachandran Natarajan, **Kannan Sethuraman**, and **Krishnamurthy Surysekar**, “Reducing Incremental Costs Associated with the Delegation of Incentive Contracting Decisions: An Analysis of Planning and Control Decisions in a Manufacturing Setting in the Presence of Moral Hazard,” *European Journal of Operational Research* 162.3 (May 2005): 816-838.



Gerard Klonarides: Targeting identity thieves through enhanced consumer awareness.



During a recent presentation at Florida International University, Gerard Klonarides, lecturer in decision sciences in the College of Business Administration, “stole” an audience member’s identity in thirty seconds. Using only her health insurance card and driver’s license, both of which she readily gave to him, he had the information he needed to turn her life into a tangle of false financial expenses and compromised credit.

It was a dramatic way for Klonarides, who is working on a PhD in computer science with a specialization in identity theft, to illustrate just how easy it is to become a casualty. According to statistics he cites, almost ten million Americans got hit in 2004. Corporations sustained \$48 billion in losses. Unwitting victims paid \$5 billion in out-of-pocket expenses to try to sort out the mess caused by their identity being stolen. Only about 1.2 million of these crimes were reported; a staggering 8.8 million were not.

Klonarides thinks he can diminish the impact of identity theft and will be developing this thesis in his doctoral dissertation.

“Legislators are passing bills to protect citizens and companies are putting up stronger firewalls to safeguard sensitive account information,” he said. “My focus is going to be on what people can do. Reducing the incidence of identify theft will not only help individuals, but also will save money on the corporate front.”

His hypothesis: education is key. He has been trying out the idea informally at a number of speaking engagements.

“My method has been to test the audience using a simple set of questions, deliver an awareness lecture, and then conduct a post-lecture test,” he said. “I have found that only thirty percent of the participants score well in the pre-lecture survey. That figure

Simple steps to protect your identity

Papers

- Get a post office box.
- If you wish to have mail delivered to your home, get a mailbox that locks and do not leave outgoing mail in the mailbox. An identity thief can cruise by your home, look at mail that’s in the box, and be on his or her way to invading your personal accounts.
- Shred any papers that have account information, your social security number, or other personal information.

Computers

- If you have high-speed Internet access, turn your computer off at night to sever connections.
- Encrypt your files. Inexpensive software programs are available.
- Remove the hard drive before disposing of your computer unless you have encrypted the data. Even if you have reformatted the hard drive, data can still be extracted from it.

Reports

- Monitor credit card charges. Every time you use your card, account information can be stolen from you.
- Sign up for a service that provides timely credit information for a modest \$5 to \$10 a month. You will be able to see if someone has put a new card on an account, who is checking your report, and who is adding new services to your accounts. Check the information daily so that you can catch fraudulent activity within 24 hours.

On the Faculty Front

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jumps to ninety to one hundred percent after my presentation.”

For his doctorate, he will carry out more formal, scientific research to obtain results in a laboratory environment. This more sophisticated process will produce data appropriate for inclusion in his dissertation.

To raise awareness, Klonarides touches on a great many specific—and often easy-to-implement—techniques that individuals can employ to secure their personal information.

“I talk about what people can do in terms of their mail, their use of e-mail and the Internet, and how—and to whom—they give out personal information,” he said.

For example, he cautions people not to carry their social security number (SSN) with them. Unfortunately, the number appears many more places than we might realize.

“Make a copy of any card that you regularly carry that has your SSN on it. White out the number and carry that copy instead of the card itself,” he said.

He also explains a number of ruses that identity thieves use that can be foiled by paying attention.

Skimming: this theft can occur any time your card is swiped through a machine.

“If you hand your card over to someone at a restaurant or at a gas station, they’ve got your card number and can quickly learn the security number on the back,” he said. “People are hired to do this. They’re called skimmers and can get paid as much as \$2,000 a week for their efforts. So watch when someone is handling your card.”

Pfishing: an e-mail technique that lures people to a site for a supposed security check.

“When you are at the site, your information is being snatched,” he said. “Many people fall for this. Even if only a small percentage of individuals take the action, the monetary benefit to the thief is huge because the message has been sent to millions.”

Pfarming: when you log on to a URL, you are switched to another site where you get a message that the site is “temporarily out of order,” and are invited to return. But in that brief instant, the thief has already starting transferring funds.

“This is easy money,” Klonarides said. “The average take during a bank theft is \$3,000. Plus the person may have to do deal with police, and with having his or her image caught on tape or photo. Using the Internet is much easier and yields far more money.”

He advocates a combination of techniques such as monitoring accounts, getting a data encryption program, and signing up to get monthly credit reports, to reduce vulnerability.

“It may take a little time, but as anyone who has been a victim—or knows someone who has been—can tell you, the effort is well worth it,” he said. ■

FACULTY PUBLICATIONS 2004-05



Editorships

Dinesh Batra, *Journal of Database Management, Information Management Journal*

Irma Becerra-Fernandez, *International Journal of Knowledge and Learning (IJKL), International Journal of Mobile Learning and Organisation (IJMLO)*

Krishnan Dandapani, *Managerial Finance*

Dana A. Forgione, *Financial Accountability & Management, Research in Healthcare Financial Management*

Carolina Gómez, *Revista de Empresa*

David Lavin, *American Society of Business and Behavioral Sciences (ASBBS)*

Karen Paul, *Business and Society Journal of Case Studies*

Juan I. Sanchez, *Journal of Applied Psychology, Personnel Psychology, International Journal of Selection & Assessment, Ergonomics*

John Zdanowicz, *Money Laundering Alert*

Publication Awards

Peter R. Dickson won the Best Article of 2004 award for his article “The Paradox of Marketing Planning” in *Journal of the Academy of Marketing Science* 32 (October, 2004), pp. 371-385.

Christos Koulamas and **George J. Kyriaris** won two publication awards for articles in premier journals: “A Correction to ‘Single Machine Scheduling with Release Times, Deadlines and Tardiness Objectives’ [EJOR 133 (2001) 447-453],” *European Journal of Operational Research* 160.1 (Spring 2005): 574-575 and “Flexible Flow Shop Scheduling with Uniform Parallel Machines,” *European Journal of Operational Research*, in press.

Krishnamurthy Surysekar won a cash award in 2004 for his premier journal article titled “A Note on the Interaction Effects of Non-financial Measures of Performance,” which appeared in *Management Accounting Research* 14 (2003), pp. 409-417.

Professional Service

Joel R. Barber, Miami CFA Director

Dinesh Batra, Association of Information Systems President

Irma Becerra-Fernandez, Association of Cuban Engineers Past President Council

Dana A. Forgione, American Accounting Association, Government & Nonprofit Section, President Elect and Regional Director

Sushil Gupta, Production and Operations Management Society Executive Director and Board Member

Constantine Kalogeras, Financial Executives Institute Board Member

David Lavin, American Society of Business and Behavioral Sciences (ASBBS) Board Member

Mary Ann Von Glinow, Academy of International Business Vice President of the Board responsible for the 2006 program in China and recipient of Distinguished Service Award 2005.



Robert Barrueco: Combining business acumen with entrepreneurial spirit

During Labor Day Weekend 2003, Robert Barrueco (BBA '99) gave birth to a new venture.

"I had played the game Mentirosa for years," said Barrueco, who majored in management information systems in the College of Business Administration at Florida International University and who hopes to complete his MBA there in December, 2005. "I was teaching it to some Anglo friends when we were at the beach. They were really enjoying it, and I realized there could be both a non-Hispanic and Hispanic market for a nicely made and packaged version."

By 2004, he had designed the product; used the Internet and e-mail to identify suppliers in India, China, Nicaragua and the United States; worked with a graphic artist on the packaging; and resolved a number of important legal issues related to setting up a corporation, Yuca Productions, and securing a trademark.

In May 2004, he introduced his version of Mentirosa at Cuba Nostalgia, an annual event celebrating Cuban culture held in Miami. Mentirosa means "deceitful woman" in Spanish cultures and the game relies on guile and teasing. He's counting on its proven popularity with Hispanics and on attracting Anglos who have developed a taste for Texas Hold 'em Poker.

"There's a new generation of players who are playing a different type of poker," he said.

"It's a kind of poker that lots of Hispanics know, too."

The version of Mentirosa that Barrueco is distributing has leather tubes and is packaged in a humidor-style cedar case topped with the Mentirosa emblem made of brass and cloisonné glass—a far cry from the objects many people are accustomed to using.

"My family used homemade tubes and cheap dice," said Barrueco, the son of Cuban exiles. "The game wasn't available for purchase, so most people played it the way my family did, sometimes using plastic cups and PVC pipe."

In response to customer demand, Barrueco brought out a second product a year later—a packaged version of Cubilete.

"This is another traditional game—a precursor to Mentirosa—and is more widely known since it is played not just in Cuba but throughout Latin America and Spain," he said.

Cubilete is less complicated, requiring fewer pieces. That

means it can be manufactured for less and distributed at a lower cost than the more elegant Mentirosa product he has created.

Finding a major retailer to distribute Mentirosa is one of the challenges on which Barrueco plans to focus in the coming year.

"Local sales of Mentirosa are good," he said. "The hardest part is finding broad distribution, especially for a small company."

While Mentirosa retails for \$74.99, Barrueco is reluctant to cheapen the materials to make it more attractive to such mass retailers as Toys "R" Us or Wal-Mart, but he may consider a vinyl or plastic version for \$30.00. The price may also come down as he consolidates production in India. The less elaborate Cubilete, with only one tube and one set of dice, costs \$14.99, which might make it easier to distribute to larger retailers.

As a College of Business Administration student in the Chapman Graduate School,

"I opted for the MBA specifically because I did not want to be on a particular path. I wanted to be able to take electives that would help me in business, and they have."

Robert Barrueco, (BBA '99), president, Yuca Productions, a family-owned business

Barrueco has gotten the necessary tools to transform a business possibility into a reality.

"I opted for the MBA specifically because I did not want to be on a particular path. I wanted to be able to take electives that would help me in business, and they have," he said, singling out courses in sales strategies, negotiation, and brand management.

Though his love for the game sparked his interest in creating a product that would make it available to others, his feelings have changed somewhat since starting the company.

"Mentirosa is now a business for me," he said. "It takes on a different look." ■

Max Knowles: Building ambition around international aspirations and heart-felt causes



Future multi-millionaire. International business person. Lawyer. Possible politician. Award-winning role model. Middle school expellee.

These all apply to Max Anthony Knowles, a twenty year old majoring in international business in the College of Business Administration at Florida International University. Knowles looks forward to a lucrative career in business, expecting to be a multi-millionaire by the time he is 21.

"I'm interested in doing business worldwide, which will help ensure my financial stability," he said. "I think that if the economic climate turns troubling in one country, I'll have the security of investments in other places that are enjoying prosperity."

He was drawn to Florida International University because of its diversity.

"Since I am in international business, what better place could I be?" he said. "At this university, I am around all the right people so that I can learn what I need to."

Beyond becoming an international businessman, he sees law and politics as options.

For now, though, he balances school and his job with a global utility company. As an executive team trainer, he travels around the

Focus on Students

country (and hopes to visit Europe and Australia soon) supporting the enterprise's business partners. He finds the travel for work to be a great experience.

"It gets you out of your comfort zone, which is very important for a business person," he said. "You have to grow and adapt."

Closer to home, he and three partners have a music school, attended by 25 paying students who come for weekly lessons. Knowles teaches guitar, piano, drums, and bass.

He also makes time for himself. One achievement outside the professional realm is his attaining a second-degree black belt in Tae Kwan Do.

These positive outcomes of his energy cannot be seen as a given, however. Knowles had many serious problems in middle school—including drugs, expulsion in the eighth grade, and a difficult re-entry as an older student in the ninth grade—that could have resulted in a very different present and future.

His involvement in ASPIRA, a nonprofit organization that helps at-risk minority youths through education and counseling, turned him around. In fact, he was named one of two ASPIRANTE of the Year winners, recognizing him as a leader and role model. He serves as president of the ASPIRA Club Federation of Florida and by virtue of that position sits on the board of directors of ASPIRA Florida as a student representative.

"ASPIRA organizes activities throughout the state," he said. "Each division has a project, and we hope to have a huge expo that will showcase all the projects, raise fund, and get publicity for the group."

Among the projects he was involved with were playground cleanups and the collection and distribution of clothing and other items to shelters through an effort called Blanket the Streets.

His experiences in ASPIRA have inspired him to plan always to take on charitable causes.

"I'm co-music director of my church, do lots of charity work, and donate money," he said. "In the future, I would like to create an organization that brings people together, and I give them the resources to carry out projects. That

way, I won't have to do everything but can get others involved."

As part of his effort to turn his life around, he cut all ties with the crowd he hung out with in his troubled years. But he has been able to convert the unfortunate experiences into an opportunity for personal

growth and a way to reach others.

"There's a part of me from the past that I can still connect with, and a part that I look at and can't see myself ever having been," Knowles said. "I decided that I won't let my past determine my future, but I will use it as a way to open my heart and mind to others, letting them know how I took my life into my own hands. If you share what you've been through, it might be just enough to make someone change his or her life." ■

Shirley Baldiris Andrades and Victor Andrades: BBA+ Weekend students found excellent education and each other in pursuing their dreams



Shirley Baldiris and Victor Andrades, both BBA+ Weekend graduates, found

more than academic excellence and convenience in their degree work in the business school at Florida International University. They found each other.

"As a courtesy to the professor, we never slipped into class late," said Shirley, who finished her degree in 2003.



"One time when I missed the beginning of a session, I waited in the hall. Victor, a student from another cohort, was on a break

from his class in the adjoining room." Though they had met before, the result of their chance meeting that day in May 2002, was an August 2003 wedding, shortly after Shirley's graduation.

Victor (BBA '02) is president of his own company, QB Accounting Solutions, which provides accounting and tax services to a number of companies and individuals. Shirley, who has taken Victor's last name, is director of research and strategic development for The Beacon Council, Inc., an economic development agency for Miami-Dade County that promotes the county to multinational and smaller companies looking to expand.

They were drawn to the college's BBA+ Weekend program for a variety of reasons.

"I was interested in personal development," said Victor, who held an associate's degree in accounting from Miami-Dade Community College. "I looked at a number of other places, but the costs were too high. Also, I wanted to be able to finish in a short amount of time."

Shirley had started at the college as a full-time student in 1996, but had to cut back on school when she got a full-time job.

"I wanted to retain my full-time job and go to school," said Shirley, who was then a

research specialist at Cushman & Wakefield of Florida, Inc. and who discovered the BBA+ Weekend program during an Internet search. "I didn't want to have to drive back and forth to classes a lot and, like Victor, I wanted to get the degree done quickly."

The program, which con-

There's a part of me from the past that I can still connect with, and a part that I look at and can't see myself ever having been.

Max Anthony Knowles

"It's priceless to be in a situation in which all you have to worry about is your classes—rather than worrying about registering for them or whether they are available."

Shirley Andrades (BBA '03), director of research and strategic development for The Beacon Council, Inc.

Focus on Students

centrates coursework into one weekend day per week, does not interfere with a working person's busy schedule. Logistics, such as registration, are handled for the students, making the program even more convenient.

"Registration can be very time consuming," said Shirley. "You might have to postpone finishing your degree if a course you need is already filled or isn't offered when you need it. It's priceless to be in a situation in which all you have to worry about is your classes—rather than stressing about registering for them or about whether or not they are available."

Both liked the cohort structure of the program as well.

"We became like a club—friends on a long-term basis," said Victor.

Shirley liked the fact that people in the cohort helped each other out.

"We were all going through the experience together," she said. "We each had different strengths and areas in which we weren't as strong. We encouraged each other and helped one another. Besides, we were very much alike in that we were all working professionals. Our attitude was, 'We're here to do a job. Let's do it and move on.'"

And both appreciated the dedication of the professors.

"Going to school all day makes for a long day, but the teachers made the classes interesting," Victor said.

As a morning person, Victor said he didn't mind the early schedule. For Shirley, who is not a morning person, it was a little hurdle.

"I would complain about having to get up early and spend eight hours in class, especially since I would usually spend time with my family when I could," she said. "Then I would remember that the

professors also were giving up their weekends to help me get to where I wanted to be."

Each found the BBA+ Weekend's emphasis on practical approaches to business problems and the preparation of presentations to be useful in their careers immediately.

"I do a lot of presentations to prospects and new clients. The program really trained us in that."

Victor Andrades (BBA '02), president, QB Accounting Solutions

"We dealt with real-life business scenarios in our classes, so we learned how to approach actual situations in business and we learned to present well," Shirley said. "I give many presentations to companies that want to see what Miami is like, which makes this skill

is valuable to me."

Victor agreed.

"I use a lot of business plans and I think the program helped me perfect them," he said. "Also, I do a lot of presentations to prospects and new clients. The program really trained us in that."

In the future, Victor wants to pursue a master's degree in taxation and thinks he might like to become a CFO with a major company. Shirley, who would like to become an assistant vice president or vice president of research, is looking ahead to the Downtown MBA that the College of Business Administration began offering in August 2005. Like the BBA+ Weekend, it's an intense program, but she knows she can handle it and that it will be worth the effort.

"The BBA+ Weekend really paid off for me. I got a promotion right away and then a new job offer," Shirley said. "I think the Downtown MBA, which I'll be able to finish in eighteen months, will help me further my career."

Ami Kleinman: He returns to Miami after traveling the world.



Born in Israel, Amī Kleinman (IMBA '05) grew up in Miami but life has taken him many places: New Haven, CT; back to Israel; to New York City; and

most recently to Cambridge, MA. When he and his wife had a baby, he realized that he wanted to return to Miami to be closer to his parents and siblings. He decided the geographical transition would offer a good opportunity to make a professional transition, too.

"I'd been thinking about an MBA for several years," said Kleinman, whose undergraduate degree from Yale University was in computer science. "I looked at several programs and was interested in the international focus of the International MBA (IMBA) in the Chapman Graduate School in the College of Business Administration at Florida International University."

The interest was mutual. Kleinman had an undergraduate grade point average of 3.5 and one of the highest Graduate Management Admission Test scores ever for an applicant to the program. He was one of four students in his class to be awarded a coveted Chapman Merit Scholarship—for which people are nominated by the IMBA program manager.

Kleinman's attraction to a master's degree with an international orientation is not surprising considering his background. During his fifteen year career, he has been employed in the States and abroad, including stints at multinational corporations. He held several different positions at Intel Corporation in Israel

over the course of seven years. EMC Corporation in Massachusetts, where he was a senior manager of software development beginning in 2002, was outsourcing some work to India.

"We are exposed to different cultures and languages and can see how multiculturalism affects workplace interactions, negotiations, and interpersonal relationships."

Ami Kleinman (IMBA '05)

Focus on Students

"I feel that the international focus adds value to the program," Kleinman said. "We are exposed to different cultures and languages and can see how multiculturalism affects workplace interactions, negotiations, and interpersonal relationships."

In addition to its internationalism, the program had other strengths, notably the professors.

"I found them uniformly interested in helping the students learn," he said. "They gave generously of their time and energy."

The breadth of exposure was another benefit.

"I learned a lot and most enjoyed courses in which I had no background, such as accounting," Kleinman said. "I'm certainly not ready to be a CPA, but I got the tools I need to approach various topics in accounting and other subjects intelligently."

Though he was significantly older than his classmates, he liked being with younger—but still mature—students.

"It was fun for me to go back to an environment where the average person was ten years my junior and to see things from their angle," he said.

He credits his extensive managerial experience with having given him the skills to manage his time while he was doing the IMBA. The accelerated program, which enables students to complete the advanced degree in twelve intense months, puts heavy demands on participants. As one of the few married students in the class, and as the father of a baby, he had commitments that many of his classmates did not.

"If I were less experienced at managing, it would have been difficult," he said.

With school behind him and his degree recently in recently hand, Kleinman has moved into another transitional phase: finding a job.

"Thanks to the background I now have from the International MBA program, I can look in a number of directions," he said. "One would be to combine my extensive background in software development and

engineering management with my business knowledge. Another would be to continue managing software development or to find a position that places more emphasis on the business side. That would mean that I would be doing less technical management and more business development or product management." ■

College names William G. McGowan Scholar for 2005-2006.



Shradha Ramchandani was named the William G. McGowan Scholar for the current academic year in the College of Business Administration. The scholarship will cover the tuition for her undergraduate senior year, which she has entered with a 3.904 grade point average. Working toward her business degree with a double major in finance and management information systems, she looks forward to internships in both areas, then to getting an MA or MBA.

As part of the application process, students submitted a 1,000-word essay about McGowan, a noted telecommunications leader—a task she found fascinating.

"At first, the requirement seemed very long," she said. "But I learned so much about McGowan's contributions to MCI and to the telecommunications industry that I had to shorten my paper."

Though she has steadfastly applied for scholarships, stipulations such as citizenship always eliminated her. This was her first success, and she almost missed it. On vacation in India, she wasn't checking her e-mail. When she finally did, she had a message telling her that she had won the scholarship, but she needed to accept by a deadline—which was the next day.

"Fortunately, I saw the message and called the college right away," she said.

In addition to her focus on her studies, Ramchandani has been active in many college organizations, serving as events coordinator for the Indian Student Association

and an international peer mentor. She holds membership in the international honor society Phi Beta Delta, the Phi Kappa Phi honor society, the Honors College, and the National Society of Collegiate Scholars. A participant in the Collegiate Leadership and Development Program, Ramchandani currently is involved in the International Business Honors Society's fundraising events for the NICA Global Leadership Project, in Nicaragua.

Born in Brazil and raised in India, this accomplished young woman, who speaks five languages among her other abilities, chose Florida International University for two reasons.

"I felt I could fit into the environment because of the diversity, and I had heard they had a good business program," she said.

She's particularly grateful for the scholarship because of her hard-working parents, who have made it possible for her to attend the college.

"This scholarship is a great way for me to help them out," Ramchandani said.

Ramchandani also works as a lab assistant in one of the college's computer labs, overseen by the college's Technology Center ■

Students launch two organizations.

Although establishing a new student organization at Florida International University takes a lot of work, dedicated students completed the tasks required to bring the Real Estate Student Association (RESA) and the Collegiate Entrepreneurs Organization (CEO)



CEO co-founder and vice president Andrew Lanziano and CEO co-founder and president Jason Tilghman visit with Miami-Dade Mayor Carlos Alvarez, a College of Business Administration alumnus.

Focus on Students



RESA's first president, Michelle Granado, represents the group at a convention.

into existence this past academic year. And in just their first year, both fledgling groups grew their membership, actively participated in events, and laid out agendas for growth and future success.

About eighty students quickly learned the benefits of membership offered by RESA, founded in the fall of 2004 to provide networking opportunities for students across different majors—such as real estate, architecture, and marketing—so that they can learn more about the field and connect with real estate professionals.

"Members receive announcements about internship opportunities, attend local professional real estate meetings, pay site visits to new real estate developments in South Florida, and receive financial support to attend professional workshops," said Raul Llanes, who serves as president during this, the group's second year, succeeding Michelle Granado.

RESA put together an ambitious calendar

for its initial year, from having a booth at the International BizFest to helping NAI Miami—which offers commercial real estate services worldwide—with its Latin America Real Estate Investors Event, to participating with the Florida International Real Estate Alumni Council in the Real Estate Alumni and RESA Annual Career Forum.

At the forum, which was sponsored by the Jerome Bain Real Estate Institute in the college in partnership with the Realtor Association of Greater Miami and the Beaches, industry experts discussed subjects—such as property management and leasing, commercial brokerage, appraisal, residential brokerage, and finance—relevant to those interested in pursuing a career in real estate.

"Our members also participated in a networking reception during which they were able to explore further the issues presented by the panelists and learn more about these professionals' careers and corporations," Llanes said.

CEO became an official chapter in January 2005, gaining access to the national organization's conferences and resources, along with funding from the student government at Florida International University.

"I wanted to leave an imprint on the university. I thought that starting an organization would be a good way to do that and give me some creative control," said Jason Tilghman, the organization's president, who co-founded the group with his friend,

Andrew Lanzziano, now its vice president. "The staff of the Eugenio Pino and Family Global Entrepreneurship Center encouraged and helped us."

In its first year, 25 students joined, and the organization embarked on plans to have events such as workshops and networking opportunities. Several members already are pursuing their own companies.

"CEO offers a forum to share ideas with people who have similar interests and to get funding assistance," Tilghman said. "We also hope to reach out to the community with educational programs."

The group has paid several corporate visits, including trips to Citrix Systems and to Ryder System, Inc., where they met with the director of investor relations. Tilghman and Lanzziano had a chance to do some networking at a Greater Miami Chamber luncheon. They also met Miami-Dade Mayor Carlos Alvarez, who stressed that entrepreneurship is the back bone of our economy.

"Be knowledgeable—information is power," Alvarez told them. "To be an effective leader; your decisions must be informed ones. You must do your homework before launching a new organization."

According to its stated mission, the national CEO organization, which serves more than 500 colleges and universities, "informs, supports, and inspires college students to be entrepreneurial and to seek opportunities through enterprise creation." ■

Student Achievements

The Financial Management Association International has honored the college's Financial Management Association (FMA) chapter for its successful efforts to increase membership. The FMA Bronze National Honor Society (NHS) Membership Development Award for the 2004-2005 academic year puts the college's chapter in the elite company of other chapters that have successfully recruited 25 to 35 student members. Fewer than five percent of chapters worldwide achieve the distinction.

"We increased our membership dramatically using several new means," said Dianne Cordova, currently FMA president, who served as social events chair for 2004-2005. "For example, we participated in International Biz Fest—a great way to gain exposure for our organization—and we had professional speakers at all our meetings, which attracted students."

Students in the college's Chapter of the American Marketing Association (AMA) attended the 26th Annual International Collegiate Conference this past spring. During the event, the college's chapter was awarded "Top Regional Chapter," making it 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 maintain a membership of 150 students, having host thirteen professional recruitment seminars, raised more than \$12,000 to subsidize attendance at the conference for 22 members, participated in eight community service programs during the year, and enhanced its web site.

Over the years, students from the School of Accounting have distinguished themselves—and highlighted the strength of the its program—by achieving impressive results on the CPA Exam, winning national recognition. Approximately 50,000 candidates take the CPA Exam annually.

Focus on Students

Howard J. Leonhart New Venture Challenge winners announced at 2005 Entrepreneurship Hall of Fame.

Winners of the 2005 Howard J. Leonhart New Venture Challenge, an international business plan competition, were announced this past May at the college's annual Entrepreneurship Hall of Fame luncheon.



The undergraduate level runner-up was the Infinity Dance Project, a modern dance company that serves as a cultural ambassador for Miami and blends dance with other media to provide shows in untraditional places. This Florida International University team, shown here with Howard J. Leonhart, is Mike Anestor.

The runner up teams received a cash prize of \$2,500. A special \$5,000 social entrepreneurship award also was given to and split between these two teams.



The graduate level runner-up award went to Triunfex, a non-profit organization aimed at tending to social outcasts. The team, which hailed from IESA in Caracas, Venezuela, was led by Nelly Parra-Matheus. Team members included Maria Cleopatra Perez, Marta David, and Karen Gonzales (not shown). Howard J. Leonhart and Eugenio Pino and Family Center Director Alan Carsrud are pictured with the group.



The grand prize winner on the undergraduate level was Sala 440, a complex of seven rehearsal studios for amateur and professional bands. The team hailed from ORT Universidad, in Uruguay. Depicted are team leader Juan Andres Jutgla and his partner Pedro Beheregaray; also shown are Howard J. Leonhart and Pino Center Director Alan Carsrud.

The winning teams received \$10,000 in cash and \$5,000 in in-kind contributions.



The graduate winner was Intelmath, a company that provides mathematics and computer tutoring for college students and preparatory virtual classes for college-level placement tests. This Florida International University-based team was led by Hien Nguyen. Her team included Dung Phan-Nguyen and Michelle Nammur (not shown). Howard J. Leonhart and Pino Center Director Alan Carsrud are on the far right.

"For one accounting program to capture these awards is analogous to one community producing Olympic athletes earning as many gold and silver medals," said Dana Forgione, director of the School of Accounting.

Medal winners

Two gold medals for the highest score in the country:

- May 2002: Deborah Egurrola
- May 1979: Rodolfo E. Pita, received the highest score on record in the history of the CPA Exam at that time.

One silver medal for the second highest score in the country

- May 1976: Patrick Joseph Smith

Top 10

The School's graduates have made an impressive showing on the exam at the state level, earning "Top 10" status as reported in *Florida CPA Today* magazine. The award comes from the FICPA Educational Foundation and the Florida Board of Accountancy.

Florida Top 10 recipients (A Partial List)

- May 2003: Alejandro M. Pérez
- May 2002: Deborah Egurrola
- May 2001: Tian Shu Chu, and Adrian Valencia
- Nov. 2001: Jose Miguel Iglesias
- May 1987: Frank Coredero
- May 1979: Rodolfo E. Pita
- May 1976: Patrick Joseph Smith

Certificates for Performance with High Distinction

- May 1992: Rebecca Presswood Parker
- Nov. 1985: John Antieau



Marketing to Hispanics

What's the real story?

When people move to a new country, they might hold on to their heritage, adapt to the new culture only in some ways, or, over time, fully embrace it. The many aspects of the process of acculturation—and its implications for effective marketing—have captivated the attention of researchers.

One such researcher is Cecilia Alvarez, marketing instructor, who recently completed her PhD at the college and who studied the subject in her dissertation. Focusing on middle income earners, she looked at acculturation in terms of three important variables: language, ethnic identity, and values. Her sample included 793 respondents to a survey. Three hundred and six were white non-Hispanics, 272 were English-dominant Hispanics, and the rest were Spanish-dominant Hispanics.

“Even first generation Hispanics use English very frequently for their day-to-day activities, such as at work, when shopping, and even when placing an order by phone,” Alvarez said. “However, when they communicate within their family or with friends, or when writing notes, they use Spanish. The second generation is much more bilingual, and the third rarely uses Spanish.”

According to Alvarez, this finding is especially interesting because some researchers have claimed that Hispanics are unwilling to adapt to using English and that their refusal threatens a way of life in America, driving the United States to become a bilingual country. Harvard University scholar Samuel Huntington, who published an article titled,

“Some values of Hispanics are so different from those of white non-Hispanics that we can say that Hispanics are a distinct market segment, and one that's growing fast.”



Cecilia Alvarez

“The Hispanic Challenge” in the March/April 2004 issue of Foreign Policy, takes this stance.

“My research shows just the opposite of Huntington’s position,” she said. “I found that language is the first thing to change, and the change occurs in the first generation.”

The next measure Alvarez considered was ethnic identity, which changes in the second generation.

“People in the second generation feel they belong to both cultures. They are strongly attached to the original one because they feel proud of their parents’ heritage. At the same time, they feel strongly assimilated,” she said. “Bi-cultural’ is an accurate description of the ethnic identity of this generation.”

The third generation has lost its association to its original ethnic identity.

“These individuals do see themselves as Hispanic but consider themselves to be ‘American Hispanic,’ and may constitute a subsegment within the American culture,” Alvarez said.

In addition to language and ethnic identity, she looked at values—whether or not they change over time, and if so, how.

“This was one of my most important findings,” she said.

“People retain their values, at least in terms of their attitudes about family, which is the value I studied. The values here are distinctly different from those in the American culture and reflect a stronger family unity within the Hispanic community.”

What do her findings have to do with marketing? Plenty.

“Some values in Hispanics are so different from those of white non-Hispanics that we can say that Hispanics are a distinct market segment, and one that’s growing fast,” she said. “Hispanics have different needs and wants than do white non-Hispanic consumers. Plus, as my research shows, those needs and wants change over time. Recognizing the differences and when they occur is critical for accurately segmenting the market.”

For example, she asked people in her sample, “If you had \$10,000, what would you spend it on or save it for?” and requested that they specify how they would allot the funds.

“I found a strong difference between white non-Hispanic and Hispanic respondents,” she said. “White non-Hispanics generally allotted about one-third to retirement and one-sixth to their children’s future, while Hispanics allotted one-third of that amount to their children’s future and one-fifth to their retirement. They don’t want their children to have to start from zero.”

Alvarez attributes this difference in spending to the abiding value Hispanics place on family. But their attitude toward finances changes over time.

“Members of the first generation of Hispanics save much more than do members of the third generation,” she said. “As they become acculturated, they adopt an American consumer pattern,

Hispanic Market Research Archive offers two-way service.



Cecilia Alvarez and Peter Dickson



Anthony Miyazaki

As Hispanics become a larger market segment, companies need solid research to help ensure the success of their often-costly marketing activities. A project in the College is helping meet that need. Three members of the Marketing Department are

creating the Hispanic Market Research Archive—a comprehensive, web-accessible database of abstracts from studies on Hispanic consumer behavior.

“We already have abstracted fifty articles and soon will have one hundred articles abstracted,” said Peter Dickson, Knight Ridder Eminent Scholar in Global Marketing, professor, and interim chair of the Marketing Department, who is working on the project with Anthony Miyazaki, assistant professor, and Cecilia Alvarez, instructor.

The team began with academic research that examines the U.S. Hispanic market. They also plan to include industry research and hope to have census reports up by the end of the year.

Soon, the archive will play another important role as an information source.

“We are going to invite people to add

their reports and abstracts on Hispanic market research,” Dickson said. “We will review the original reports to make sure they meet our standards for rigorous research and will edit the abstracts as needed.”

According to Dickson, extending the offer for such contributions makes the archive a two-way service.

“Companies can peruse the information before they spend a lot of money on their own market research,” he said. “At the same time, we are providing a vehicle through which researchers can share and more widely disseminate the results of their studies.”

The archive is open to anyone and is easily searchable at <http://hmra.fiu.edu>.

“We’ve made it simple for visitors to do a basic or advanced search, to upload a contribution, and to view the index,” Dickson said. ■

although the reasons why they choose to change are not easy to identify. However, as Hispanics assimilate in language and interact more with non-Hispanics in English, their ethnicity changes and over the very long term, their values change as well.”

Having identified specific values within the Hispanic community—such as the strong attachment to family—Alvarez searched to see if she could find patterns of consumption by looking at such values.

“Hispanics have less medical and life insurance, even within the economic group I studied,” she said. “This relates to another cultural value, fatalism, or the Hispanic attitude of ‘why bother?’ Because of their fatalism, Hispanics have under-diagnosed diabetes and high cholesterol.”

According to Alvarez, those who deliver and promote medical services to Hispanics need to understand fatalism to be able to market to them effectively.

Advertising also must be sensitive to the issues of language, ethnic identity and values, and the degree to which an individual has been acculturated in each area.

“As I’ve noted, family is important to Hispanics, and many TV ads on programs on the Spanish stations include family settings,” she said. “But these values may not work as well for the general market. Would a young, white, non-Hispanic audience respond positively to an ad that shows a grandmother bringing her grandson a meal? Companies and advertisers have to understand the differences to market effectively to different segments of this market.”

Printed pieces provide another opportunity for success or failure.

“In addition to being aware of Hispanics’ fatalism, a company doing a brochure about insurance, for example, needs to ask, ‘Should I do it in English or Spanish?’” she said. “One language will not work for all Hispanics. If the target market is members of the first generation, the piece has to be in Spanish. If the target market is the third generation, it has to be in English.”

Alvarez became interested in the subject while working with Peter Dickson, Knight Ridder Eminent Scholar in Global Marketing and professor as well as interim chair of the Marketing Department, on a database of research on Hispanics. (See sidebar on the Hispanic Market Research Archive project for details.)

“For the project, I abstracted professional literature about Hispanics,” Alvarez said. “Having done so, I decided to pursue the subject.”

She developed an acculturation model and worked to link it to consumption, taking ideas from psychology and sociology.

“The real contribution of my research is connecting the acculturation process to consumer behavior,” she said. ■



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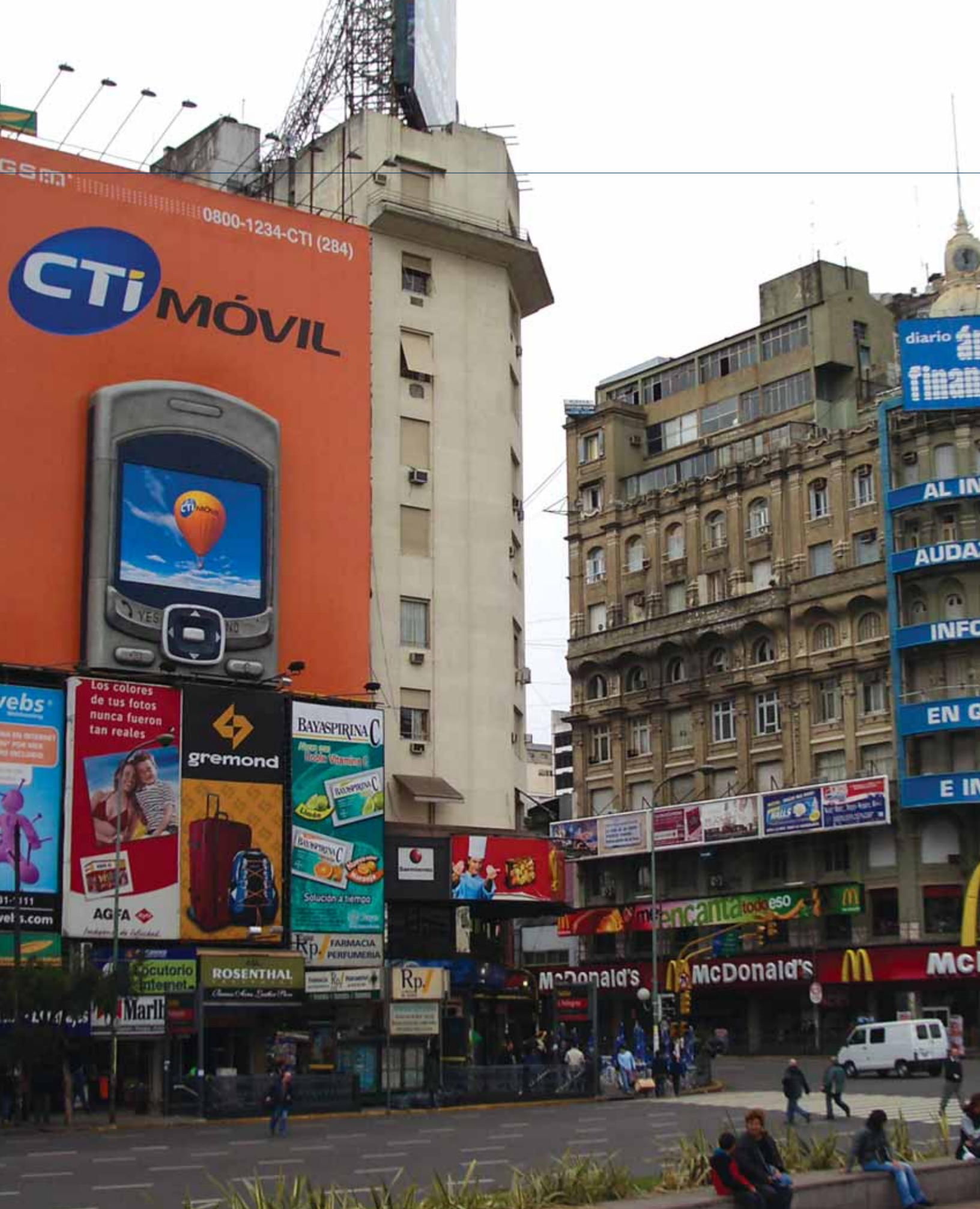
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Acculturation

affects stress levels among expatriate executives.



Juan Sanchez

Since all business is international, a person's career advancement may often depend on accepting—and succeeding in—an assignment abroad. In addition, for people to help build a truly global workplace, they must be able to flourish in a variety of business environments worldwide.

Yet, even the most well-traveled business person may suffer unexpected dislocations upon finding him or herself in a position of power in another country. The process of acculturation—adapting to a whole new culture, its values, and its working style—can pose a significant challenge.

we suffer doubts and conflict. With maturity comes greater confidence.”

During adaptation, the expatriate executive experiences the pain and achievement that are part of the maturation process.

“When people are assigned to another country, they suddenly feel incompetent . . . like an infant,” he said. “They don't know how to handle business or how to function in social situations.”

Over time, like a growing child, the individual learns the subtle cues that facilitate effective and appropriate conduct.

Not surprisingly, most of the process—beginning with the person being selected for a foreign assignment and ending with his or

“We now recognize that a person can have multiple identities that are not mutually exclusive and are not polar opposites of each other. A person can understand both,” Sanchez said.

Since 1989, Juan Sanchez, associate professor, Department of Management and International Business in the college, has helped amass data to clarify the adjustments business people need to make to prepare for and withstand the shock that can occur when they change cultures as part of their professional evolution.

“Much of my current work has grown out of a collaborative project—the “Cross International Management Stress Study”—that collected data on about 95,000 people in 25 countries,” Sanchez said.

The information has enabled him to produce sixteen articles on the subject, ranging from highly technical studies to articles of immediate practical benefit to managerial practitioners.

One such practical article written for managers is titled “Adapting to a boundaryless world: A developmental expatriate model.” Written by Sanchez and two colleagues, and published in the *Academy of Management Executive*, the piece lays out the phases of a person's adjustment to a foreign assignment, drawing a parallel to the stages of an individual's life.

“As infants, we make mistakes,” Sanchez said. “As adolescents,

her repatriation—is stressful.

The article identifies eight developmental stages of an expatriate assignment, indicating the primary stressors for each. It also points out how both the executive and the employer can cope with these strains.

For example, when the person is a novice, which is the fifth phase, he or she may make errors based on ignorance of cultural expectations and an inability to decode what is going on in given circumstances.

“In Brazil, you don't talk about money right away,” Sanchez said, “The manager who doesn't know this is likely to make mistakes. Even though he or she may be in a position of authority, being insensitive to such cultural assumptions can make the manager and his or her employees very uncomfortable.”

The executive can deal with these painful gaffes by observing how people in the new environment behave rather than trying to apply techniques that worked at home. His or her employer can use these blunders as an opportunity for further training.

From Sanchez's perspective, an understanding of acculturation is key to understanding how people can succeed in a foreign assignment.

“The traditional way to think of acculturation was as a replacement,” he said. “A person went from one culture to another, and the new culture replaced the old one. However, we now recognize that a person can have multiple identities that are not mutually exclusive and are not polar opposites of each other. A person can understand both.”

The person who is able to achieve that dual understanding is in a strong position to do well in a foreign assignment.

“When managers are sent abroad, they experience shock,” Sanchez said. “It’s important for them to discover that they can preserve their identities and still learn another way of interacting and doing business. The person who can see this and implement it will be able to function equally well in different cultures; translating what is meant by words and actions into appropriate responses.”

For the person undergoing the stress of an executive expatriate assignment, this recognition can provide significant psychological comfort.

“You do not have to reject one culture and accept another,” Sanchez said.

Improved training also aids the acculturation process.

“We are learning more and more about how to facilitate the person’s transition by providing training before, during, and after the foreign assignment,” he said.

But he acknowledges that much work remains to be done. Surprisingly, one of the most difficult stages can be the return home. In fact, the hardships of readjustment may exceed those of

getting established in the country abroad.

“We don’t do a very good job of repatriating people,” Sanchez said. “As many as forty percent of repatriated executives leave within two years of their return, which means companies are not getting a very good return on their investment.”

A variety of factors make re-entry difficult.

“You come back as a different person,” he said. “Also, in your foreign assignment, you may have been number one or two in the company, but back at headquarters, you may hold a much lower position in the hierarchy. Still, your co-workers may see you as snobbish because of the higher position you recently held.”

And there’s a further challenge. Many people take an international assignment because of the expectation that it will advance their career—a prospect that helps them weather some of the obstacles. However, that hope is often dashed.

“The person who promises you a promotion may not even be with the company by the time you return,” Sanchez said. “Or, he or she may no longer be in a position to offer it. If career advancement has been your motive for accepting a foreign assignment, you may be very disappointed.”

Sanchez suggests there is one way to ensure a person gets the most out of an international assignment.

“See it as an opportunity for personal growth, not as a sure path to promotion,” he said. ■

ACCULTURATION AND JOB PREFERENCES: WHAT IS THE CONNECTION?



Carolina Gómez

These two attitudes toward work—and toward the aspects of a job that bring satisfaction—have a number of practical implications in the workplace.

“Managers may assume that someone who is Hispanic values what we call the collectivist, or contextual, aspects of a

Individualist: a person who cares about job tasks and personal achievement.

Collectivist: a person who cares about his or her work environment, supervisor, and colleagues.

job,” said Carolina Gómez, Barsky-Greenstein Associate Professor, Department of Management and International Business in the college. “But they really need to understand the level of the individual’s acculturation—the extent to which he or she has embraced the new culture. Hispanics who are highly acculturated do not differ that much from Anglo employees. As a result, the Hispanic person may be more individualist than collectivist in his or her approach.”

In her research, Gómez has looked at the degree to which acculturation affects the job characteristics that matter to a person—information that affects how



people are rewarded, for example. She focused on Hispanic MBAs in an article titled “The Relationship between Acculturation, Individualism/Collectivism, and Job Attribute Preferences for Hispanic MBAs,” which appeared in the *Journal of Management Studies*.

Gómez collected surveys from 182 current Hispanic MBA students and working graduates. Within the Hispanic sample, respondents’ family backgrounds included Mexico, Puerto Rico, countries throughout South America, Cuba, the Dominican Republic, Central America, and Spain.

“I asked these participants to give a copy of the survey to a fellow Anglo-American MBA student or graduate to obtain informa-

tion from a non-Hispanic group,” she said.

According to Gómez, MBAs across the world tend to have a lot of similarities in what they want in a job.

“This is true regardless of how acculturated they are,” she said.

She also saw that what people do in their personal time, outside work, helps clarify their sense of their own identity.

“If you are Hispanic, regardless of how you act at work, when you leave work, you are still Hispanic,” she said.

Because Hispanics’ life outside work may lean heavily toward one culture or the other, or may have both in balance, managers are challenged to find appropriate ways to assess their behavior and reward them appropriately.


“Taking into account the level of acculturation is necessary but difficult for a manager,” Gómez said. “We assume bringing in Hispanics creates diversity, but that’s not necessarily true because a particular person might be very acculturated to America. Also, managers make assumptions about how to reward employees based on whether or not they are thought to be collectivist or individualist. A miscalculation here means that they aren’t rewarding people in meaningful ways.”

The overall lesson managers can learn from Gómez’s research is that they should try to understand each person’s level of acculturation and his or her values, rather than make blanket assumptions based solely on the individual’s ethnic background. ■



CLICK HERE... OR DON'T:

HOW HISPANIC AND ANGLO CONSUMERS USE THE INTERNET.



In fact, little study has been done to see if there are significant differences in the way these two sub-cultures approach the Internet as a buying medium, according to SunTrust Professor of Marketing, Walfried Lassar.



Walfried M. Lassar

As the Internet vies with traditional retailers for consumer dollars, and with Anglos and Hispanics representing the two largest segments of the U.S. population, it seems likely that extensive research about the online buying patterns of the two groups would exist.

Not so.

In fact, little study has been done to see if there are significant differences in the way these two sub-cultures approach the Internet as a buying medium.

“Antecedents to Online Purchasing—An Exploratory Comparison of Anglo versus Hispanic Consumers in the United States,” published in the *Journal of Internet Commerce* this year, marks an important step in overcoming that deficiency.

Co-authored by Walfried M. Lassar, who holds the SunTrust Professorship and is an associate professor of marketing in the college; Chris Manolis, associate professor of marketing, Williams College of Business, Xavier University; and the late John A. F. Nicholls, professor and chair in the college's Department of Marketing until his recent death, the article argues that there indeed are differences and helps explain why.

“We had been collecting data in the Northeast and West on people's attitudes toward online purchasing and banking,” Lassar said. “The work was part of huge empirical research effort and had

already led to four papers.”

Tapping his extensive knowledge of the existing literature about Internet and “brick and mortar” purchasing, Lassar developed the conceptual framework for the research. Manolis analyzed the data that was collected from 167 participants. Nicholls, whose interest was in international business, identified specific consumer habits to examine in analyzing the two groups.

The researchers zeroed in on people who had made purchases within the six months prior to the study.

“As we investigated what happens when people buy online, we considered inhibitors (risks), as well as enhancers (such as convenience),” Lassar said.

Data was collected through a questionnaire administered over the Internet. Questions were designed to capture information about a wide variety of issues, including purchase frequency and how much money buyers had spent on those purchases. The researchers were well aware that more purchases might not equate with larger expenditures, so they were interested in both the number of items bought and their prices.

“We also looked at how people perceived themselves with respect to sharing their knowledge about products with others and about the degree to which they served as a source of information to friends and co-workers about commercial web sites,” Lassar said.

Since the comfort level with technology is a factor for people making online purchases, the study considered how often the subjects used

the web and how comfortable they felt doing so.

If that weren't complicated enough, all these variables had to be evaluated in the context of assumptions and behaviors that might differ between Anglo and Hispanic cultures—no small task.

Take “power distance,” for example. This measure looks at interactions between superiors and subordinates. Though power distance might not seem relevant to how different groups use the Internet, in fact, it is. The Internet is an innovative medium and existing research has shown that cultures with large power distances tend to be less innovative because they value authority, follow directions, and do not seek to stand out by demonstrating originality. Therefore, if a culture has a high degree of power distance, the use of innovative technologies is likely to be lower than in a culture that stresses traits such as creativity and equality.

“Power distance was just one of the social factors we took into account,” Lassar said. “We also looked at gender differences, at how the two cultures view rules, and at whether or not the culture stresses group welfare or individual welfare.”

Plus, they added income and education levels to the mix.

Among the results and possible interpretations:

- Anglos used the Internet significantly more frequently to make purchases. This may be due to the fact that the Anglo culture tends to be more individualistic while Hispanics tend to be more comfortable with power distance, which would limit their attraction to an innovative activity such as making purchases online.
- Hispanics spent more money on Internet purchases, but not significantly more than Anglo shoppers.
- Anglos and Hispanics were about equal on the criteria of leadership: that is, of wanting to be perceived as a source of information about brands or where to shop.

- Anglos scored significantly higher in terms of technology comfort and use of web browsers.
- Anglo shoppers had a higher income level.

The article raises a number of issues for further exploration by other researchers.

For example, the sample was small and consisted only of college students, who are more likely than the general population to be comfortable with technology. Also, the study was specifically designed to be an early look at the subject and the authors caution that generalizing its results would be premature.

It will be interesting to see if the study's findings stand up when larger groups are studied. In addition, the authors wonder if over time, the Internet buying habits of the two groups might converge. Or, conversely, might the differences between them grow?

These, and many other questions raised in the article, are not merely theoretical matters, but have practical implications for companies that seek to exploit the power of the Internet to grow their businesses.

“Unless marketers can identify and address factors that might be limiting Hispanics' use of electronic commerce, they are overlooking a huge potential source of customers,” Lassar said.

However, such important research pursuits will fall to others.

“I have moved on to focus a little more on international sales management and measuring the success of marketing efforts, specifically brand, customer, and channel equity,” Lassar said. “And with Nicholls' death, it will be up to others to follow up on the many cross-cultural implications of the subject.”

Fortunately for future scholars, the methodology devised by Lassar, Manolis, and Nicholls, the questions they raise, and the data they amassed, provide a solid foundation on which new studies can build. ■



J.A.F. Nicholls

College professor John Nicholls died last spring at Mercy Hospital of late-diagnosed pancreatic cancer. Originally from

Bournemouth, England, Nicholls studied at the University of Cambridge and received his PhD from Indiana University in 1968. He came to Miami in 1972 to be on the faculty of the newly created Florida International University. He was the founding chair of the marketing department in the College of Business Administration (CBA) and held that position intermittently throughout his career.

Nicholls was survived by a professor of modern languages, Florence Yudin, with

whom he spent the last 21 years of his life.

“He is the love of my life,” said Yudin, who teaches Spanish. “I loved him for his intelligence, his insistent and perverse sense of humor, his respect and admiration of men and women who share common human values, for his love of learning and teaching through learning.”

Nicholls was the author of hundreds of articles and papers on different topics related to marketing and the recipient of many awards, including several for his teaching.

“John Nicholls has been a bright and constant presence in our college since its inception. We will miss his commitment, energy and great wit,” said College of Business Administration Executive Dean Joyce J. Elam. “He poured his heart and

soul into every aspect of his professional life: his research, his service, his teaching and, perhaps most of all, his students. Everyone who worked with, studied under, and knew him learned from his example and will remember his warm smile.”

“He was always contemplating a new idea, a new project,” said University President Modesto “Mitch” Maidique. “He never lost his enthusiasm for making a contribution.”

FIU Provost and Executive Vice President Mark Rosenberg said that Nicholls' legacy will endure.

“He impacted thousands of students; he was a consummate professional, and I could always count on him for good advice.” ■



THE U.S. HISPANIC MARKET: *A Business Imperative*

If “demographics” is destiny, the U.S. Hispanic population stands out as one of the most lucrative markets for businesses today and only will grow in importance in the years to come. A statistical snapshot provides a vivid portrait of the size, growth, and dynamics of this important ethnic group.

The Hispanic population (40 million people) has grown by 57 percent since 1990, and in 22 states the Hispanic population has more than doubled over this time. Hispanics make up 13 percent of the total U.S. population, making it the largest minority. It is a relatively young market, with 75 percent of Hispanics under the age of 40. The market is itself diverse, with no “one” Hispanic market. Some 66 percent of Hispanics come from Mexico, 15 percent from South and Central America, 9 percent from Puerto Rico and 4 percent from Cuba. The U.S. is the third largest Spanish-speaking country in the world after Mexico and Spain.

It is estimated this group will have a combined buying power of \$292.4 billion by 2006, with Hispanic income estimated to top \$1 trillion by 2010. With a median age of 25.9 versus 35.3 for the broader U.S. population, young Hispanics are a prime target for marketers and advertisers. In fact, dollars spent by the top fifty advertisers to reach the U.S. Hispanic market have risen by more than the overall market itself, from \$658.37 million in 2000 to \$1.23 billion in 2005, an 87 percent increase.

Consumer goods companies like Procter & Gamble, L’Oreal, Hewlett-Packard, Ford, McDonald’s, and Coca-Cola are continuously expanding their outreach to the Hispanic market. One of the fastest-growing markets for Hispanic business is financial services, where the leader of wealth management remains Merrill Lynch. With more than 350 Hispanic financial advisors and a deep cultural understanding of the current and anticipated product needs of its clientele, Merrill Lynch’s financial performance and philanthropic contributions to the Hispanic community remain unparalleled. It also has been rated by *Latina Style Magazine* as one of the fifty best companies for which Hispanics work.

Cross-fertilization also is a key feature of the Hispanic market.

In music, crossover artists like Shakira and Marc Anthony are affecting the Anglo culture as well. Thanks to the “Latinization” of mainstream America, products such as chipotle peppers, chimichurri sauce, and chayote squash are readily available on supermarket shelves in Minneapolis and Albany as well as in Miami and Albuquerque.

The number of Hispanic households earning more than \$100,000 a year grew 126% between 1991-2000, compared to 77% for the general American population.

While the average American tends to think of the vast majority of U.S. Hispanics as

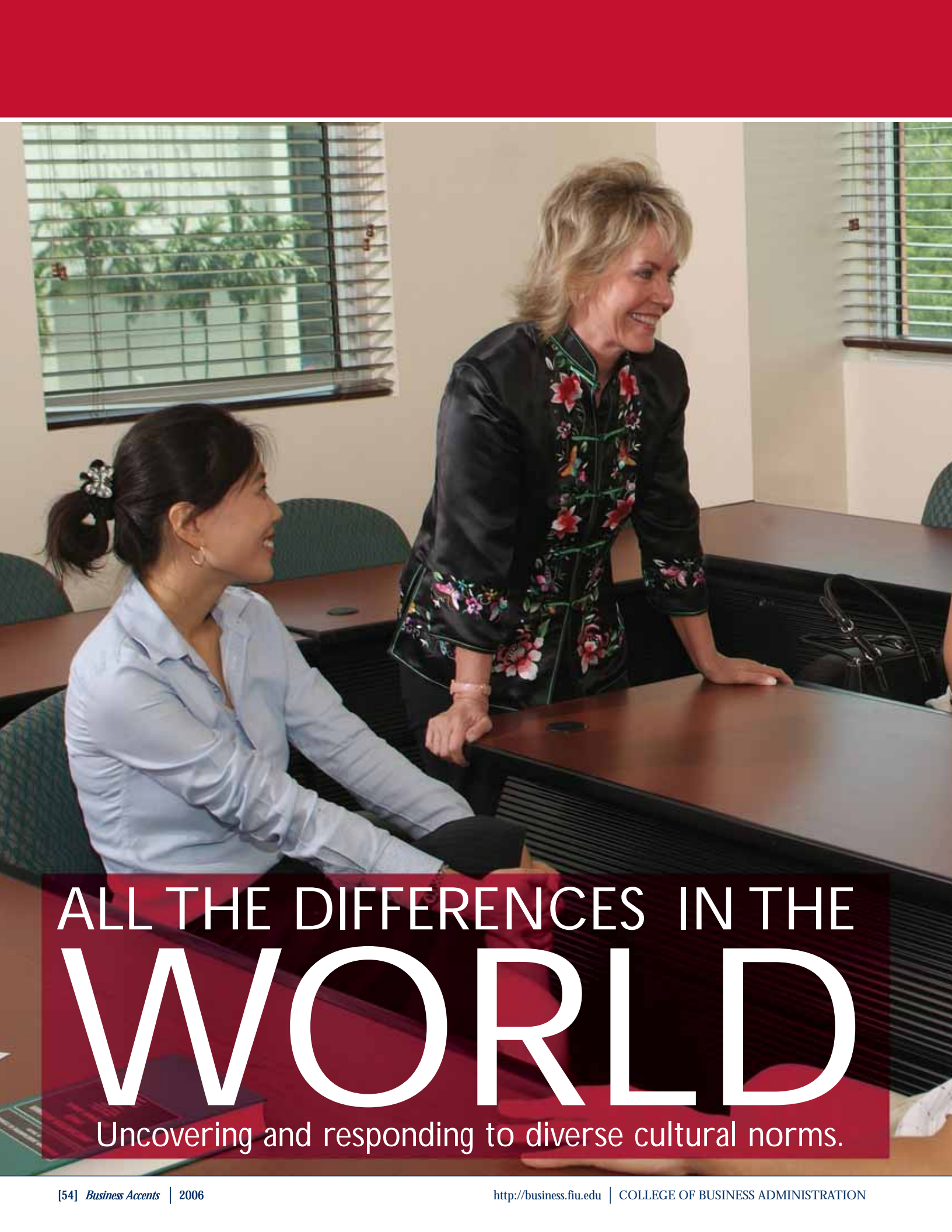
occupying the bottom economic rung of society—principally as lower-paid service workers—the Hispanic middle and upper-middle classes are growing by leaps and bounds. Wealth among affluent Hispanics is growing faster than that of the general community. The number of Hispanic households earning more than \$100,000 a year grew 126 percent between 1991-2000, compared to 77 percent for the general American population. In fact, there are some 3.7 million affluent Hispanics in the U.S., with a projected buying power of \$292.4 billion by 2006, equivalent to almost two-thirds of the \$452 billion buying power for the overall Hispanic market.

At the corporate level, Hispanic entrepreneurs, particularly family business owners, are injecting a new dynamism into American capitalism. Among the nation’s top 500 Hispanic businesses, together generating revenues in excess of \$27 billion, are many local companies such as PharMed Group, the Codina Group, Century Home Builders, and the Related Group. These firms create new wealth, generate jobs and tax revenue, hire the graduates of local schools and universities, and contribute philanthropically to the community at large.

Size, growth rate, diversity, and dynamism of the Hispanic market make it a business imperative for companies both big and small. As the American economy grows and prospers, our Hispanic population will as well, enriching the multicultural fabric that celebrates our diversity while uniting us at the same time. ■

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Jerry Haar, who contributed this article, is a professor of management and international business and associate director of the Knight Ridder Center for Excellence in Management in the College of Business Administration at Florida International University.



ALL THE DIFFERENCES IN THE WORLD

Uncovering and responding to diverse cultural norms.



Consider the following.

You arrive at a restaurant in China to have dinner with a group of Chinese colleagues. The waiter escorts you to the reserved table where they await. One offers you a seat. You should:

1. Politely accept and allow yourself to be seated.
2. Refuse the offer and insist upon a different chair.

To a person outside the Chinese culture, the issue may seem inconsequential. Or either decision may appear acceptable. After all, it's just a seat at a table. Yet, there is a social code behind the seating arrangement. A misstep can communicate a lack of sensitivity or respect and can adversely affect your relationship with your hosts.

In one line of her research, Mary Ann Von Glinow, professor of management and international business and director of the Center for International Business Education and Research in

“Certain actions are natural to us, but they may be undecipherable to someone from another culture,” Von Glinow said.

the college, looks at backgrounds—or contexts—and how they influence our behavior, at times in ways beyond our awareness.

“I’ve been studying contexts for years,” she said. “Much of my interest grew out of the blunders I would make when I traveled—even though I lived in many places was growing up in an Air Force family, and have traveled extensively as an adult.”

Savvy business travelers know certain taboo words or gestures, but as Von Glinow points out in her studies, the picture is far more complicated because speaking is only part of the way we communicate. Body language and facial expressions are non-verbal contexts that can accompany the way we get our points across.

“Certain actions are natural to us but they may be undecipherable to someone from another culture,” she said. “For example, to be polite, you could avoid saying no and instead communicate your refusal with a head shake. A person from another country may not pick up on the meaning of the gesture. Or, you might say, ‘I’m dead serious,’ and then wink. Would everyone understand this?”

Von Glinow has coined the term “polycontextuality” to identify the multiple contexts in which we operate. Polycontextuality can



include verbal- and non-verbal nuances based on factors such as local, mental, sensory, emotional, aesthetic, and even spiritual references.

“Most of these underlying matters cannot even be observed”, she said, “which makes it extremely challenging for scholars to study them, for trainers to prepare people adequately for international encounters, and for travelers to zero in on essential clues.”

In an article under development, Von Glinow and her co-author offer a number of techniques that can help people understand the contexts operating in another country. Some suggestions are not standard fare for a professional business journal where empirical research—scientific studies replete with data—dominates.

“There are different ways of knowing, including visual and emotional,” she said. “We suggest that stories, metaphors, and myths have a role to play in our understanding of other cultures,” she said. “We also put forth that pictures can be more effective than verbal communication. There is a bias toward verbal inter-

changes, but we learn about things by taking in data through all of our senses.”

Take the phrase “World Trade Towers” or “9/11.”

“Americans get an image,” Von Glinow said. “They don’t go to a narrative that they’ve read, or check data in their head. A picture immediately comes to mind.”

In addition to the visual dimension, the emotional aspect of our personality can play a part in breaching the barriers between cultures.

“We often have emotional, gut-level reactions to things that we read or see,” she said. “A significant amount of literature says that you can translate emotion into an intuitive or gut-level, quick-thinking response.”

Since the contexts are so subtle, there are so many of them, and we may not even be aware that we are saying or doing something that reflects a particular context, how do we move toward more effective cross cultural-communication?

“Assistance can help,” Von Glinow said. “Consultants on cross-cultural diversity try to sensitize people to the myriad cultural differences that are important to know if we are going to be part of a diverse community. Being sensitized to these things can make all the difference in the world.”

An article that suggests a new and broader research agenda and titled “Polycontextuality and the Qualitative Divide: Implications for Cross-Cultural Theory Using the Case of China,” is targeted for *Management Organization Review*, a Chinese management research journal. Although it uses China as an example, its relevance reaches wider.

“The article shows that context matters and that our assumptions or our stereotypes don’t always pan out,” Von Glinow said. “It offers questions that researchers can explore, and it also has practical implications as we strive to communicate better in our diverse population.”

That diverse population starts right here in South Florida and is apparent globally.

“The makeup of our own backyard is very eclectic,” Von Glinow said. “To be sensitive to others when we interact with them at work or socially, we need to understand that there are differences that are fundamental.”

In addition to the diversity of South Florida, in a world of international business or scholarly exchange, it is incumbent upon people to obey the conventions of another culture—even when the conventions are so subtle that people within the culture may not even realize they exist.

Which takes us back to the matter of seating.

The correct answer is number two: decline the seat the colleague initially offers you. Although to a person who is not Chinese, it may seem rude to refuse, based on the cultural norms of China, it is the respectful step to take.

“We were given this example by an individual from Hong Kong, where there is a seating arrangement context, but it differs from that of China,” Von Glinow said. “He learned that the host or the guest of honor always is in the seat facing the door. The next in line is to the left and right of the host or guest of honor. The local etiquette is to politely decline the seat offered and instead insist on sitting away from the honored seat. Immediately accepting the honored seat does not convey modesty because it means that one is accepting the high position being bestowed.” ■



Last spring, the Academy of Management announced that Mary Ann Von Glinow, professor of management and international business and director of the Center for International Business Education and Research in the College of Business Administration, is the 2005 recipient of the academy’s “Distinguished Service Award.”

One of the highest honors the academy bestows upon its members, the award recognizes excellence in developing and enhancing a field of study, founding or creatively editing a journal, and building institutions—for example, through unique or unusually effective service to a major professional organization.

According to Von Glinow’s peers, the international perspective she brings to the management field, particularly in the areas of organizational behavior and human resource management, was a strong factor in their decision to nominate her for the award. Additionally, Von Glinow has contributed greatly to the academy through various leadership roles, including serving as president, member of the Board of Governors, and in numerous chair positions.

“Being chosen for this award amongst so many deserving colleagues is an extreme honor,” Von Glinow said. “The Academy of Management is such a noteworthy organization and to be recognized in this way is certainly a privilege.”

The award was presented to Von Glinow at the organization’s annual meeting in August in Honolulu, Hawaii.

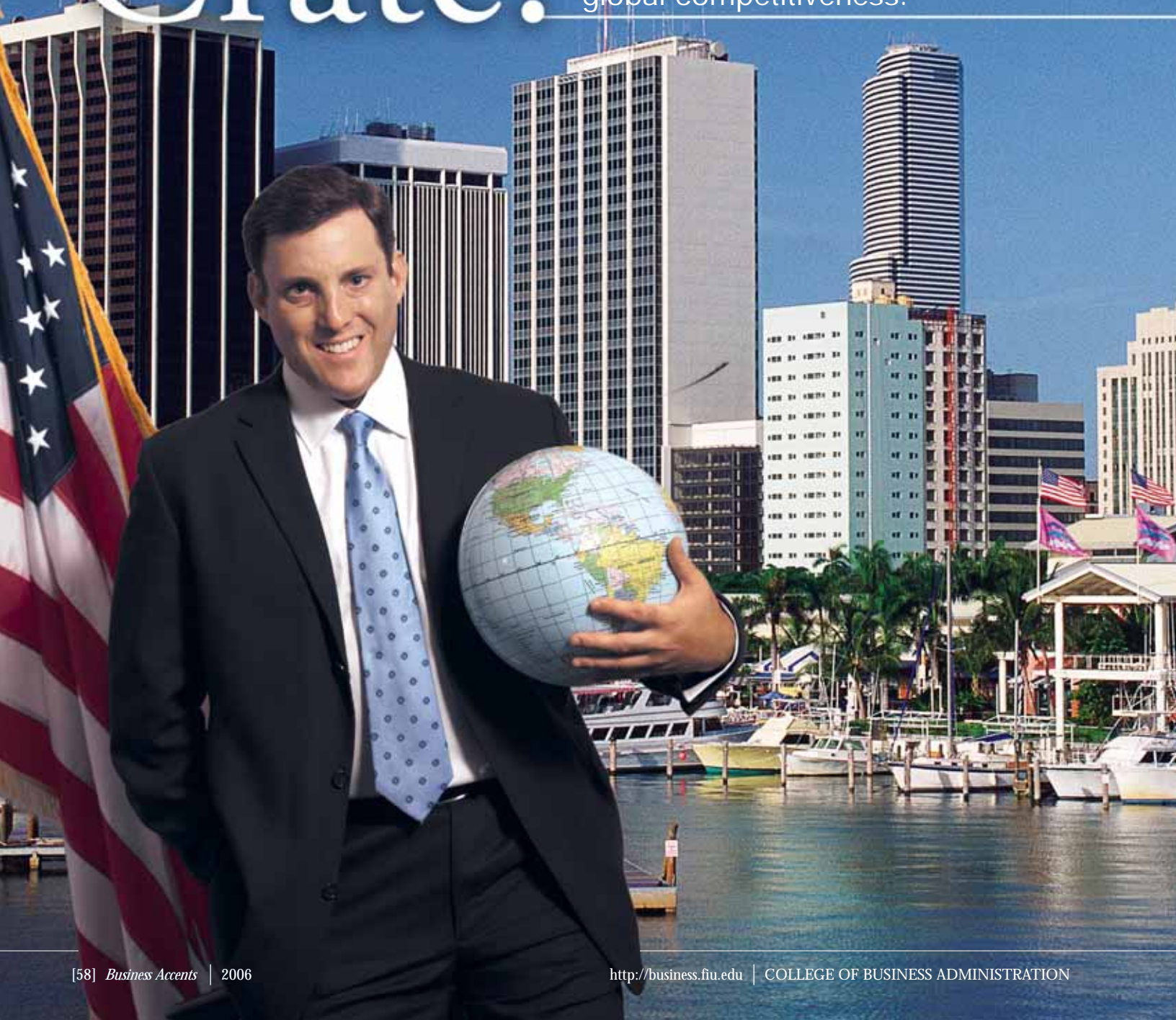
“It’s clear that Mary Ann was worthy of an honor of this caliber, but it’s wonderful to see the recognition come from such a well-respected institution such as the Academy of Management,” said Joyce J. Elam, executive dean of FIU’s College of Business Administration.

Von Glinow has authored more than 100 journal articles and 11 books. Her most recent books are *Organizational Learning Capability* [Oxford University Press, 1999 (in Chinese and Spanish translation)], which won a Gold Book Award from the Ministry of Economic Affairs in Taiwan in 2002, and *Organizational Behavior* (Irwin/McGraw Hill, 2004). She also heads an international consortium of researchers who delve into best international human resource practices. Her work in the international human resources management arena has won critical acclaim. She consults to a number of domestic and multinational enterprises and serves as a mayoral appointee to the Shanghai Institute of Human Resources in China. Von Glinow also is actively involved in several animal welfare organizations and received the 1996 Humanitarian Award of the Year from Adopt-a-Pet in Miami.

The Academy of Management is a leading professional association for scholars dedicated to creating and disseminating knowledge about management and organizations. Founded in 1936 by two professors, the Academy of Management is the oldest and largest scholarly management association in the world. Today, the academy is the professional home for 15,054 members from 91 nations. ■

Thinking Outside the Crate:

College researcher urges fresh thinking to enhance Florida's global competitiveness.





“Few U.S. states have gained more economically from the rapid globalization of the world economy in recent years than Florida and arguably none has more at stake from free trade agreements in the pipeline,” Wernick said.

“We’ve Got the Juice,” was a popular disco hit during the 1980s. The song’s title is also emblematic of Florida’s economy during decades past. Since the development of frozen juice concentrate in the 1940s, orange juice has been the mainstay of the Sunshine State’s economy, with aerospace and tourism playing a supporting role. While these three industries remain important pillars of Florida’s economy, an important transformation has taken place in recent years.

Thanks to the relentless pace of globalization, Florida has become a hub for international trade in goods and services and a magnet for global investment. Powered by flows of people, cargo, and money across borders, Florida’s gross state product surged to \$580 billion in 2004, up from \$260 billion in 1990. Today, Florida’s economy is one of the world’s 15th largest, on a par with India and Taiwan.

While the state’s business links with Latin America and the Caribbean are well known, few people realize the extent to which Florida has benefited from successive rounds of global trade liberalization and burgeoning commercial ties with countries in Europe, Asia, Africa and even Australia, which signed a bilateral trade agreement with the United States in 2004. The latter accord slashed tariff barriers faced by Florida’s exporters of high value products such as aircraft parts and biomedical instruments and will promote inward investment by Aussie firms, which already have pumped more than \$1.7 billion into the state in recent years.

“There are roughly two dozen firms from the “Land Down Under” in Florida, including Rinker Materials, CHEP, Amcor and Pratt Industries, and they employ nearly 9,000 people—that’s not chopped liver, nor Vegemite for that matter,” said David Wernick, a lecturer in the Department of Management and International Business and director of the Knight Ridder Center for Excellence in Management’s Global Business and Security Program.

In order to help policymakers and the public better understand the impact that globalization—broadly defined as the integration of economies through enhanced flows of trade, investment, and immigration across national borders—has had on the state of Florida, the University of South Florida’s (USF) Center for Globalization Research commissioned Wernick and three other researchers from around the state to write papers for the conference “Florida’s Global Frontiers: Impacts of Trade Liberalization,” held in Tampa last fall.

The conference, which was billed as the first comprehensive forum for understanding Florida as part of the global economy, featured keynote addresses by Columbia University’s Jagdish Bhagwati, author of *In Defense of Globalization: How the New World Economy is Helping*



“The needle trade supports some 50,000 direct and indirect Florida jobs—this trade pact [CAFTA] ought to have been a slam dunk for Florida,” Wernick said

Rich and Poor Alike, and J. Antonio Villamil, chair of Governor Jeb Bush’s Council of Economic Advisors. The conference included panels assessing the impact of globalization on Florida’s industry, workforce, the environment, and state and local public policy. It elicited so much interest that the University of South Florida has decided to publish the papers and keynote remarks as a book this fall.

“The unusual thing about this conference,” said Carl Cira, director of Florida International University’s Summit of The Americas Center and moderator of the panel on public policy issues, which in addition to Wernick, included Tony Garrastazu, a foreign affairs specialist with Governor Bush’s Office of Tourism, Trade and Economic Development, and Susan Pareigis, the director of Florida’s Agency for Workforce Innovation, “was that it brought together people who don’t usually talk to one another—scholars, policymakers, and activists—and helped crystallize issues critical to the state’s international economic development.”

The most compelling finding of his research, Wernick said, is how much Florida, on balance, has benefited from past trade deals which have dismantled foreign barriers to U.S. exports and promoted imports and foreign direct investment.

“Few U.S. states have gained more economically from the rapid globalization of the world economy in recent years than Florida and arguably none has more at stake from free trade agreements in the pipeline,” he said.

A case in point, he said, is the proposed U.S.-Central America free trade agreement, otherwise known CAFTA. Already, Florida

handles nearly half of the \$16 billion in goods traded annually between the U.S. and the six CAFTA signatories (Nicaragua, Guatemala, Honduras, Costa Rica, El Salvador and the Dominican Republic). This makes the CAFTA countries as a whole Florida’s top trading partner—accounting for nearly double the value of Florida’s trade with regional heavyweight Brazil. Based upon the early success of the U.S.-Chile Free Trade Agreement in promoting exports, the U.S. Chamber of Commerce reckons Florida firms could realize more than \$5 billion in new business and almost 37,000 new jobs within the first decade of the agreement.

“As further trade liberalization leads to increased competition for Florida’s low-end agricultural products in the U.S. marketplace, Florida’s farmers must cultivate new markets both at home and abroad for non-traditional products—it’s as simple as that,” Wernick said.

Fortunately, Wernick observed, CAFTA passed on Capitol Hill. If the agreement had been voted down by Congress, U.S. clothing manufacturers which presently purchase fabric from mills in the Carolinas and buttons, zippers and thread from factories in Medley and Hialeah and ship them to places like Santo Domingo and San Pedro Sula for final assembly, may have had to relocate to Asia where labor costs are considerably less. If they had, they would almost certainly have substituted locally produced fabrics which

are abundant, cheap and of the highest quality. Moreover, the lion’s share of these Asian-produced garments would have entered the U.S. at West Coast—not South Florida—ports, meaning less business for Florida’s seaports and the legions of shipping companies, freight forwarders, truckers, customs brokers and warehouse workers that service them.

“Traditionally, the state of Florida has looked upon economic development as an operational expense to be minimized rather than an investment in future prosperity,” Wernick said. “Changing that mindset is perhaps our state’s biggest policy challenge.”



Given the importance of the apparel trade to the state’s economy, Wernick said it was puzzling that the Florida congressional delegation remained so lukewarm to free trade deals like CAFTA.

“The needle trade supports some 50,000 direct and indirect Florida jobs—this trade pact ought to have been a slam dunk for Florida,” he said. One of the reasons it wasn’t is that Big Citrus and Big Sugar tend to reflexively oppose any trade deals that might alter the existing tariff and quota schemes which keep imports of orange juice and sugarcane low and prices artificially high. Indeed, Wernick points out that the U.S. sugar program pays 1,000 cane growers—mostly in Florida, Texas and Louisiana—and 8,000 to 9,000 beet producers across the country double the world price, while capping imports and shifting costs to American consumers through high prices.

But Wernick does not lay all of the blame at the feet of the sugar and citrus lobbies. “Quite frankly, our state’s political leaders have not done enough to educate the public about the importance of international trade to our economy nor position Florida as a preferred location for global investment. In many respects we are resting on our laurels while competitor states such as North Carolina and Texas undertake bold new initiatives.”

He said that Texas recently established a \$295 million enterprise fund to help lure high tech projects to the Lone Star State. The result: Texas Instruments recently announced plans to build a \$3 billion semiconductor wafer facility in the Dallas/Ft. Worth area and Sematech has agreed to establish a state-of-the-art center in Austin for research into

nanotechnology, biotechnology and other emerging industries. Thanks in large measure to this fund, Texas was recently ranked by corporate executives as having the top business climate in the country (Florida ranked sixth). “In terms of incentive programs, we have nothing remotely comparable,” Wernick said.

Wernick also believes that Florida should be redoubling efforts to help local firms seize new export opportunities created by global trade liberalization rather than focusing on maintaining protectionist trading schemes. “The citrus tariffs and sugar quotas,” he said, “ultimately will be scaled back or eliminated as a quid-pro-quo for trade concessions on the part of our hemispheric neighbors.”

“A smarter approach would be for Florida officials to redirect some of the largesse used to maintain these policies to help local growers develop new value-added products and market them abroad—we ought to be thinking outside the crate,” he said.

Wernick credits Florida’s Department of Agriculture and Consumer Services (FDACS) Division of Marketing and Development with helping boost international grapefruit sales. Thanks in part to their marketing efforts, the U.S. exports about twice as much grapefruit as it

sells on the domestic market, and while U.S. consumption has soured in recent years, overseas demand remains robust. Unfortunately, Wernick notes, not only are international marketing efforts for agriculture sorely under-funded, the Florida Department of Citrus recently proposed slashing additional funding for international marketing of grapefruit juice—one of the state’s few bona fide export success stories.

“As a trade and tourism-dependent state, Florida should be at the forefront of efforts to identify remedies and articulate a coherent strategy for balancing the need for rigorous security with the need for a robust economy,” Wernick said. “Thus far, our state government has been largely silent.”

“This is just mind-boggling,” he said.

Meanwhile, Wernick contends that Florida growers have been slow to develop value-added products geared toward “niche” markets. A notable exception, he points out, is Brooks Tropicals, Homestead’s largest tropical fruit grower, which has spent several years developing its “Slimcado” avocado. With about a third of the calories and half the fat of the Hass variety grown in Mexico and California, the Slimcado has built a loyal following among health-conscious consumers in the Northeast and its sales have withstood import competition.

Another promising “niche” product being developed by Florida growers, he said, is the low-carb potato, which has 30 percent fewer carbohydrates than the average Idaho-grown Russet Burbank.

“As further trade liberalization leads to increased competition for Florida’s low-end agricultural products in the U.S. marketplace, Florida’s farmers must cultivate new markets both at home and abroad for non-traditional products—it’s as simple as that,” Wernick said.

In looking to expand its sales of value-added agricultural products, Wernick said Florida would benefit from a close examination of what other farming states have done in this regard. The Illinois Council for Food and Agricultural Research, for example, has created a special research initiative to investigate the production and marketing of alternative crops and other means of improving farm incomes and strengthening rural communities. Its efforts have already borne fruit; the percentage of Illinois farmers producing value-added crops rose by sixty percent during the first two years of the program and the Midwestern state has become a leader in the sale and export of a variety of value-added products, including lean pork and low saturated fat soybeans.

Wernick also said that Florida has been slow to grasp the potential threats to its economic livelihood posed by post-9/11 Homeland Security initiatives.

“As a trade and tourism-dependent state, Florida should be at the forefront of efforts to identify remedies and articulate a coherent strategy for balancing the need for rigorous security with the need for a robust economy,” he said. “Thus far, our state government has been largely silent.”

Among the most damaging of the post-9/11 security measures for Florida’s service industries, Wernick said, has been the rule handed down in 2003 by the U.S. State Department requiring prospective visitors from countries requiring visas—which include all of the Latin American and Caribbean countries—to undergo in-person interviews at overseas consular offices. Prior to 9/11, “low risk” visa applicants were routinely allowed to apply through the mail or travel agencies.

“While sensible in theory, the new rule has been imposed without providing needed resources for the already overburdened U.S. consular offices, thereby leading to serious processing delays and backlogs,” Wernick said.

He notes that the problem is particularly acute in Brazil, one of Florida’s top five overseas visitor markets (and Miami-Dade’s number one and Orlando’s number two market), where a mere three consulates and one embassy service a continent-sized country with 170 million people.

According to the Travel Industry of America, Brazilians spend roughly \$600 more per visit to the U.S. than the average international tourist, making them particularly valuable customers. Unfortunately, Brazilian travel to the U.S. is down by some sixty percent since 2000 and the impact on Florida is disproportionate to other states since nearly half of Brazilians coming to the U.S. visit Florida. While some of this decline, he notes, is attributable to economic turmoil in Brazil, this hasn’t discouraged Brazilians from flocking in record numbers to the European Union, where a visa can be obtained quite easily.

“In the tourism business, perceptions are critical, and rightly or wrongly, our key customers in Europe and Latin America perceive that the U.S. post-9/11 is a much less welcoming place,” Wernick said.

He notes that when the Brazilian government responded to a U.S. rule requiring foreign visitors to be fingerprinted and photographed upon arrival at U.S. airports by requiring the same treatment for visiting Americans, Rio tourism officials quickly dispatched samba dancers to the airport to entertain travelers stuck in lines. They also handed out flowers, jewelry and T-shirts emblazoned with the message “Rio loves you.” Wernick said that tourism officials in Miami, Fort Lauderdale and Orlando could take a page from their book.

Clearly not all Floridians have benefited from trade liberalization. Wernick notes that small, independent vegetable growers throughout the state have been devastated by import surges from countries like Mexico and that textile workers in the Florida panhandle have seen their factories shuttered and relocated to low-wage countries in Central America and the Caribbean.

“Moreover,” he said, “we are increasingly seeing knowledge-intensive white collar jobs outsourced to places like Bangalore, India, to take advantage of cheap and highly-motivated workers and their ability to service clients 24/7.”

But the solution to these problems, Wernick said, is not clinging to protectionist policies that stifle competition, but ramping up funding for education, retraining dislocated workers, and creating an investment climate that encourages risk taking, innovation, and new business formation.

“Traditionally, the state of Florida has looked upon economic development as an operational expense to be minimized rather than an investment in future prosperity,” he said. “Changing that mindset is perhaps our state’s biggest policy challenge.” ■

David Wernick, who contributed this article, is a lecturer in the Department of Management and International Business and Director of the Knight Ridder Center for Excellence in Management’s Global Business and Security Program

DELIVERING ON ITS PROMISE: THE COLLEGE'S EXECUTIVE MBA OFFERS EXECUTIVES



THE CHANCE TO CHANGE THEIR WORLDS.

The Executive MBA (EMBA) in the college's Chapman Graduate School of Business provides high-level executives with the opportunity to develop vision, skills, and knowledge that are "beyond the norm." Designed for working professionals—seasoned business owners, senior managers, and company presidents—the program offers a highly competitive and rigorous course of study. It is a multi-disciplinary, hands-on, and comprehensive program that bolsters the student's strategic thinking, leadership capacity, and career potential.

A hallmark of the program is its emphasis on international markets, an obvious focus for those working in Miami, a city whose international culture and proximity to Latin America make it fertile ground for multinational efforts and global operations. Executive MBA faculty come from all over the world and imbue students with a deep understanding of how social systems, language, economic trends, geography, and fluctuating currencies affect the way business is conducted.

Small classes enable a close-knit atmosphere, where

students work together as teams on case studies and group projects. A residency prior to the start of the program convenes the students for four days of skills development and team building.

A unique feature of the EMBA, and one that makes the program particularly attractive to prospective students, is its international internship. This trip brings students face-to-face with the practices, social systems, economic conditions, and geographic factors that shape the way business is conducted in other countries.

The benefits are exponential, but in the words of one student, the program requires "125 percent of your energy and commitment." The Executive MBA is not a program for the lighthearted. It requires an inordinate amount of time, dedication and perseverance. Social time is reduced. Hobbies are put on hold. Work demands prevail. And sleep becomes a priceless commodity.

How do they do it? Why do they do it? We asked four students in the program to tell you in their own words.



Maria Cristina Gonzales



“If you think about it,” said Maria Cristina Gonzalez, a senior manager in Global Services Business Transformation for IBM, “there is probably never a good time to go back to school, because life is always there, happening.”

According to Gonzalez, what she is gaining from the EMBA is worth every bit of

time and energy she puts into the program, and more. Only half way through, she is already applying new-found skills and knowledge to her work at IBM—with positive results.

“There is a big emphasis in the computer field on solutions that combine technical knowledge with an understanding of the industry,” Gonzalez said. “The ability to marry those two things is what creates a sound solution and makes you successful. That’s what I am learning to do better in this program.”

The Executive MBA also is encouraging her to be more innovative in how she plans and executes projects. She’s developing leadership skills that will help her be a better mentor to those who work for her, something that will help them grow as professionals and add value to the company.

Gonzalez has been working at IBM for 17 years—most of her career. The Colombia native explored several programs, including many closer to home in Connecticut, but in the end decided that what the college had to offer was worth the commute—from Connecticut.

She chuckled, saying “It isn’t as bad as it seems,” in part because IBM offered her both financial support and the chance to telecommute. Gonzalez said her company recognized that the investment would yield great returns and it already has.

She is now living locally, in Fort Lauderdale, which also has put her closer to her family. She talks about how she loves learning from other students in the program, many of whom come from professional backgrounds that are very different from her own. She discusses how the exceptional faculty and challenging curriculum combine the best of business theory with up-to-date practical information to create a powerful and effective learning experience.

“As someone who works in the global division of IBM, I was very impressed with the international aspects of the program, especially the ties to Latin America,” Gonzalez said. She was also sold by the program’s international residency, a feature she didn’t find in the other

programs she considered. Last year, the class went to China. This year, it was India.

“I was really looking forward to India as something that will put everything into perspective,” Gonzalez said. “We have lots of good discussions [in class] about what goes on abroad, but it’s different to be there, to meet with people in companies.” She added that an integral part of doing business internationally is an understanding of local cultures, something that is only truly appreciated through travel.

Gonzalez, whose undergraduate degrees are in computer science and math, heads a program that provides business performance measurements to the global services management and operational teams. Many of her clients are international, and she works with them primarily through conference calls, e-mails, and web conferences. To accommodate time differences, she works well outside the routine of a 9:00 a.m. to 5:00 p.m. day: an 11:00 p.m. phone meeting is not out of the question.

“Decision-making and problem-solving is what I do every day,” she said, “and I am always looking at how to be faster, more cost-effective and innovative.”

The EMBA, she said, is helping her do just that. “The program is giving me a better understanding of business overall and is providing me with the tools and knowledge I need to provide my customers with better solutions to the challenges they face every day.”

She highlighted another important, and less publicized, aspect of the program that has been critical to her participation: the dedication of her fellow students to helping each other succeed in the program. A couple of months ago, when Gonzalez considered suspending her studies to care for an ailing aunt, other students in her study group stepped in with the support she needed to continue on course. She still marvels at the camaraderie exhibited by those who rallied on her behalf.

“It made me realize that sometimes all you have to do to get the help you need is simply ask for it,” she said, adding that her experience reflects the overall atmosphere of the program, which is characterized by cooperation and mutual support—from the way the faculty make themselves available to students, to the way staff deliver their books and materials to class, to the meals that are provided so that students can concentrate more fully on learning.

In an unexpected way, Gonzalez said, even the time constraints associated with participating in the program have made her a better time manager, both on the job and off.

“I am much more selective about how I choose to spend my time,” she said, “and ultimately I think that makes my life richer, both professionally, and personally.”



Andrew Manton-Zamora



Gonzalez' classmate Andrew Manton-Zamora laments the loss of some free time, but agrees that the tradeoff is well worth it. As the founder and CEO of Britannia Worldwide, a construction and real estate investment company, Manton-Zamora is already beginning to see the fruits of his studies take root in the workplace.

"The program has raised my expectations of myself and my company going into the future," he said, adding that it has also bolstered his ability to do things more efficiently, raised his productivity, and is enabling him to achieve a higher return on his real estate investments.

Also a native of Colombia, Manton-Zamora said he is always thinking about "What are the next steps, where is the need, and how can I make things work better?" When he looks out at the Miami horizon, he sees a city of boundless possibilities. And he thinks entrepreneurs will play an increasingly central role in the city's economic future.

Of his own penchant for entrepreneurial ventures, he said "I was bit by the bug early." At only fourteen, Manton-Zamora started his first business, manufacturing the Styrofoam molds used to ship steel panels for his father's pre-fabrication plant.

"Miami is a great entrepreneurial city," he said, adding "there is a lot of immigration. People are not necessarily as rooted here, but instead come here trying to find a new life." As a result, he said, there are many small businesses.

He believes that the college has had the great foresight to capitalize on this reality and provide a forum for fostering the entrepreneurial efforts that will continue to shape the business landscape of the city.

"The college is filling an important need," said Manton-Zamora, "particularly in South Florida." Whereas in the past, entrepreneurs gained their knowledge largely from the "school of hard knocks," he contends that now "universities like Florida International University are realizing the potential and the value of providing educational and support opportunities to entrepreneurs."

He views the Executive MBA as integral to those efforts, saying it puts a high value on innovative thinking, promotes an expanded view of business, and provides students with the tools and knowledge necessary to build and maintain a competitive edge. The business school's emphasis on continuous improvement, he said, has elevated the program's stature and reputation, something that benefits both current and future students. It also enables the Executive MBA to

attract an increasingly accomplished cadre of participants, maximizing the value of what students learn from each other.

Like Gonzalez, Manton-Zamora was keen about the chance to go to India to meet with business leaders and learn about business practices and customs there.

"None of the other schools I looked at offered that," he said, "and I felt that it was really in touch with the times." He already knows he'll be going on more trips in the future, too.

Other future efforts will include greater involvement with the Eugenio Pino and Family Global Entrepreneurship Center. It's actually how he found the Executive MBA in the first place, or, as he likes to say, how the Executive MBA found him.

In 2004, Manton-Zamora was nominated for entry into the college's Entrepreneurship Hall of Fame for his achievements as co-founder of Flowergrower.com, a service that enabled flower growers and retailers to work directly with each other. While attending the awards ceremony, he met Pino Center director Alan Carsrud, who introduced him to College of Business Administration Executive Dean Joyce J. Elam.

He was impressed by Elam and her vision for the school.

He joked, "I was 'supposedly' at a place in my life where I could take the time, so I applied." He admits that the coursework has been demanding and has left little time for outside pursuits. Still, he said, "I think when opportunity knocks, you make the most of it," and he felt like the program was an opportunity he couldn't pass up. Would he make the same decision again?

"Absolutely," he said, and describes how the program has improved his ability to compete more effectively and think more strategically about the future of his company.

"I have vision and the ability to formulate a plan for capturing a dream," he said.

He hopes that by playing a greater role in the activities of the Pino Global Entrepreneurship Center, he can help others capture their dreams too.

"I want to help mentor graduates and create local opportunities for the entrepreneurial talent that comes out of the university," he said.



Carlos Dorado



Like Gonzalez and Manton-Zamora, fellow Executive MBA student Carlos Dorado maintains a hectic schedule as the founder and president of Italcambio, a group of companies operating in the fashion, currency exchange, and travel industries. He is talking from his cell while en-route to the airport to catch a trans-Atlantic flight, having recently

returned from another trip. His text books are in tow. Such is the life of an EMBA student.

Despite the time pressures, however, Dorado is upbeat. Business is good; he's got five great sons, a wonderful wife, Gabriella, and a great outlook on life.

"I am a rich man," says Dorado. "I am happy, I have my family, and I am doing work I love." The implication being: What else could he want?

Yet, like most EMBA students, Dorado is a go-getter, not content to rest for too long, and always planning his next move. That's why he sought out the program.

"I consider the brain as needing to be exercised, just like the rest of the body," he says. He began to look for a program that would not only accommodate his busy schedule, but one which was also comprised of professionals who could offer him valuable insights, perspectives, and ideas based on their own years in business. After checking out other MBA programs, he settled on the college's Executive MBA.

He credits the program with offering a "unique" and "enriching" experience and with providing him an opportunity to boost his business acumen by learning about cutting-edge business theories and concepts.

"Being in the program is like being born again as a business person," Dorado said, adding that the Executive MBA has gone a long way toward updating his approach to business and sharpening his ability to analyze and solve business challenges.

"It has also helped me shave some of the intellectual fat from my head," he joked, saying that he is more "agile" in his thinking and is becoming adept at applying business best practices to his professional pursuits.

While he thinks the first-rate faculty are a highlight of the program, he also feels the learning that takes place between students is one of the program's biggest assets.

"There is a symbiosis in the classroom where we are exchanging ideas and knowledge from our different experiences in the world of business," Dorado said.

The EMBA is boosting his confidence as both a business person and decision maker. He wants to expand Italcambio's reach by initiating new lines of business. Already, the company operates the largest currency exchange house in Latin America, which has more than 1200 employees. But, he said, his passion is in "being the architect of a project and then working to make it grow."

In addition to his education, he credits his parents with laying the foundation for his current achievements.

"My parents were poor, but they worked hard," he said, while describing his early childhood in a small village in the Galicia region of Northern Spain. They also taught him the importance of family, the fulfillment that comes from earning a good education, and the value of working for himself.

These, he said, are the things that have fed his entrepreneurial spirit and inspired him to enroll in the EMBA program.



COLLEGE RESPONDS TO MARKET DEMANDS FOR EXECUTIVE AND PROFESSIONAL MBAS.

Sarah Perez, director of the Executive MBA, talks about changes to the program, made as part of an ongoing effort to have it be as responsive as possible to the needs of students.

The program is now able to be completed in eighteen months. Classes are held on Friday evenings from 4:30 to 9:00 p.m. and on Saturdays from 8:30 a.m. to 5:30 p.m.

"Our students were telling us they wanted to be able to finish the program faster and that they needed class times that were more amenable to their work schedules," Perez said.

In addition, she said that the international internship, once an option, is now a requirement.

"We noticed a real difference between those who took the trip, and those who didn't," said Perez, adding that by going abroad students are able to gain a critical context for what they are learning in the classroom and through their projects. While recognizing that the trip requires a time and cost commitment, she said that students view it as an essential component of the program.

In the coming year, Perez will work hard to increase the number of networking events and activities, such as family picnics, sports outings, dinners and others. She also is putting together a business protocol seminar, which will teach participants protocols such as dining etiquette, ways of introducing their bosses in various settings, and other topics of import to international business executives.



Luis Etchevers



Like Dorado, Luis Etchevers is almost in the home stretch of his Executive MBA experience. It's a reality that leaves him at once excited and a little wistful. On the one hand, he loves the study team that he's assigned to and is gaining so much from their diverse perspectives on business. On the other hand, he misses exercising on a regular basis.

"It's sometimes hard to balance the time between school and job," explained Etchevers, a senior representative for Elliot Turbo Machinery, which manufactures and distributes turbines and compressors to oil and chemical refineries. His job is to provide Elliot's customers with the technical and commercial support necessary to maintain seamless operations. He is also responsible for making sure that his company's investments turn a profit.

He oversees a division that includes 25 countries, mostly in Latin America, and that means a lot of time on the road. The good thing, said Etchevers, is that the long flights provide plenty of study time. The bad thing: There is not much time for sleep.

By anyone's standards, his schedule would be considered grueling. He is up by 5:00 a.m. most mornings so he can get two hours of studying in before he heads to work. After dinner, he hits the books until midnight.

What's he getting in return? According to Etchevers, an invaluable opportunity to expand his knowledge of global business and transform the way he works, which are important benefits for a guy whose effectiveness requires a solid understanding of the economic, social, political, and regulatory factors of the countries he works in.

For example, he recently had to advise his bosses about whether to acquire, or merge with, a regional

company in Argentina. For his analysis of the best strategy, he relied heavily on both concepts and tools he'd learned in class.

He also is seeing a difference in the way he sets and achieves his business objectives and believes that the quality of the education he's receiving is unsurpassed.

"We are learning from people who are very experienced and have senior positions in both government and corporations," he said. "Also, we have faculty that come from all over world, which provides a critical global perspective."

The faculty's commitment to the students is impressive, he said.

"They are respectful of our time and make themselves available to us outside of class as much as possible." He added that he's building professional relationships with both students and faculty that will benefit him throughout the course of his career.

Etchevers said that while the program offers a lot, it also requires students to give a lot.

"You have to be devoted to the program and want to be intellectually challenged," he said. "You have to want to invest and sacrifice a lot to do the program in order to get the most from it."

But, he added, the rewards are great. The process, he said, is adding so much to his value as a professional and is providing him with the essential know-how to "take his career to the next level."

Plus, he can see the finish line—it's just up ahead. ■

Other plans include the creation of an advisory board, comprised of local business leaders and program alumni, to provide input on curriculum development, program activities and offer ideas about how to maintain the program's quality, relevance, and value to students.

COLLEGE LAUNCHES PROFESSIONAL MBA IN RESPONSE TO MARKET DEMAND IN PEMBROKE PINES.

In January, the College's Professional MBA (PMBA) program opened its doors at the Pembroke Pines Campus. The program features Saturday classes and enables students to complete their MBAs in less than twenty months.

Though similar to the Executive MBA in its structure, the PMBA is targeted to individuals

who have been in the job market for at least four years, a shorter period of time than is required by the EMBA.

"You need to be a higher level executive to enroll in the EMBA," explained director Sarah Perez, "and we wanted to broaden the options for individuals without the requisite work experience."

The program will represent a cost-effective and convenient way for working professionals in Broward County to earn a graduate degree in business. Like the EMBA, it will feature a cutting-edge curriculum, dynamic faculty, high-tech learning facilities, and an educational environment characterized by collaboration and group learning.

Areas of study will include strategic management, international business, marketing, accounting, corporate finance, and global financial

markets, among others. Students will learn through case studies, research projects, computer modeling, analytical projects, corporate simulations, lectures and discussions.

The PMBA will provide the same level of individualized attention and service that students in the EMBA enjoy.

"We'll help them register for the program, deliver books and materials to their classes, and provide them with meals and coffee breaks," Perez said. "While they are here, we want them to be able to focus on their studies without having to worry about logistical or administrative issues."

For more information about both programs, contact Sarah Perez at 305-348-1036 or visit cba.fiu.edu/web/pmba/. ■





José Tillan hits a high note at MTV Latin America.

José Tillan (BBA '90) has had a passion for music since he was a kid. He started playing instruments in 8th grade, joined the school band, and at one point dreamt of a life on stage before throngs of devoted fans. He writes music and has a recording studio in his home. He is constantly looking to expand his sprawling music collection, which contains everything from punk to jazz to classical to salsa.

His love for music has never waned, and after graduation from high school, he naturally enrolled in Miami-Dade Community College to study music. But, he also decided to enroll in the business school at Florida International University, where he studied marketing. This last choice, while a less obvious one for a musician, is one that has shaped his whole career, a career that has been immersed in music.

Tillan is senior vice president of Music and Talent for MTV Networks Latin America, where he is in charge of shaping the way the company delivers musical programming and content to television audiences. The position enables Tillan to marry his acumen as a marketer and businessman with his love of music. It also allows him to call on his background as a musical artist to develop strong and successful collaborations with some of the Latin America's most popular performers.

Tillan first began to think about a life backstage, rather than on stage, when he became the business manager of his college band, Forget the Name.

"Basically, the guys asked me to do it because I was studying business," he said.

Tillan began building a mailing list of audience members who'd come to see the band play and used the list to send announcements of band performance dates and locations. Over time, the mailing list grew and the band was drawing a regular crowd of 500 for each gig.

"Basically, I was doing direct mail marketing, but at the time it was not something that other bands had thought of doing," he said. "So we had them coming up to us and asking us for our list."

Tillan found that he liked the business aspects of music promotion and management, so when Forget the Name broke up, he put his instruments away for a while and began offering those services to other local Miami bands. Slowly he worked his way into the music business, a path that eventually led him to MTV Networks Latin America.

There, he said, the environment is supportive of individuality and innovation and encourages him to be creative in his professional efforts. The formula seems to work. Since joining the company in 1997, Tillan has spearheaded development of the multi-award winning "Unplugged" series, which has delivered Gold and Platinum sales for such artists as Mana, Alejandro Sanz, Diego Torres, La Ley and Shakira, and has achieved global sales in excess of ten million units. He also was one of the people behind the development of MTV's successful Video Music Awards Latin America, which was launched in 2002.

Not that he's stopped playing music. It's just that now the focus is different, he explained. Instead of the goal being to land a record deal, he now plays for his own sense of balance and well being.

"Playing music for me is a healthy expression," Tillan said. "It puts me in the right frame of mind."

He's not opposed to someone buying his songs if they want, he said, but he does not actively shop them around.

His other purpose in life, he said, is to make sure that schools continue to offer music and art courses as fundamental aspects of their curricula. He is working with the National Academy of Recording Arts and Sciences to achieve that goal.

"An art and music program is an essential foundation that every school should have," he said, adding that "unfortunately, the U.S. is the richest country in the world and yet schools don't have programs where instruments are available to all kids."

As someone who's been successful in the music business, Tillan feels he has a social responsibility to give back to the community. For him, that means ensuring that students have the opportunity to learn about the world through music and the arts and to express themselves creatively through performance and other media. He describes how his own immersion in music as a young person opened him up to new ways of learning about the human experience and about political and social issues. As an example, he talks about joining Amnesty International after reading about the organization on an album jacket.

"I bought the *Ghost in the Machine* (a book by Arthur Koestler) based on the album by the Police," he noted, "and as a result, I bought and read several of Koestler's other books too."

"I think you can travel the world through music," he said.

And whether through his work with MTV or through his community service efforts, he's determined to make that journey both exciting and possible. ■

Changing Channels: Former accountant finds success as a TV executive.



Imagine a job that pays you to watch TV. College alumnus Gaston Comas (MSF, MST '83) can. As CEO of HBO Latin America Group, watching television is an important part of his workday and helps him stay "tuned in" to every aspect of the industry, from the new shows to the technology to the business climate.

Comas, an attorney and CPA, may not seem like a natural to head a fast-growing entertainment network, and in fact, it was not always his intention. He was serving on the board of HBO Latin America Group—an independent, joint venture among Time Warner, Sony International, Disney and Ole Communications, a Latin America-based entertainment company—when he was approached by the company to take over its operations five years ago.

What Comas did and always has possessed is a love of entertainment and a fascination with the technology behind television broadcasting. He'd also had the experience of running his own law and CPA dual practice, and while different in scope and size, he knew some of those skills would translate to his new position. Finally, he recognized it was an opportunity he couldn't pass up.

Five years later, Comas loves his work and is excited that he gets to play a leading role in HBO Latin America's growth and evolution,

which will include, among other things, a greater focus on the type of cutting-edge, original programming that has become the hallmark of the company's American counterpart.

A first foray into this realm has been encouraging and successful. In 2005, HBO Latin America Group launched its first original series in Argentina called *Epitafios*. The show follows an ex-cop and a psychologist as they try to track down a vicious serial killer who leaves an epitaph on each victim. The critically-acclaimed program has been very popular in Argentina, and Comas hopes to replicate its success with U.S. audiences, who were introduced to the show this past fall.

The company is getting ready to launch another new program in Brazil and is considering additional projects in other Latin American countries.

"We are trying to diversify, while also doing Pan-American projects," Comas said. "We are still experimenting with original programming."

Another goal for the company will be to improve what Comas refers to as the "quality of viewing" by making digital and Dolby sound broadcasts more commonplace in Latin America.

"From my perspective, Latin America is technologically behind the U.S.," he said. "But, Latin Americans like to watch TV and I think they'll want to take on these new functionalities," he said, adding that he wants to see HBO Latin America Group at the forefront of efforts to optimize TV viewing in the region.

He is also very committed to the company's summer internship program for college students, which was pilot tested in 2003 and begun officially in 2005.

"I think more companies should try to foster professional learning opportunities for students," Comas said. "Working with professionals is such a valuable part of learning. It's one thing to study [about a professional field or type of work] and another thing to do it."

At the same time, he credits the quality education he received at Florida International University for providing him with a knowledge base that has been essential to his professional success. "My time at the university was tremendously valuable," he said. "It provided me with a learning experience that was second to none."

"What I learned from my professors about international tax structures and accounting is highly applicable to my work here [at HBO Latin America Group]," he said.

But what is it about the job that is especially thrilling for Comas? "Seeing the signal," he said, and "watching something you conceptualized finally making it to the screen." He also expresses a reverence for the amount of manpower and technology that goes into creating an event that the viewing public has come to see as ordinary and everyday.

He said he is further amazed at the diversity of what you can see on TV.

"The different formats covered with different cultural and ethnic perspectives, is all pretty astounding," he said. And he thinks the potential of the technology offers boundless possibilities in terms of programming.

Despite his optimism, he concedes that the best programming is dependent on something very fundamental.

"At the end of the day, it's a good story that determines success," Comas said. But, adds the man who watches TV for a living, "Put everything else around it, and it's incredible." ■

Establish or Expand Your Business in The Americas

The College of Business Administration at Florida International University (FIU) and the United States Agency for International Development (USAID) have jointly established the first Center of Excellence for Small and Medium-size Enterprises of the Americas (SMECE). The Center is dedicated to improving the competitiveness of small-and medium-sized enterprises in international commerce.

ENROLL IN OUR TRAINING PROGRAM

SMECE's training is an interactive, web-based. Distance-learning program offered in English or Spanish, taught by top-notch FIU faculty and experienced practitioners. Working at your own pace, you will obtain the knowledge and skills you need to build your business and compete successfully in national and international markets.

COMPLETION OF THE PROGRAM AFFORDS YOU:

- A Certificate of Advanced Management in International Business from Florida International University's College of Business Administration
- A bankable business plan for expanding your business, particularly in international trade
- An understanding of product and sector opportunities in the Americas
- Targeted networking contacts

The course is capped by a three-day conference in Miami, where you will meet you FIU professors; perform case analyses; make site visits to distribution channels; and learn about opportunities in your industry for your products and services.

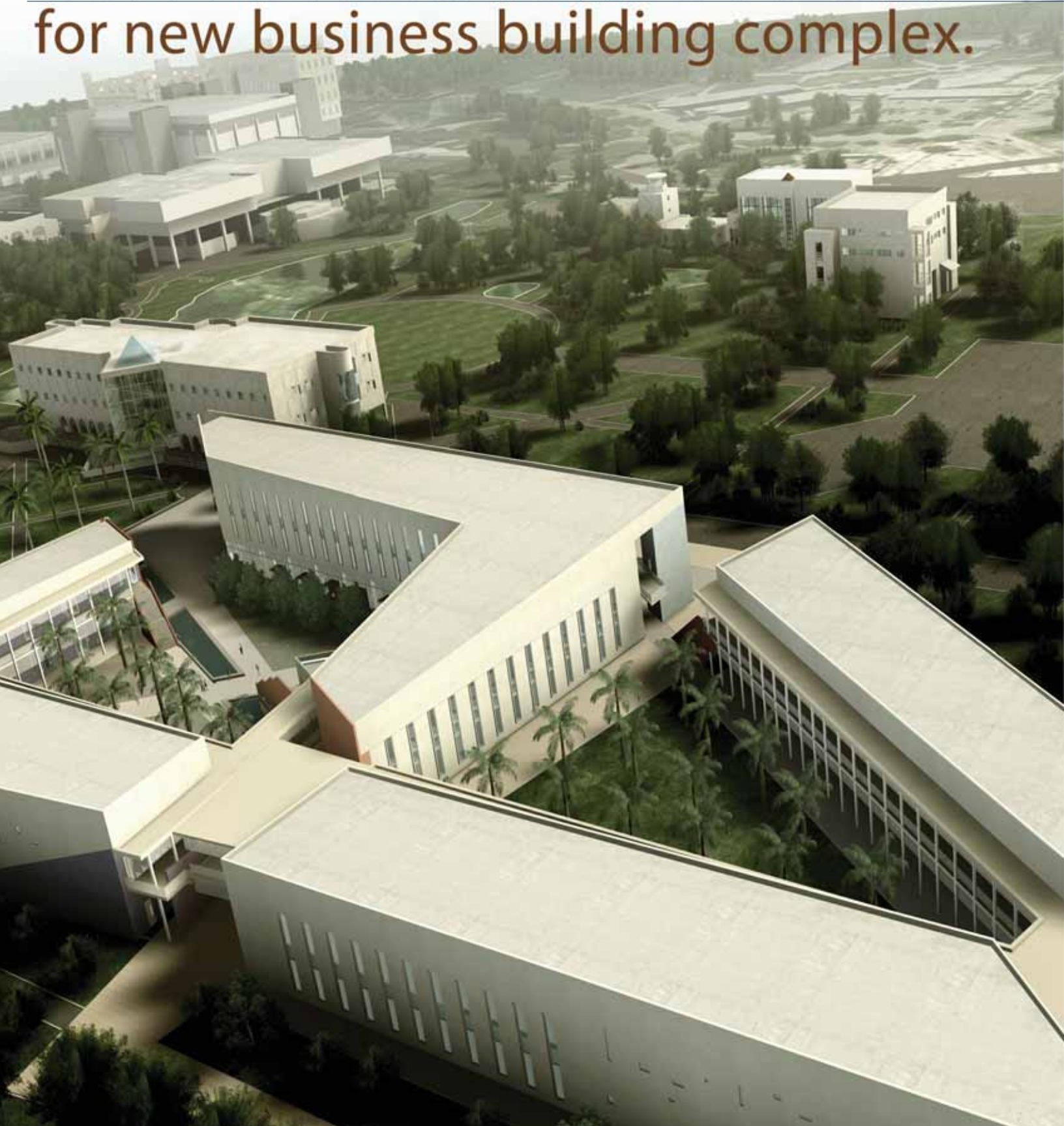
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FLORIDA INTERNATIONAL UNIVERSITY
COLLEGE OF BUSINESS ADMINISTRATION

COLLEGE BREAKS GROUND

for new business building complex.





From left, Joyce J. Elam, executive dean, College of Business Administration and R. Kirk Landon (standing); Betty and Alvah H. Chapman, Jr. (sitting) during the “Evening of Stars” launch of the Building for Business Campaign on March 10, 2005.

Overcast skies, cool temperatures, and rain did not dampen the spirits of the students, faculty, staff, alumni, College of Business Administration leaders, friends, architects, and donors who signed concrete blocks for the foundation and joined in breaking ground for the college’s new business building complex on November 18, 2005.

The event marked the first tangible manifestation of a dream long in the making and a milestone in the college’s evolution towards becoming one of the top public, urban business schools in the country.

“When I became executive dean eight years ago, the college developed a vision to become one of the best public business schools in any urban area in America and a mission to prepare our students to become this community’s business, civic, and political leaders,” Elam said. “And we’ve been blessed by having terrific support both from within and outside the university in our quest to achieve both.

Elam cited the recognition the college has received from *U.S. News & World Report*, *BusinessWeek*, *Hispanic Business*, *América Economía*, among others, for its innovative international business programs.

“We have a world-class faculty comparable to that of any highly regarded business school in the world, and Fortune 500 companies now routinely visit our campus to recruit our business students,” she said.

But the college faced a major obstacle in realizing its vision: it had no place to call home.

“For years, our students have had to take classes across our campuses; our administrative offices have been scattered in several buildings around the university, and our students have had no place to gather, interact, and claim as their own,” Elam said. “Today, we are celebrating the beginning of the construction of that home—which we expect to be completed in 2007.”

“It’s clear to me that the college is one of the country’s leading business schools, and I’m delighted to be supporting the future business leaders of South Florida, The Americas, and the world who are earning their degrees here,” said R. Kirk Landon at the historic occasion.

The Business Building Complex: The Vision

What began as a rough sketch Elam drew on the back of an envelope has evolved over the past four years into a state-of-the-art building complex designed by Kohn Pederson Fox Associates, New York, and BEA International, Miami.

Between the initial sketch and the celebratory groundbreaking, came countless hours of planning and hard work.

Elam gathered college faculty, staff, students, alumni and administrators to share their ideas and develop a common set of principles to guide the design of the kind of building complex that would make the business school’s vision come alive.

Together, they developed their concepts of a modern complex that would:

- ensure a world-class instructional facility that incorporates technology into all that the business school does; with wireless access throughout; to support the school’s increasing emphasis on e-learning
- support a team-oriented, active learning approach by having many team study-rooms and classrooms designed to support collaborative learning
- create a student-oriented community featuring an expanded student commons area, where students can meet to share ideas, work on projects, and develop leadership and organizational skills
- be a place where the business school can hold events for our students and the communities we serve
- provide an administrative home for the Chapman Graduate School with consolidated admission and advising suites and a career services center
- foster a sense of pride among the college’s constituents
- reinforce the college’s innovative and entrepreneurial spirit, and
- complement the climate and natural features of South Florida’s beautiful environment.

Donning hard hats and bearing golden shovels at the Ground Breaking Ceremony on November 18, 2005, from left, Chapman Graduate School Dean José de la Torre, Regions Bank President Angel Medina, Jr., Board of Trustees member and donor R. Kirk Landon Ocean Ban President José Concepción, Florida International University President Modesto Maidique, College of Business Administration Executive Dean Joyce J. Elam, Landon Undergraduate School Dean Clifford R. Perry, Faculty Senate Chair Bruce Hauptli, Florida International University Academic Provost Mark Rosenberg, College of Business Administration Assistant Dean Lynda Raheem, and School of Accounting Faculty member John Wrieden.



With those goals in mind, the architects went to work.

At the same time, University President Maidique secured \$15 million in state funding to construct the new complex for the college. But the cost of constructing the kind of facility that would achieve the college's goals totaled \$45 million. So for the past two years, Elam, de la Torre, Annabelle Rojas, director of resource development and external relations, and others have shared the business school's vision and the design of the new complex with members of the business community, individuals who support worthy causes, organizations which recruit the college's students, faculty, staff, students, and alumni to raise \$15 million in private donations. When matched by \$15 million from the state, the total would reach the \$45 million needed to make the vision a reality.

The effort to secure private funding marked the first such endeavor by any unit within the university. Without the positive response and generous contributions of those who have supported the effort to date, ground would not have been broken on November 18th.

Much of the solicitation took place before the public launch of the Building for Business Campaign on March 10, 2005, at an "Evening of Stars" that recognized major donors and extended the fundraising initiative to a broader public. That event also unveiled, for the first time, the actual design that had been developed for the new business building complex.

Exterior of Commons Hall



At this event as well, faculty, staff, students, and alumni were invited to take part in the "Wall of Stars" portion of the campaign, giving them an opportunity to have their names engraved on a "Wall of Stars" mural to be housed in the new complex.

To date, \$9.5 million of the \$15 million has been raised.

Numerous naming opportunities continue to exist to recognize additional donations to the building.

The New Business Building Complex: An Overview

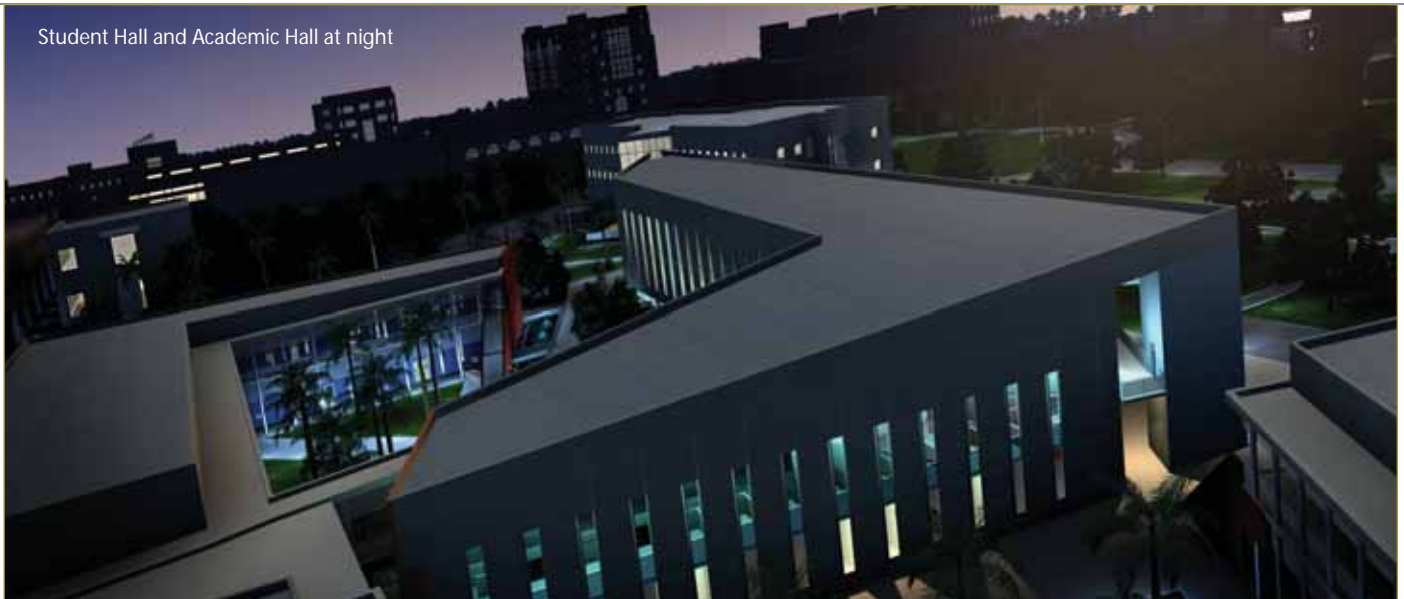
The new business school complex, which takes on the geometry of interlocking forms, will anchor the corner of the mall between the Ryder Business Building and the Ziff Education Building. It will open towards the Ryder Building with a strong diagonal gesture that will cut a path through the complex.

To the south, a pedestrian path will border the new Law School Building, tying into another diagonal that will lead along the southwestern face of the complex to the parking area and provide a route for pedestrian circulation.

The complex will feature the following exterior spaces:

Commons Courtyard

The Commons Courtyard, just to the east of the Student Commons (see below) and shaded on all sides, will serve as an outdoor meeting place while also providing places for individual reflection and study. This courtyard opens toward the campus mall. Dominated by a grand staircase that leads to a covered terrace, the



Student Hall and Academic Hall at night

courtyard is lushly planted and tempered through the addition of a water feature comprised of a wall foundation and a series of low basins. The courtyard separates the Commons and Student Halls from Academic Hall.

The Terrace and Grand Stairway

The terrace, located at the “knuckle” between the four buildings along the east/west breeze corridor, will provide an exceptionally pleasant space in which the multi-purpose loggia will culminate. A Grand Stairway will spill into the courtyard and offer an opportunity for students to sit informally and take in the atmosphere of the Commons Courtyard.

The Faculty Courtyard

Lined on two sides by an arcade, this courtyard will be structured around a grid of palm trees and bordered by a water feature, which completes the interlocking gesture of the two courtyards.

Interior spaces contained in the complex’s halls include:

Student Hall

At the heart of the complex is the Student Hall, which will stand two stories high and culminate in the “knuckle” of the campus, with the Grand Stairway leading upwards to the Terrace and Multipurpose Room. The Hall will house the Bank of America Career Services Center and, on the second floor, the Multipurpose Center.



Commons Hall Lobby

Bank of America Career Services Center

Accessible from the exterior covered walkway off of the Commons Courtyard, the Bank of America Career Services Center will provide students with advice and information about scholar-

ships, internships, professional development, and career opportunities. It will feature a reception area, office space, individual interview rooms, a library, a recruiter’s lounge and a conference room. Not only will it enable the college to offer its students and alumni a variety of career services, but it also will serve as an attractive area in which to host corporate recruiters and potential employers. The library will carry the name of the Graham Foundation. Interview rooms can be named—one has been named the

KALEXIS Interview Room. In recognitions of donations made by the dean’s Alumni Circle, the recruiter’s lounge will be named in honor of this group.

The Multipurpose Center

Located at the top of the Grand Stairway and above the Commons Courtyard will be a large meeting space that can accommodate up to 200 people. As its name implies, this spacious area can be partitioned into two or three individual meeting or ballrooms useable for professional and executive education, conferences, seminars, short courses, and more. At the same time, the entire area—including the terrace, can be used for both formal and informal social functions, from awards ceremonies to lectures, from alumni receptions to dinners for

corporate and community partners. Supporting these activities is an adjacent kitchen and serving area. The center will help showcase the business school to external constituents.

Executive Academic Programs Suite

The Executive Academic Programs Suite, which houses the executive programs' administrative offices, is located on the second floor of Student Hall adjacent to the Multipurpose Center. Its open environment and natural lighting will make it a welcoming environment for students, faculty, and staff.

Commons Hall

Lobby

The entryway to Commons Hall is a three-story lobby that provides a view all the way to the Hall's Boardroom on the third floor.

Student Commons

As an extension of the main entrance lobby on the mall, the Student Commons stretches along the southern side of the Commons Courtyard behind a covered arcade. It will accommodate formal gathering spaces for student organizations along the southern wall and informal ones along the window wall, letting the softer northern sun into the space. In addition, this lounge will include large study rooms as well as changing rooms and lockers. The finishes will be cool and natural, with the occasional accent of bold color in the form of ceramic tiles. The furnishings will be modern and comfortable, arranged to promote an environment of student community. The commons will be used to hold a variety of formal and informal events, to support informal education and teamwork, and to foster pride among the student body. Student rooms within the Student Commons have been named for Kaufman Rossin & Company and IKON Office Solutions.

Student Café

On the northwest side of Commons Hall (the side closest to Student Hall), the Student Café promises to be a busy and popular place. It will be highly visible at the point of intersection between an entrance to the Commons Courtyard and a public path that leads to the complex's center. It will be easily accessible through its central location. It creates a space activated by student life that spills onto the courtyard. To be operated by an outside firm, the café will serve light snacks, coffee, drinks, and pastries.

The Academic Program Suite

This large office suite for various graduate programs will be located on the second floor and have an inviting atmosphere that will encourage interaction among students, faculty, and staff. An open stairwell between this floor and the third floor will maintain a sense of conviviality between the Academic Program suites and the Dean's Office Suite.

The Dean's Office Suite

Located on the third floor of Commons Hall, this suite will house activities associated with the administration of the College of Business Administration.

The Boardroom

The Boardroom, also on the third floor at the southeastern end, will be a glass-enclosed space that juts out over the campus, providing those who meet there with a panoramic view of the landscape. It will seat up to thirty people and have multimedia and video-conferencing capabilities. It will be used primarily for Dean's Council and program Advisory Council meetings, executive seminars, special seminars, and high-profile activities.

The Shared Conference Rooms

Sized to seat ten to eighteen people comfortably, these flexible conference rooms will be available to faculty, staff, and other groups. They will be equipped with presentation technology to support a variety of media systems.

Academic Hall

This two-story building, which will face the pedestrian mall and the Commons Courtyard, comes together at the northeast corner as two sides of a square. This building will house instructional facilities.

Tiered Classrooms

The Hall will contain sixty-seat tiered classrooms organized around the courtyard with small breakout or study rooms fronting them and accessed through outdoor circulation. They will set a new standard for innovative teaching and instruction. Featuring a horse-shoe configuration with fixed seating, these classrooms will provide the basis for lectures, business case studies, and team discussions. They will be equipped with technologically-advanced multimedia and communication technology; two will be serviced by a simultaneous translation booth as well. Classrooms have been named for Wachovia Bank and Regions Bank.

Major Donors to the Building Complex Fund

- R. Kirk Landon
- Ocean Bank
- Alvah H. Chapman, Jr.
- Armando Codina
- Wachovia Foundation
- Regions Bank
- Morrison, Brown, Argiz & Farra, LLP
- Guarded Networks
- The Graham Foundation
- IKON Office Solutions
- Kaufman Rossin & Company
- Augusto Vidaurreta and Jeanie Cannan

Total (as of 11/30/05): \$ 9.5 million

Gifts to the Wall of Stars Campaign

- Students: **\$5,550**
- Faculty and Staff: **\$32,600**
- Alumni: **\$13,900**

Total (as of 11/30/05): \$52,050

Collaborative Learning Classrooms

These “flat floor” classrooms located on the first and second floors will offer a more intimate classroom setting that can be configured in multiple arrangements for collaborative, active learning. Like the larger, tiered classrooms, these classrooms will have small breakout or study rooms and feature advanced multimedia and communication technology. Classrooms have been named for Morrison, Brown, Argiz, and Farra, LLP and Guarded Networks.

Study Rooms

Small study rooms, which will be clustered close to the classrooms, will accommodate the significant need for study spaces and enable students to work on group projects and to create presentations. Each room will seat up to six people around an oblong conference table ready to support the use of laptops with power and wireless data connectivity. Several larger study rooms will be available for student use as well.

Ocean Bank Auditorium

Easily accessible from nearby parking at the northwest corner of Academic Hall, the 300-seat Ocean Bank Auditorium, located on the second floor of Academic Hall, will be a premier presentation facility capable of supporting a variety of multimedia presentations as well as video conferencing. The auditorium entrance is at the ground floor, where one can take an elevator or stairs up to the reception lobby that fronts it. The modern design will be enhanced with rich wood and acoustical, fabric-wrapped panels. The unique layout of the auditorium features a 75-seat tiered classroom furnished with fixed tables and ergonomic seating to provide a flexible teaching environment.

Laboratories

Next to the Ocean Bank Auditorium will be a Financial and Real Estate Computer Laboratory, a virtual collaboration room, and a behavioral research laboratory.

Faculty and Research Center Hall

Coming together on both the north and southwest corners, this building will connect to and extend Academic Hall on the north and stretch east from the southwest corner, ending partway to Student Hall. It will encase the Faculty Courtyard and provide another entrance to the complex on the south side. This building will house additional instructional and technology spaces, faculty offices, and administrative offices for the college’s research centers. Naming opportunities are available for individual department suites, faculty offices, and conference rooms.

The Building for Business Campaign

While the Building Complex Fund is the major priority in the Building for Business campaign, it is not the only fund for which the college seeks support.

The campaign also encompasses the Growth and Excellence Fund, which will help ensure the college’s ability to meet its ongoing operational needs, and the Securing Our Future Fund, which provides for general and programmatic endowments as well as targeted annual giving to enable the college to attract additional top-tier faculty and students to deliver high-quality programs. Among its components is its Scholarship Fund, which allows it to draw top students from around the world.

Recently, Ocean Bank has given the college \$60,000 in scholarships for graduate and undergraduate African-American students.

According to Benigno Aguirre, senior vice president for human resources at Ocean Bank. “Scholarships provide us the opportunity to affect the lives of students who dream of continuing their education and making a positive difference in the world.”

He said that “Everyone has a stake in supporting education. Today’s students are tomorrow’s leaders. Students hear the message behind the money, the message that others see the promise of their potential and believe in their dreams.”

While many readers may be under the impression that the college receives most of its funding from the State of Florida, the truth is that public funding for higher education dwindles every year, and the ever-growing population the college serves presents a genuine challenge to its ongoing ability to meet their needs. In order to continue to make further development and expansion possible, the college increasingly must rely on private support to realize its potential and educate graduates to serve our business community.

“It’s clear to me that what this community most needs and wants is a world-class business school,” Maidique said at the Ground Breaking Ceremony. “This message has been reiterated to me countless times by civic and business leaders who know that a premier business school is vital to the economic prosperity of our region. The majority of the college’s graduates live and work here, and many of them start new businesses that provide employment opportunities for others and stimulate economic innovation.”

He added that the college, in many ways, “is the flagship of our university’s reputation and of our contribution to South Florida’s future.”

Building a permanent home for the college represents a significant step in the right direction.

To learn more about how you can support the college, contact Annabelle Rojas, 305-348-3339 or visit our web site at <http://business.fiu.edu>. ■

2004 - 2005 New Scholarship Donors

- Ocean Bank
- Gold Coast Chapter of the Florida Institute of CPAs
- Ernst & Young
- Rachlin Cohen & Holtz, LLP
- Crystal Advisors, LLC
- Assurant Solutions
- Coscan Homes
- William G. McGowan Charitable Fund, Inc.
- Perez Family



Thailand Global Leadership and Service Project in Bangkok opens hearts, changes lives.

October 2004. Robert Hogner (known to his students as “Dr. Bob”), associate professor of management and international business and coordinator of the College of Business Administration’s Civic Engagement Initiative establishes a new college partnership with the International BBA (Bachelor of Business Administration) Program (and its ToCUsmile Service Club) at Bangkok’s Chulalongkorn University (Chula), the country’s premier university.

Fast forward to March 2005. After months

of planning and fundraising, nineteen undergraduate students in the College’s International Business Honors Society (IBHS), two recent graduates, one graduate assistant, and Hogner set out for Bangkok over Spring Break on the first Thailand Global Leadership and Service Project. They worked at one of two sites: Unity Camp, a day camp at an elementary school in the impoverished Klong Toey district of Bangkok or the state-of-the-art campus of the Association for the Promotion of the Status of Women (APSW), one of the projects headed by Her Royal Highness Princess Soamsawali.

One participant considered himself a cos-

mopolite, with extensive international travel under his belt. Another was the first person in her family ever to travel abroad. Regardless of their backgrounds, relative travel savvy, and level of interest in civic engagement, every person on the trip changed as a result.

In her role as project leader, Natalia Sturla, one of the founding members of the IBHS, was intensely involved in planning—aided by the Volunteer Action Center at the university—and ongoing logistics coordination while the group was in Thailand. Along with the majority of the college’s students, she spent the bulk of her time at Unity Camp.

“Teams worked with approximately sixty students in three age groups: five to seven, eight to ten, and eleven to fifteen or so,” she said. “We did a variety of activities, from coloring and singing with the youngest, to teaching English and playing soccer with the older children.”

“Despite the fact that we couldn’t bond in English, we developed very strong feelings.”

Vanessa Fernandez

ToCUsmile founder Ketsiree Danpaiboon, a senior, was Sturla’s counterpart in Thailand.

“Because Chula’s spring break did not overlap with the college’s, students from our club were not able to be at the camp all day, every day,” Danpaiboon said.

However, six to eight did attend daily, serving as translators and providing logistical support. Many of them had not been in the district before and were as overwhelmed by what they saw as the Americans were.

“The extent of poverty was distressing, as was the pollution,” Sturla said. “But even though the area was very poor, the children were proud to take us to their homes.”

The Unity Camp contingent returned with a four by forty-foot banner with signed handprints of all the Thai children and staff at the

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camp along with those of the College's and Chula's participants.

"Despite the fact that we couldn't bond in English, we developed very strong feelings," said Vanessa Fernandez, who served as the IBHS's director of community service and who had heard about the trip in Hogner's Service Learning course, the only business school course in the country dedicated entirely to service learning. "The children had learned some basic phrases and ran after us as we left, putting their hands on the windows of our vehicle and calling out, 'See you again.'"

Neri Martinez, another founder of the IBHS, was one of three students who worked at the Association for the Promotion of the Status of Women (APSW), an organization committed to gender equality and to helping women become integrated into the workforce.

"Working with women is a passion of mine," Martinez said. "APSW helps women who have been raped or sexually abused, or who have HIV or AIDS, learn vocational skills so they can overcome their problems and be reincorporated into society."

The IBHS students cared for children in the nursery and also worked with administrators to help them develop sophisticated e-mail templates for guest house reservations.

"Renting out rooms is one of the ways APSW raises money," Martinez said. "Also, we began, and are continuing, another fundraising effort: a catalogue that will advertise the lovely embroidered items, such as pillow cases, shirts, and lingerie bags, made by the

women who are at the campus. People abroad will be able to learn about these items and buy them online."

Since the trip, in fact, the IBHS students have assumed the role of being the U.S. distributors of the goods produced by women at APSW.

Martinez appreciated being able to view firsthand what an organization was doing for women's issues in another part of the world.

"Gender equality does not exist in Thailand so it was valuable to see a well-run organization—one sponsored by the country's princess—working on the issue," she said.

The composition of the IBHS group was about fifty/fifty male to female. One of the

"Gender equality does not exist in Thailand so it was valuable to see a well-run organization—one sponsored by the country's princess—working on the issue."

Neri Martinez

male students, Mark Elbadramany, who now serves as president of the IBHS, had had some civic engagement experience, but was interested in the trip because it offered the chance to do a service project on a much larger scale.

"I got to go on an international trip; experience a different culture, economy, and government; and do civic engagement all at once," this international business and finance major said.

Although the Thailand trip was focused on the service projects, Elbadramany made the most of his free time by learning more about the country's business environment.

"Instead of visiting tourist attractions, many of us chose to go to the U.S. Commercial Service, which assists U.S. businesses by providing information to those that want to promote their products and services in Thailand," he said. "We were given a tour and presentation so that we could learn about the Thai economy and barriers to entry."

Having had the international civic engagement experience, Elbadramany now wants to help ensure that others get a similar chance. He knows well how difficult the fundraising can be and hopes more people will come to understand the value of making contributions.

"I think it's very important to support a student group in their efforts to engage in projects like this. It's a priceless investment," he said. "I hope to organize or





support more projects because people gain a wealth of information and experience that can't be attained by staying at home or in their local communities."

"I think it's very important to support a student group in their efforts to engage in projects like this. It's a priceless investment."

Mark Elbadramany

Malcolm Vivian, graduate assistant/civic engagement coordinator, has worked for Hogner since October 2003 and is used to offering guidance to students working on civic engagement projects. He knew this project would be unique because of the number of students participating.

"I ensure that the resources of the department are available to students," said Vivian, who is working on his MBA with a concen-

tration in management information systems. "But I don't play an authoritarian role. It's important that the students develop their own leadership skills."

And they did.

"I was really pleased and surprised to see so many students shine," Vivian said. "I could see those qualities developing even before we went, and once we got there, everyone really got down to business."

Like the others, Vivian was affected by the conditions he saw.

"The most significant thing for me was to be reminded of how the majority of the people in the world live," he said. "People like us in more privileged societies have a responsibility to help, and to help in a manner that involves listening, not just telling them what to do or imposing our own cultural values on them."

For Hogner, whose efforts laid the groundwork for mission to Bangkok, the experience was overwhelming, too.

"We envisioned the ASB as a community service vehicle for developing the values associated with global citizenship and global social justice," he said. "We never could have anticipated the degree to which the experience could have met these goals. This was a life-transforming experience for all involved."

Reflecting on the different roles she played, Sturla agreed.

"I can't even express in words how much this trip has changed my life," she said. "I learned about them, the project, and myself. Now that I know what is out there, I want to dedicate my life to these people. I want to take our knowledge and resources and help others."

"I was really pleased and surprised to see so many students shine."

Malcolm Vivian

Fast forward yet again. Plans are already underway for next year's trip to Bangkok. This year, students are vying to play a leadership role.

Fernandez, who helped Sturla coordinate the inaugural trip, had said that she would never tackle such a huge project again. Yet, by the flight home, she already had changed her mind.

"I told Dr. Bob I wouldn't mind doing it next year," she said. "We knew we would see poverty, but nothing can get you ready for the

Community Connections

emotional parts, such as leaving. Now we can show the next group what we did, what supplies to take, and how to be better prepared.”

Vivian’s awareness about melding into the country’s culture also will play a role.

“We’ll start planning with Chula later this year,” he said. “We hope to get more input from them on lesson planning and activities that respect their culture. We went to Thailand to mentor children, but since we don’t speak the language, we need to do more things from the Thai culture that the kids can enjoy.”

“We envisioned the trip as a community service vehicle for developing the values associated with global citizenship and global social justice. We never could have anticipated the degree to which the experience could have met these goals.”

Robert (“Dr. Bob”) Hogner,
head of the Civic Engagement Initiative,

Expanded co-planning is just one piece of evidence that the relationship with Chula is getting stronger.

“Chula students earned from the example our students set and are reaching out to do projects. They’ve even turned to us for help, a sign that they recognize that, as partners, we can help each other,” Hogner said.

Fast forward to fall 2005. Plans are currently underway for another March 2006, Thailand Global Leadership and Service Project. Hogner recently made visits to three sites for the trip, in which the Chula BBA International students again will partner with the college’s IBHS team. Students

will be returning to the two sites at which they worked a year ago as well as a new one. In addition, Rajabhat Cmandrakasem University will provide ten honors students in English to help the IBHS team at the Kong Toey school.

What’s more, IBHS students in the college also are planned and raised funds for a NICA Global Leadership Project, held in two locations in Nicaragua from late December, 2005 through early January 2006. Grupo TACA was a major sponsor of the project.

The group’s goal was to have twelve students each in Granada and Managua, to work with children, teaching English. One site is a school and three are orphanages. Participants planned to give the children shoes, toys, school supplies, and ideally, scholarships, depending on the success of their fundraising efforts.

Two veterans of the Thailand Global Leadership Project, Christian Jarquin and Norman Uriarte, are serving as site leaders.

“When we returned from our March trip to Thailand, we wanted to continue to do global projects to help others,” said Jarquin. “Someone suggested we go to Nicaragua, and we began to make plans.”

“Our students have benefited from their experience in Thailand,” said Vivian, who, along with Hogner, planned to go on the Nicaragua trip. “In addition, the proximity of Nicaragua and the fact that many of our students speak Spanish has made this project easier in some ways.”

Student leaders on the Thailand Project recently presented a report on their trip at the National Collegiate Honors Conference. ■

“I can’t even express in words how much this trip has changed my life”

Natalia Sturla.



Students spearhead tsunami relief effort.

Partly as a consequence of the example the college’s IBHS students offered through their dedication to the well-being of the Bangkok children, ToCUsmile organized several efforts to help in tsunami-affected regions of Thailand. One project revolves around training Thai middle school students—in music, dance, and sports, for example—and pairing them with children who lost their families to the tsunami.

Another effort, relying upon international partners, involves rebuilding and restarting operations at a tsunami-destroyed school. They contacted Hogner about their plans and the funding they would need.

“My BBA+ students suggested that I send a memo out describing the need to members of the university community,” Hogner said. “That memo, a collection taken up by the students, and some direct solicitation enabled us to move the Chula group well along toward its financial goal.”

Community Connections



Chapman Executive Committee meets regularly with administrators to provide guidance about strategic and programmatic issues.

Chapman School's advisory boards offer mutually beneficial connections.

Preparing students for future employment in a constantly changing business climate is not easy. But it's a key goal of the Chapman Graduate School of Business in the college, and its programs' advisory boards help make sure the school is in sync with the needs of the local business community.

These advisory boards are one of the most important avenues for obtaining timely information. Groups of senior-level directors, regional managers, and owners of their own enterprises share their real world experience with decision-makers at the Chapman School. By understanding businesses' current and projected needs—local, regional, and international—the school can and does refine its curriculum on a regular basis to produce sought-after candidates with the necessary back-

ground to make vital contributions to their employers throughout their careers.

It's a synergistic relationship.

"The Chapman School benefits because board members provide a constant sounding board, helping us ensure that our students have the knowledge they need to compete in today's evolving business environment," said Natalia Echeverría, corporate relations manager for the Chapman School. "They also mentor students and foster research, student projects, and internships."

Board members get something in return.

"They gain an opportunity to get to know our students as potential interns and employees," she said. "They also have a chance to give back to the community, which many of them say is very important to them. They do so by offering advice to faculty and program managers and by speaking to our students in their classes."

"The programs' advisory boards are a two-way street," said Armando R. Perez, global



Armando R. Perez

market planning manager, fuels marketing-asset management for ExxonMobil. Now chairman of the Chapman Executive Committee, he previously chaired the International

Master of Business Administration (IMBA) program advisory board.

"Board members provide input. They also benefit from knowing the thinking of the academic community and what's important to the younger generation. Interacting with students keeps those of us in the business world fresh in our own thinking."

In her role as faculty director of the Master of Science in Management Information Systems (MSMIS) program, Associate Professor Irma Becerra-Fernandez has a responsibility to keep the

Community Connections

curriculum relevant. The advisory board, she said, is essential.

"We deal with technology and the role it plays in business—which changes all the time," she said. "We have to be up to date on what businesses want, and our board members tell us. We also use the board as a focus group to gauge the validity of an idea. Members answer our questions about whether there is a need, and if so, the way we should structure our program to meet it."

The openness of the dialogue is crucial.

"Our advisory board members are very vocal," she said. "They have no qualms about telling us their requirements and whether or not our ideas are on or off target. This helps us minimize risk."

As a faculty member, Becerra-Fernandez appreciates the classroom presence of these business experts.

"Their lectures and presentations are great for classes because their comments confirm what we tell our students," she

said. "It's a chance for students to see the practical side of what we say."

The advisory boards have autonomy, with the program managers making a number of decisions with input from faculty directors, like Becerra-Fernandez. However, some standardization and centralization has taken place over the past year.

"We increased the size of some and reduced the size of other boards to arrive at about thirty very active members on each board," Echeverría said. "In addition, the Chapman School's senior staff plays a greater role in maximizing the time we spend with these valuable people through thoughtful meeting planning and regular communication. Also, by coordinating the flow of information among the boards, we've been able to leverage the knowledge and experience from one board to benefit the others."

For example, when she was planning the MSMIS spring meeting with Zuzana Hlavacova, program manager, Echeverría

shared a "Guest Speaker Sign-up Sheet," which gives board members the chance to indicate the topics each would like to speak about to students.

"The Master of Science in Human Resource Management (MSHRM) Board had created the sign-up sheet," Echeverría said. "It had already proven to be successful, and now other boards can use it, too."

The Chapman School also recently re-launched an advisory board for the Executive MBA (EMBA) program. Four others—the Master of Science in Finance (MSF), the new Downtown MBA (DTMBA), the International Executive MBA (IEMBA) and the Master of Science—Human Resource Management (MSHRM) program in Jamaica—are under development.

For more information about the Chapman School's programs' advisory boards, contact Natalia Echeverría in the Office of Corporate Relations at 305-348-7808 or e-mail her at natalia.echeverria@fiu.edu. ■

Chapman Executive Committee

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Baptist Health Miami International
Medical Center
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Armando R. Perez

ExxonMobil Inter-America, Inc.
Global Market Planning Manager, Fuels
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CFO, Vice President, Finance &
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Colin P. D'Arcy

Humana
President, South Florida Commercial Division

Eduardo Marti

Wendy's International
Field Engineering Manager
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Latin American Forum offers private environment for professional interchanges.

When several interested business leaders from the multinational community in South Florida approached Dean José de la Torre, of the Chapman Graduate School of Business with an idea, he was immediately interested.

Their concept: to establish a situation that would give high-level executives an

opportunity for private discussions with their counterparts and regional experts about a wide range of pan-regional and international business issues.

The group would consist of a select number of chief executive officers for Latin America—or their peers at major multinational corporations—who would be invited to join. They would meet in a highly interactive venue intended to promote the sharing

of issues, insights, and experiences.

The appeal of the Chapman School: its ability to attract top speakers to deliver presentations of value to senior executives; its personnel and logistical support to run meetings smoothly; and its understanding of the need for confidentiality.

The result: the Latin American Forum, which holds breakfast meetings at the Biltmore Hotel in Coral Gables.

With eight meetings yearly, the forum affords a setting for networking and business development among peers and increases its members' access to valuable information through the participation of special speakers as well as through publications and research. The stringent code of confidentiality has resulted in a relaxed and very fluid exchange of ideas among some of the leading business executives in Miami and The Americas.

The success of the Latin American Forum may herald other similar efforts.

"We are committed to using the resources of the Chapman School to support opportunities for dialogue and education in the local business community," said Natalia Echeverría, corporate relations manager of the Chapman Graduate School of Business. "The Latin American Forum has shown us that, in the right surroundings, with the right kind of program, we can help facilitate a venue that brings together many experts from both the academic and business side for participants' mutual benefit." ■



Francisco Gil Díaz, minister of finance of Mexico, spoke to members of the Latin American Forum and was honored at a reception afterwards.

Members of the Latin American Forum heard lectures—and participated in lively discussions—on the following topics during the group's first year:

- The Impact of Corruption on Foreign Investment and Economic Growth
- Selling Latin America to Your Head Office
- Marketing Products and Services to the Popular Classes
- Issues in Global Accounts Management
- Mergers and Acquisitions in Latin America: A Multinational Endeavor
- The Evolving Multinational: Strategy and Structure in Latin American Operations
- Human Resources Reward Strategies for Latin America

Francisco Gil Díaz, minister of finance of Mexico, spoke to members of the Forum in May. Díaz, who holds an MA and PhD in economics from the University of Chicago, discussed his experiences as treasury secretary under Mexican President Vicente Fox and observed that Mexico's current, successful economy can serve as a model for other emerging markets, such as China and Brazil.

Following his talk, which was titled, "An Outlook on the Mexican Economy and Recent Developments" he was feted at a well-attended reception that was open to members of the Florida International University community.

Community Connections

Media partnerships help nurture relationships among college's constituents.

In the business world, strong relationships are valuable tools for helping companies achieve success. Through its many initiatives, the College of Business Administrations continues to establish and grow its relationships to help achieve its goal of increasing awareness among its publics.

Two such partnerships with sister stations, NBC6 and Telemundo51, and with the publication *South Florida CEO* have been invaluable in enhancing the community's understanding of the college. CEO. Both media relationships were initiated three years ago to help support the Entrepreneurship Hall of Fame event, which is held each May to honor College alumni who have succeeded as entrepreneurs.

Not only do these media relationships help lend credibility and excitement to the increasingly popular Entrepreneurship Hall of Fame event, but the media also benefit as they are able to demonstrate their commitment to the growth of the college, an important asset in the community's economic wellbeing.

Each year, NBC6/Telemundo51 lends its production team to assist in the development of vignettes featuring each honoree in the Entrepreneurship Hall of Fame, which are debuted at the Entrepreneurship Hall of Fame luncheon.

"The stations have brought a level of cache to our event by providing well-known anchors who each year serve as masters of ceremonies," said Joyce J. Elam, executive dean of the college.

Telemundo51 anchor, Ambrosio Hernandez has hosted the event for three years and Jackie Nespral, NBC6 anchor, joined the production two years ago.

"Ambrosio and Jackie are phenomenal. Their level of professionalism is unsurpassed," Elam said. "Our guests enjoy the luncheon, and each year they look forward to the event, especially as the familiar faces of these local celebrities bring extra excitement to it."



Ambrosio Hernandez, Telemundo Noticiero 51 News Anchor

In addition to this broadcast media partnership, the college also has a well-established relationship with *South Florida CEO*. As one of the region's top business publications, which follows the trends of business in the South Florida marketplace and reports on some of the area's leading business leaders, this affiliation is a natural fit.

South Florida CEO magazine's dedication to the college increases each year. In an initiative to bring the experiences of top business leaders to students and area business executives, the publication not only sponsors the Entrepreneurship Hall of Fame, but also partners with the college's Alumni Chapter to offer the *South Florida CEO* Speaker Series. Quarterly events offer guests, particularly college students and alumni, a rare glimpse of a company's success as told by its CEO.

Last spring, for example, the series featured Steven Hayworth, founder, president and CEO of Gibraltar Bank, who spoke about "The Evolution of a Dream: From Start-up to Maturity."

Together with NBC6/Telemundo51 and *South Florida CEO*, the media continue to be an integral part of the College's communication efforts, helping deliver important messages throughout the community as the College continues to shape its future business leaders. ■



Jackie Nespral, NBC 6 News Anchor

Mentoring program offers students an edge.

To make a mark in the business world, our students need three solid components: a good education, tenacious drive, and abundant talent. However, as each year thousands of graduates across the nation quickly discover, in the real world, those three components may not be enough. To succeed in today's highly competitive business arena, many of them find they need to have an edge, and having someone who can teach them "the ropes" proves to be a powerful advantage.

Nicole Castellanos, a senior majoring in management in the College of Business Administration, can testify first hand to the importance of having a mentor. She participated in the college's mentoring program this past fall.

"I felt that joining the mentoring program was the best way to peek inside my career field through the eyes of an experienced person and to prepare myself fully before entering the job market," said Castellanos, who was paired with college alumnus Michael Richardson (EMBA '02), manager of planning and replenishment for Perry Ellis International.

As a mentor, Richardson provided Castellanos with priceless guidance and advice. He introduced her to contacts within

Community Connections



Michael Richardson and Nicole Castellanos

Perry Ellis to help her expand her network and recommended her for an internship.

"Instead of the internship position, she was offered and has accepted a full-time position," Richardson said.

"There are no words to describe how ecstatic I am to have this opportunity at Perry Ellis," said Castellanos who will be a junior sales coordinator at the firm. "Joining the mentoring program was the best decision I have made in my four years at Florida International University."

The college's Mentoring Program is a constructive initiative designed to enhance the learning experiences of business students. Established in 2003 by the college's Alumni Circle—a group of senior level executive alumni who act as advisors to the college's administrators, the program proactively pairs business students in their junior or senior years and/or students in graduate studies with alumni and friends of the college.

Through the valuable one-on-one relationships formed through the program, students gain industry insights from local professionals.

Mentors quickly become influential in the lives of students by contributing their vast knowledge and years of experience. They guide their protégés through topics ranging from career exploration to professional devel-

opment. Through their own professional experiences, mentors fuel students with practical and business savvy that theory and textbooks can't provide.

"I knew it would be beneficial to speak with someone who has the experience that I hope to gain in my upcoming profession," Castellanos said.

Jackie Nwaiwu agrees. Nwaiwu is an international business and marketing student in the college who was matched with Alumni

Circle member Osvaldo (Ozzie) Dominguez (BBA '91), general manager of Dadeland Mall. As a protégé, she had the opportunity to shadow Dominguez and work hand in hand with him during the *Simon Evening of Giving*—an event which gave her the opportunity to meet local celebrities and get a feel for what Dominguez does during big mall events.

"Business is about relationships," said Cristina Jaramillo, coordinator of alumni and partner relations and mentoring program moderator in the college. "Through the mentoring program, we facilitate the connection between our students and alumni to help create and cultivate mutually beneficial relationships."

For Nwaiwu, building a relationship with her mentor was key.

"I really enjoyed building a relationship with Ozzie," she said. "He has given me advice that I will take with me to any situation, whether it is considering future employment opportunities or in my personal life."

Interested students submit an application detailing their interests and goals for the future to the Office of Alumni and Partner Relations in the college. They are then matched as closely as possible to mentors currently working in their future fields. And



Oswaldo "Ozzie" Dominguez and Jackie Nwaiwu

Community Connections

while exact matches are not always possible, as Nwaiwu points out, students still have much to gain.

"At the time I was selected to participate in the program, I was very interested in the entertainment industry and I had hoped that my mentor would be an executive from this particular field," she said. "My mentor actually was from a profession very different from my interests, which proved to be the best match-up because I learned so much from him."

Students are not the only ones who gain from participating in the program. Mentors are exposed to fresh perspectives while experiencing increased personal growth.

"The program was an extremely rewarding experience for me," Dominguez said. "It allowed me to work closely with a student who, like me at her stage, had limited knowledge of the corporate world. My relationship with her was like a partnership and a true mentoring venture."

Awareness of the mentoring program and its benefits is attracting more and more students. The college began receiving inquiries, as early as June, for this year's program. Last year the college successfully matched nineteen students with mentors who ranged from financial planners to sales managers, firm partners and CEOs. The number of mentor-protégé pairs is expected to grow again this coming year.

"I absolutely recommend that other alumni participate in the program," Richardson said. "Where else could you have such an impact on a young adult and future business leader?"

Nwaiwu provides this simple advice to future student participants: "Be available to meet with your mentor often. There is so much that I learned through in-person meetings."

Castellanos said, "Ask as many questions as you can. Take advantage of the fact that this person is doing what you hope to be doing in your future."

For an application or inquiries, please contact Cristina Jaramillo at jaramill@fiu.edu or 305-348-0397. ■



Sunday on the Mile, one of several Kiwanis "Carnaval" events, was sponsored by the College of Business Administration.

College sponsors Kiwanis' "Carnaval Miami."

As part of its commitment to South Florida's community, the College of Business Administration sponsored several Kiwanis "Carnaval" events during the first weekend of March 2005. The events included the kickoff 8K Run, the Walk and Kiddie Dash held on Friday night, and a new Carnaval event, An Evening of Indulgence, held at the Biltmore on Saturday night.

Guests at the dinner cooked their own gourmet dinner guided by a local chef, interacted with local artists, and participated in a silent auction featuring the artists' works.

The college's sponsorship culminated with Sunday on the Mile, a "jazz-tronomical" arts festival highlighting a variety of Gables' food vendors, artists' displays, and live jazz and Latin funk musicians, including Arturo Sandoval.

At Sunday on the Mile, attended by an estimated 45,000 people, the college's alumni, external relations, graduate, online, and executive and professional development staff members were on hand to greet alumni and current and prospective students. Executive Dean Joyce J. Elam also joined the festivities and engaged with members of the community.

"Through its sponsorship of Carnaval Miami, the college hopes to contribute to the Kiwanis Club of Little Havana's mission to develop projects benefiting the growing Hispanic population in Miami while simultaneously extending itself to its alumni, business and community partners, and potential graduate, professional and executive education students," said Monique Catoggio (EMBA '03), director of alumni and partner relations.

The college plans to participate in one or more of Kiwanis' Carnaval events again in 2006. To learn more about Carnaval Miami 2006, visit CarnavalMiami.com. ■

a Message to our Alumni



Monique R. Catoggio

We have grown...and so have you! By flipping through the pages of Business Accents thus far, I'm sure you've realized just how much the College of Business Administration

has grown. Not only is our student body increasing year after year, but the programs we offer and the research that we generate provide a glimpse of our growth as well.

The great news is that tagged on to our growth is the expansion of your alumni network. Alumni who graduated ten or more years ago are achieving great successes in business locally, regionally, and internationally. Many are launching their own new businesses. And, our recent graduates are being recruited by major corporations and becoming the new young leaders in our community and beyond.

These alumni—you—are re-connecting with their University and its College of Business Administration at higher levels day-by-day. And, through your involvement, we are building a solid network of South Florida business leaders who all have one trait in common—their business degree from Florida International University.

I hope that you will join the college in celebrating our many accomplishments as we applaud you for your many feats—your achievements as successful business managers, executives, and entrepreneurs. We have a lot in common and together we can bring tremendous value to our students and “future alumni” as we do to our more than 18,000 business alumni in South Florida alone.

Let's keep growing!

Monique R. Catoggio (EMBA '03)
Director
Office of Alumni and Partner Relations
catoggio@fiu.edu
<http://cbalumni.fiu.edu>



The 2005-2006 Business Alumni Chapter Board of Directors. From left, Kenneth Rojas, Kirk Landon Undergraduate School of Business student representative; Michelle Jorge, director of community service; Denise Pena, president elect; Judy Ann Allen, director of networking events; Marteena Rodrigue, president; Lisa Leal, secretary/treasurer; Alfredo Machado, vice president of membership. Not shown: Arturo Aviles, director of speaker series and Bill Wilson, Chapman Graduate School student representative.

Business Alumni Chapter helps alumni make connections.

Florida International University has an indisputably large alumni base for its slightly more than thirty years of existence, with about 110,000 alumni total and the largest university alumni group in Miami-Dade county.

Making connections means tapping into the right source, which for the university's business school graduates is the college's Business Alumni Chapter. Created to foster relationships among business alumni and to help reconnect alumni with the college, the chapter has continued to grow during the past few years.

Its board of directors, together with the college's alumni and partner relations staff, are committed to helping alumni engage with the school and re-connect with each other. How? Among other activities, by hosting numerous networking events, career/professional development programs, and opportunities to participate in community service initiatives.

“Our major goals this year are to expand the activities and events provided to our members, to increase community and alumni awareness of our organization, and gain cor-

porate support for the chapter,” said Marteena Rodriguez, chief financial officer of Diversified Investment Advisors and president of the Business Alumni Chapter.

This year, the Business Alumni Chapter has incorporated two ex-officio positions to its board: one Landon Undergraduate School student and one Chapman Graduate School student, Kenneth Rojas and Bill Wilson, respectively.

“Recent graduates of the college have much to offer and can benefit from an ongoing relationship with the Business Alumni Chapter,” said Rojas. “However, many students are not aware of the chapter much less the opportunities it has to offer.”

With student representation on the board, the chapter hopes to increase student awareness of the chapter as well as to understand the needs of incoming alumni and new graduates.

As graduates of the college, alumni can join the university's Alumni Association for a \$35 annual fee (\$10 for recent grads). When they do, they automatically become members of the Business Alumni Chapter at no additional cost. Moreover, this year the college is paying for the first year's dues for all of its business graduates.

“The Business Alumni Chapter provides its

We've grown...



Rick Escudero
Beta Alpha Psi Treasurer
B'ACC '92, M'ACC '93



Executive Vice President & CFO
Kramer Laboratories, Inc.
Alumni Circle Member
FIU Business Alumni Chapter Member

So have you.

Today, Florida International University has the largest alumni group in Miami with over 110,000 alumni living in Miami-Dade County.

It's no surprise, FIU College of Business graduates are spearheading South Florida's thriving economy. Join the FIU Business Alumni Chapter, a special interest group of the FIU Alumni Association, to network with professionals and build essential contacts within the community.

Visit our website for upcoming events including networking socials, professional development events, and our signature South Florida CEO Speaker Series.
<http://cbalumni.fiu.edu>. Join us today!

Business ALUMNI
Florida International University



members with the opportunity to create meaningful and lasting relationships which can foster professional advancement, new business ventures, and competitiveness in the marketplace," Rodriguez said. "I have made lasting relationships as a result of my involvement with the chapter which have helped me grow both professionally and personally."

Additionally, membership entitles alumni to a long list of benefits, including free subscriptions to *Business Accents*, *Business Networks*, the *FIU Magazine*, as well as discounts for hotels, car rentals, dry cleaners, major theme parks and many more. For a complete list of benefits, see <http://fiualumni.com/benefits.htm>.

As chapter president, how does Marteena Rodriguez envision the future?

"I see the chapter as the major link between the graduating senior and the South Florida business community," she said. "The chapter will provide an environment wherein alumni at all levels of their careers can come together both to promote themselves and to improve our community at large." ■

Alumni Circle tackles several the college initiatives.

A message from Josie Carreño (EMBA '99), outgoing Alumni Circle chair



How far we've come in just one year! I remember sitting with Executive Dean Joyce J. Elam just one year ago discussing the importance of developing our

Alumni Circle—"a group of dedicated alumni who would be the college's alumni ambassadors, serving as role-models for our students and our entire alumni body," she said.

It was important to Elam that members of this special group be dedicated to the college's mission, a mission all within the college truly live by. The role of the Circle would be simple: to organize a group of senior-level alumni that would work closely with her and other college administrators to ensure the alumni voice was heard—that the college's work would continue to be relevant to our

alumni and corporate community at large. And, most importantly, to actively involve alumni in helping the college to continue achieving successes; feats that would ensure that future graduates excel in the marketplace and that would continue to add value to the degrees of all our alumni.

Elam's vision of the Alumni Circle inspired me to take on the role of chair person for the 2004-2005 academic year and to continue helping the college develop a group that could make such a difference.

It has been a great experience chairing the Circle this last year. Our membership has increased 35 percent and boasts a diverse array of accomplished alumni—people who are proud of their degrees and enjoy their partnership with the college.

All of us in the Circle have had the pleasure of working on a variety of college initiatives, both together and individually, which have strengthened existing programs and are helping to develop new projects.

The mentoring program, developed by the Circle in 2003, had a great year, and the majority of mentors who participate in the program are Circle members.

Many of us have been and continue to work closely with the deans and other administrators to involve other alumni and community members in the college's first capital campaign—Building for Business. In fact, through Circle member contributions, we look forward to the naming of our own space—the Alumni Circle Lounge, which will host many of the college's recruiters on an ongoing basis in the new business school complex.

Additionally, many of us are helping the Chapman Graduate School promote its new Downtown MBA and other masters' programs housed on the 6th floor of Macy's in downtown Miami.

This year, under the leadership of our new chair, Demian Bellumio (BBA '00), we look forward to tackling a few new projects, namely the creation of a Business Readiness Program for the college's Landon Undergraduate School of Business—a new initiative that will help to ensure our undergraduate students are prepared to enter the workforce and

make an immediate impact.

If you've been distanced from your university and your College of Business Administration but feel it's time for you to give back (while gaining so much in return!), I invite you to consider joining our Alumni Circle. As I have learned through my involvement and support, it doesn't take much to make a difference. We welcome your participation.

To learn more about the Alumni Circle, please contact the college's Director of Alumni and Partner Relations, Monique Catoggio at 305-348-4227 or e-mail catoggio@fiu.edu. ■

Public relations students offer creative ideas for building business alumni base.

"As a young public relations (PR) student attending Florida State University in Tallahassee I remember how great it felt to work with a non-profit organization to help them develop some creative strategies to achieve their goals," said Monique Catoggio (EMBA '03), the College of Business Administration's director of alumni and partner relations. "It's a win-win... the organization is able to work with eager, creative students to help build their program, while the students walk away with firsthand experience in developing a strategic, integrated PR plan."

It was this memory that inspired Catoggio to work with a group of Florida International University students majoring in public relations to refresh the college's tactics for communicating with business school alumni.

Haleema Dalal, Pedro Hernandez, Justin Koran, Jennifer Masson, Michael Roman, and Natalie Spitale—all students in Professor Rosanna Fiske's Integrated Marketing class, named themselves "The Idea Fix," and they did just that. They brainstormed a few creative ideas that have helped the Business Alumni Chapter increase its membership base and attract new members through innovative events and meaningful messages.

The student group conducted primary and secondary research about the College of Business Administration's alumni—their likes, dislikes, and inclinations towards becoming involved with their alma mater.

are **you** in the circle?



LEAD

"As a member of the Alumni Circle, I have had the opportunity to contribute to the future of the University and the School of Business."

Joaquin Urquiola, CPA
B'ACC '88
Partner
Goldstein, Schechter, Price,
Lucas, Horwitz & Co., P.A.



IMPACT

"Participation in the Circle has allowed me to work closely with College administrators to ensure that the alumni voice is heard and that the College continues to be relevant to our alumni and corporate community."

Josie Carreño
MBA '99
VP Director
Manufacturing Operations
Beckman Coulter Corporations



INFLUENCE

"I feel that I am able to guide students in the right direction and help them make the right decisions so that in the future they have the opportunity to land a fulfilling career."

Osvaldo "Ozzie" Dominguez
BBA '91
General Manager
Dadeland Mall
Simon Property Group, Inc.

alumni**circle**

As ambassadors of the College, members of the Alumni Circle support the continued growth and success of the College, for the benefit of our students, our alumni, our faculty and our community.

Members work hand in hand with College deans and administrators to develop and enhance essential programs and *lead* new initiatives. They *impact* the advancement and intellectual growth of the College's students, and *influence* current and future alumni. Are you in the Circle? To learn more, contact Monique Catoggio, Director of Alumni and Partner Relations at 305-348-4227 or catoggio@fiu.edu



Pedro Hernandez, Natalie Spitale, Haleema Dalal, Justin Koran and Jennifer Masson
(Not photographed: Michael Roman.)

Their research showed that the majority of alumni who tend to be involved are between the ages of 25 and 33—what the university refers to as “Young Alumni.” This group tends to prefer evening events related to networking and professional development and enjoys programs that will help them to increase their career opportunities.

To address these needs, the Business Alumni Chapter has incorporated some of the ideas generated by “The Idea Fix” including the popular Traveling Happy Hour—a series of six “mixer” events to be held at a different upscale locations in either downtown Miami or Coral Gables—preferred locations identified by business alumni.

The networking series tied into a “travel” theme by raffling off a trip at the end of the series—open to alumni who have attended one or more of the events.

“We were excited about this idea presented by the students because it puts a creative, fun spin on a regular networking event offered by a local organization,” said Judy-Ann Allen (BBA ‘04), director of networking for the Business Alumni Chapter. “Not only are the events held at popular locations in Miami, but they are also offered on a regular basis, providing our alumni with frequent opportunities to get the most out of their business school network.”

Another idea presented by the student group now being used to help attract members is the message: “We’ve grown...

so have you!”

“By associating real alumni with this message, we can communicate how successful our alumni have become,” said Cristina Jaramillo, marketing manager for the college’s Office of Alumni and Partner Relations. “The success of our alumni equals the success of our alumni network; our former students are now leading many of our local organizations and corporations. We’ve got a great network at our disposal.”

“We really enjoyed working with the students and thank them for their fresh concepts,” Catoggio said. “Although our focus is on serving our alumni body, we are an educational institution, and it feels great to work with our students so that they may have a real-life experience. I know they’ll be pleased to learn the results of their hard work.” ■

Business alumni affinity groups foster professional development.

Since November 2003, the Jamaica Business Alumni Chapter has been busy developing communication tools and events to help unite its alumni. The Networker—the chapter’s official newsletter, was printed and distributed to all alumni residing in Jamaica and can be found on the chapter’s web site in progress—<http://cbalumni.fiu.edu/jamaica/index.htm>—managed by the college’s Office of Alumni and Partner Relations.

According to the chapter’s founding President Beverly Williamson (EMBA ‘03), “Having put the basics in place, the chapter

intends now to move to accomplish one of its main objectives, that of providing a forum through which alumni can meet, exchange ideas, and establish professional and personal relationships.”

Through the efforts of Stephen Dawkins (EMBA ‘03), the board’s current president, the chapter hosted its first event of 2005, a special viewing of the premier of “War of the Worlds” at the Palace Amusement. The event was held in June and the proceeds from the sale of tickets were donated to the chapter’s charity, the Homestead Boys Home.

Dawkins also welcomed our newest alumni to the chapter at the Chapman Graduate School of Business’s graduation held over the summer.

“On behalf of the board of the college’s Business Alumni Jamaica Chapter, it was a pleasure to recognize the University College of the Caribbean (UCC)—Jamaica, for facilitating the college’s MBA program, for providing the means to establish a secretariat, and by providing accommodations; an office, furniture and staff,” Dawkins said. “I also would like to thank Monique Catoggio, director of alumni and partner relations in the College of Business Administration at FIU, for supporting our continuing activities—including the implementation of our web site.”

Dawkins added that he was looking forward to promoting the site, producing and distributing newsletters, and coordinating more social activities and fundraising events in Jamaica.

At its annual membership meeting in November, attended by alumni from each graduating class, the chapter elected its new board of directors:

- Stephen Dawkins** (‘03), President
- Janelle Brown** (‘06), Class Representative
- Garfield Gibson** (‘04), Vice President
- Heather Bulgin** (‘04), Historian
- Winston Warren** (‘04),
Communication Director
- Sandra Prince** (‘05), Vice President
- Dawn Smith** (‘04), Secretary
- Latoya Flemming** (‘01),
Class Representative
- Karen Phillips** (‘02), Class Representative



Real Estate Alumni Affinity Council (REAAC) Events Committee members Lynda Fernandez (BS '98) and Maria Arguello, College of Business Administration Events Planner; Denisse Recinos (BBA '05); Craig Kirsner (MBA '04), REAAC Special Events Chair; Bill Harter, REAAC Governance Committee Chair; Monique Catoggio (EMBA '03), College of Business Administration Director of Alumni and Partner Relations; Ana Maria Parsons (BBA '98) and Maria Brackett (BBA '74, MS '78)

The Business Alumni Chapter recently welcomed its newest Affinity Group, the Real Estate Alumni Affinity Council (REAAC), which hit the ground running with a new steering committee and calendar of events. The group, which was formed by alumnus and FIU real estate instructor Paul Jones (BBA '78) in 1991 but which was kept separate from the university's official alumni groups and activities, has been one of the most active university ad hoc alumni groups, supporting the college's Jerome Bain Real Estate Institute and its Real Estate Student Association (RESA) while providing networking opportunities for alumni.

According to John Zdanowicz, director of the Jerome Bain Real Estate Institute and finance professor, "The Real Estate Alumni Council has played a major role in the development of the real estate programs in the college. The council has sponsored the annual Awards Luncheon which has recognized real estate professionals who have participated as guest speakers in our classes and has sponsored an annual career forum to expose our students to career opportunities in the real estate industry. We at the Jerome Bain

Real Estate Institute look forward to an expanded role for our real estate alumni in the future."

As to the change, Paul Jones said that, "After five years as an ad hoc group, the organization and the college's real estate programs are both better served by becoming part of the Business Alumni Chapter. The council's interim board has already hosted a very successful Happy Hour and has made additional plans for initiatives that were not feasible for us before."

REAAC's first event was a Happy Hour held in August at Chispa in Coral Gables. It was a huge success; welcoming more than 100 alumni and friends of the college involved in real estate.

At the event, REAAC implemented an identification system by placing colored stars on the name badges of attendees. These colored stars specified what area of real estate was the alum's specialty. This system allowed people to be effective in their networking, focusing their time on creating synergistic relationships with others. A similar event was held in November 2005 and January 2006 and a future Happy Hour is scheduled for April 2006.

The group's second event—an Awards Luncheon—to recognize those individuals who have supported the Jerome Bain Real Estate Institute and RESA was held at the Banker's Club on October 7th, 2005, and featured the President of the Florida Association of Realtors Frank Kowalski, who discussed the future of South Florida's real estate market.

"My experience so far as the events chair of REAAC has been very positive, said Craig Kirsner (MBA '04). "We have put together a very proactive committee and have a strong support liaison, Maria Arguello, the college's events coordinator."

He added that, "The South Florida real estate market is strong and competitive, and professionals know that in order for them to be successful, they must forge strong relationships through effective networking. We feel that the REAAC will be one vehicle to support them in their success."

Bill Harter, chair of the REAAC Steering Committee, is very excited about the future of the organization.

"The outstanding response to our first events shows the enthusiasm among alumni and the real estate community in general," he said. "The membership is growing rapidly, and we expect to have elections later this year. REAAC should be a fully operating affinity council with a comprehensive agenda by the time classes resume in January 2006. With an active membership, we can achieve our goal of strengthening the ties between the South Florida real estate community and the university."

Monique Catoggio (EMBA '03), the college's director of alumni and partner relations, couldn't be more excited about the launch of new affinity groups.

"Our alumni have so many interests, and helping them to create networks around their work and industry sectors or their work/home locations will help keep them involved with us. We look forward to initiating new affinity groups in the coming years."

To learn more about the Jamaica and real estate affinity groups, visit the college's alumni web site at: <http://cbalumni.fiu.edu>. ■



Top row, from left: Albert Santalo, Eliot Pedrosa, Demian Bellumio, Roy R. Lustig, Princll Hair and bottom row, front left: Carole Bernstein, Irma Becerra-Fernandez, Regynald Washington, Nancy O'Sullivan Humbert, Karis MacDonnell, Jorge Rawicz, Pamela Crawford, Ana Maria Polo and Mayor Raul Martinez

Torch Awards honor college's alumni for their achievements.

Florida International University's faculty, deans, alumni, community and business leaders gathered in November 2004, in Miami Beach for the event of the year—the 2004 Torch Awards Gala. In all, more than 350 guests witnessed the memorable event as the university honored the accomplishments and contributions of an inspirational group of alumni.

Established in 2000 by the university's Alumni Association, the Torch Awards celebrate alumni and faculty who have made a positive impact in both their professions and their communities.

"We honor two essential pillars of our university—the scholars who advance our academic excellence and our alumni who are using their education to improve our schools, advocate on behalf of the disabled, advance our economy, better our health care system, and bring new innovations to their professions," said university President Modesto A. Maidique. Known as the "torchbearers," these leaders represent the university's finest as they impart knowledge and serve as a source of inspiration for us all.

The College of Business Administration was well represented again this past year. Among the fourteen alumni who received the prestigious recognition were Albert Santalo (MBA '97), and Demian Bellumio (BBA '00) as well as alumna and faculty member Irma Becerra-Fernandez (PhD '94).

Albert Santalo received the Charles E. Perry Visionary Award, named after the university's first president.

"Receiving the Perry Visionary Award was tremendous validation that my work is recognized as innovative and meaningful to the business community," Santalo said.

Santalo is the co-founder, president and chief executive officer of Avisena Inc., a leading firm designed to assist health care organizations improve their revenue collection through the use of advanced technology. Not only has Santalo helped fill a void in the medical industry, but as founder of the company, he also has led the growth of the firm, positioning it as an industry leader which generates some \$120 million annually and provides services to more than one hundred medical practices. As to reaching success, Santalo credits the education he received in the college.

"I can't begin to talk about how important the education I received at the university has been to me," he said. "I always wanted to be an entrepreneur, and my MBA degree gave me all the tools and knowledge I needed. Without it, I wouldn't have been able to do it."

The College of Business Administration's Distinguished Alumnus Award was presented to Demian Bellumio (BBA '00).

"It was an honor to be recognized by the University as a distinguished alumnus among the many great alumni that the College has produced and who have become leaders in our community," Bellumio said.

Bellumio is the vice president of corporate finance and development for Terremark Worldwide Inc.—a leading operator of integrated Tier-1 Network Access Points (NAPs) and the owner and operator of the fifth Tier-1 Network Access Point (NAP) in the world, the NAP of the Americas, which provides exchange point, colocation and managed services to carriers, Internet-service providers, network service providers, government entities, multi-national enterprises and other end users.

Alumni News

Bellumio also is a co-founder and shareholder of BroadSpan Capital, Ltd., an investment banking firm that specializes in Latin America and the U.S. Hispanic market. BroadSpan has offices in Miami and Rio de Janeiro and provides regional and multinational clients with a wide variety of financial advisory services.

Associate professor in the Decision Sciences and Information Systems Department, Irma Becerra-Fernandez was recognized with the Outstanding Faculty Award for her integral leadership and academic fervor.

"This award was my favorite moment in history because it's offered by university alumni, which is to me and to any professor the highest recognition that we can receive for our work," she said.

Becerra-Fernandez is the founder of the college's Knowledge Management Laboratory—an entity which conducts research and evaluates the practices, process-

es, and technologies that are being used in the field of knowledge management.

Currently, the Knowledge Management lab employs some twenty graduate and undergraduate students pursuing degrees in management information systems, engineering, and computer science and who work in a variety of knowledge management projects. More than fifty students already have graduated after completing research internships at the Lab and are now working at Fortune 100 organizations throughout the world. Under Becerra-Fernandez's direction, the Lab has received more than \$2.4 million in funding from NASA, the Goddard Space Flight Center, and the Air Force.

"The many challenges we face each day help us learn about our own capabilities, and the successes confirm that hard work does in fact pay off," said Becerra-Fernandez, who recently received her first grant from the National Science Foundation. "After nine

unsuccessful proposals, the tenth one was a success. Certainly, the harder it is to achieve success, the better it feels when we are successful; it takes losing to enjoy the wins."

During the ceremony, the traditional flaming torch was passed around among four students, each representing one year of their undergraduate journey at the university.

The four students selected to perform the 2004 Torch Awards Gala ritual were: freshmen Andre Braithwaite, sophomore Shannon Hanson, junior Adriana Pereira, and senior Manny Niebla.

Niebla passed the torch to the university's Alumni Association President, Ty N. Javellana ('88 and '98), representing the success of all university alumni. The ritual culminated as Javellana lit a large torch symbolizing the university's Torch of Knowledge.

With the caliber of alumni and faculty inducted into the Torch Awards, there's little doubt that the future of business and of South Florida will continue to be bright. ■

INVESTING IN REAL ESTATE

The Chapman Graduate School of Business and Jerome Bain Real Estate Institute of Florida International University have collaborated to bring you the most up-to-date information and relevant hands-on experience for investing wisely in today's dynamic real estate market. This practical, five-day seminar will allow you to:

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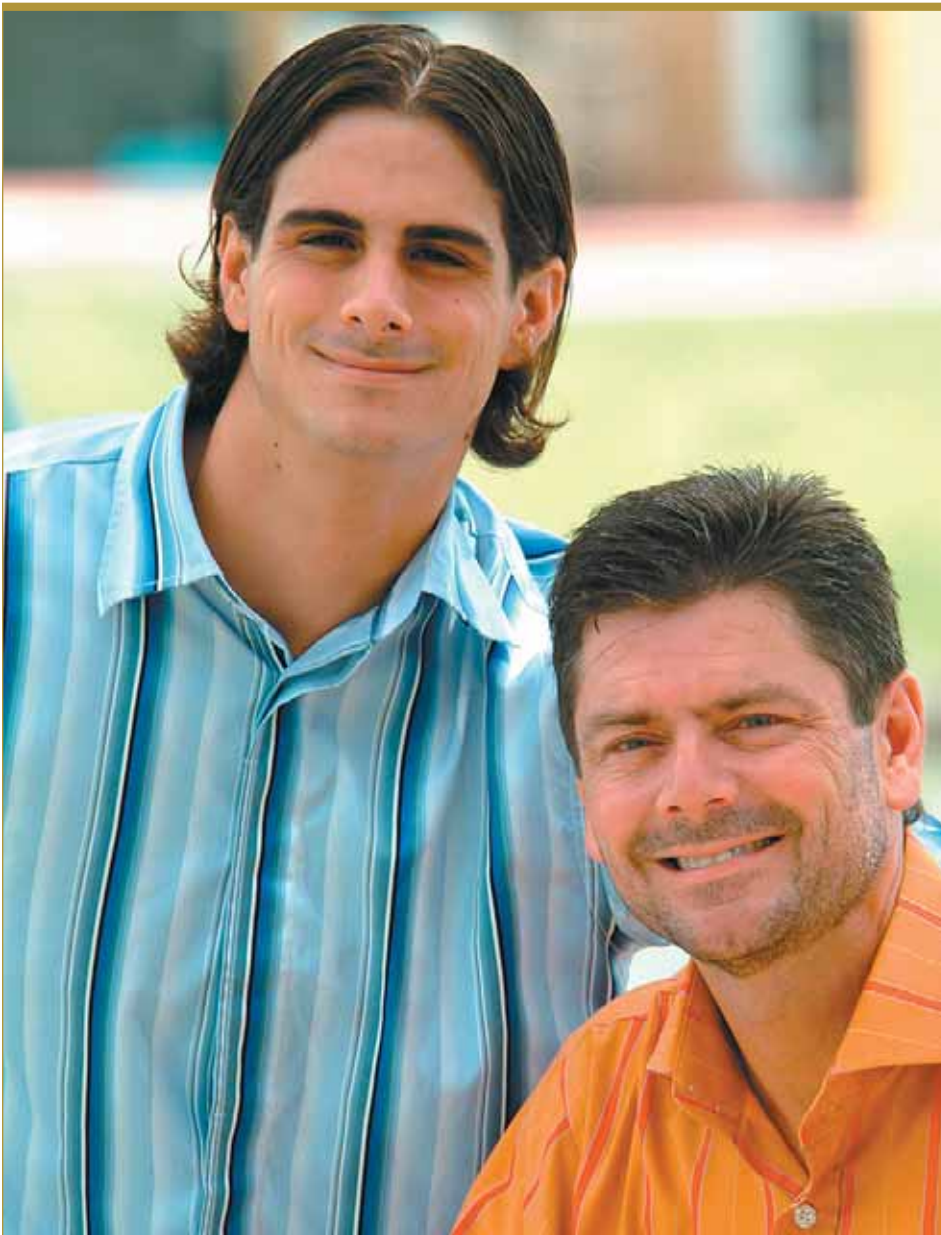
For additional information, contact the Office of Professional and Executive Education at ope@fiu.edu or +1.305.348.4217. Visit us on-line at <http://execed.fiu.edu>.

Alumni across generations create a proud legacy for the college.

Not only do the College of Business Administration's alumni value their degrees from Florida International University—particular as their value has appreciated with the business school's growth in excellence, stature, and reputation around the world but also, they treasure the quality of the education received there.

In fact, they believe in that quality so much, they have encouraged their children to follow in their footsteps.

Here are profiles of some of them.



Phillip Medina and his father, Angel Medina, Jr., BA '92

"Following in my dad's footsteps has been a great source of pride for me," said Phillip Medina. Like his father, Angel (BA, finance, '92), Phillip is pursuing an undergraduate degree at Florida International University's business school, where he is majoring in accounting. He has a very active campus life, volunteering for business school fundraisers, attending networking events, and participating in a university fraternity.

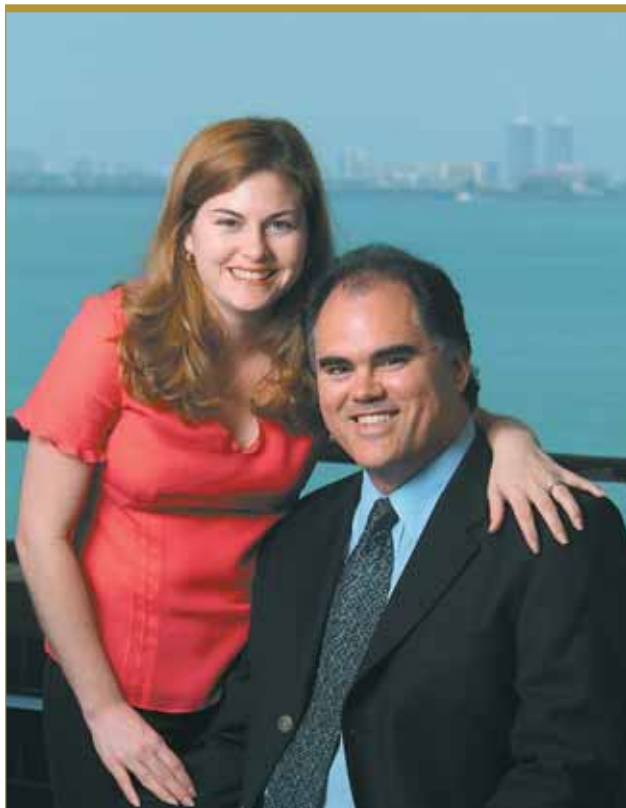
The elder Medina, who chairs the college's Dean's Council, said that Phillip's attendance at the University has created a special bond between them.

"We get to see each other more often since I am at the school a lot, and we can communicate about things that are happening there," he said.

As president of Regions Bank Miami-Dade, Medina provides strategic guidance on the delivery of financial products to the bank's consumer and commercial customers. In this role, he also gets to look at prospective hires coming out of the business school. He said he likes what he sees.

"Our alumni are hard-working people with a desire and passion to grow," Medina said. "The business community recognizes this fact and is eager to employ the university's graduates."

Phillip has seen what his degree has done for his dad's career, and he said he expects it will do the same for his.



Maria Caballero, BACC '02; MACC '04 and father Carlos Abaunza, BACC '80, MBA '82

As vice president of strategic planning for *The Miami Herald*, Carlos Abaunza (BACC '80, MBA '82) uses his education on the job every day. In fact, he relied heavily on what he learned earning his MBA when developing his company's strategic plan. Abaunza thought the program was so valuable that he recommended it to his daughter, Maria Caballero (BACC '02, MACC '04). She took his advice and said it has made a tremendous difference in her life.

"When I went into the job market, I heard over and over again that employers preferred students from Florida International University," Maria said. "The college's accounting program stresses financial accounting, which is a big part of the CPA exam and the necessary foundation for all areas of specialization."

"The fact that Maria went there says volumes about what I think of FIU," said Abaunza. "The quality of the education is fantastic."

Both father and daughter talk about the breadth of career options an accounting degree offers. Since his most recent graduation in 1982, Abaunza has worked in banking, manufacturing, and now, in newspaper publishing.

As for Maria, she said she is doing the job "I always wanted to do." She is a junior accountant working for the senior controller at the Spain-based Banco Santander, where she gets to put her financial accounting expertise to work every day.

Richard Coba, EMBA '03 and son, Richard, BS '05

This last summer, Richard Coba (EMBA '03) got to drive his son Richard (BS '05) to the University of Connecticut, where he'd been accepted on a full scholarship to dental school. The moment was bittersweet.

While attending Florida International University as an undergraduate, Richard had lived at home. Dad and son would have study sessions at the dining table.

"We were schoolmates, and it was fun. It will be hard to see him go," Coba said.

At the same time, he is proud of his son's accomplishments.

"I have always wanted to facilitate him having what he needs to be successful," he said, adding that he knows that some day, Richard will make a great dentist.

As for Coba, an architect and structural engineer who works for a major Miami real estate developer, he's considering law school as a future educational pursuit.

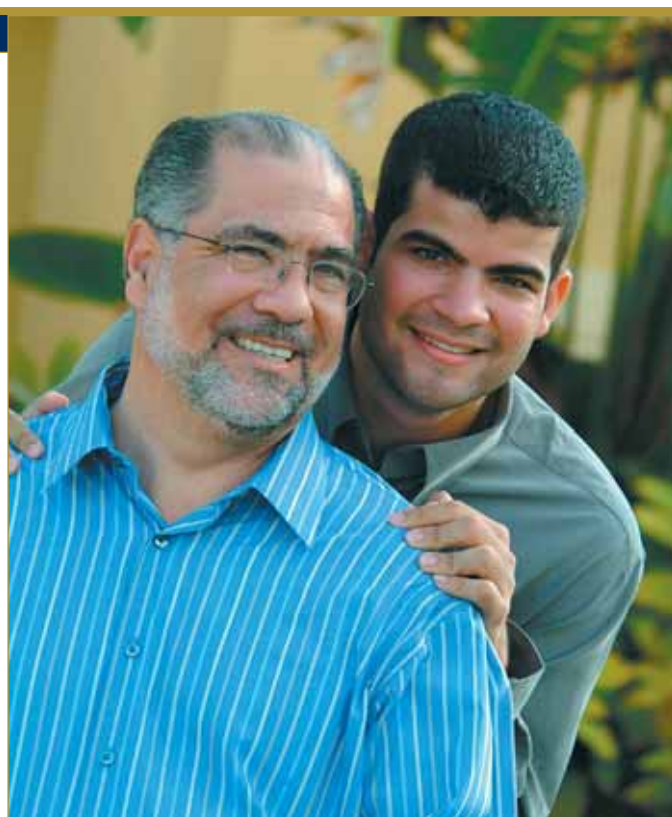
"In my line of work, a background in the law would be very useful," he said. "I often spend my time mediating issues between contractors to get our projects moving forward." He jokes that his wife, Lourdes, wonders if he'll ever stop going back to school.

What would be his first choice?

"Florida International University, of course," Coba said. "The school is excellent and all the growth that's happening there is very exciting."

He called the decision to get his MBA "well worth the effort" and something that has improved both his career prospects and his earning potential.

"I would do anything for the school," says Coba, "and I think every alumnus should feel the same."





Albert Santalo, EMBA '97 and daughter, Elena Santalo

Albert Santalo (EMBA '97) is president and CEO of Avisena, a company he founded with fellow Florida International University alumnus, Ben Sardinas (BS '01), to provide doctors with web-based capacity for managing their financial and administrative operations. Santalo said he's in the fastest-growing industry in the economy, projected to grow more than 100 percent in the next eight years.

"We [Avisena] are about deploying waste for more fruitful investment, reducing health insurance premiums, and insuring more people," he said.

Having his daughter Elena at the university (She is a sophomore.) is something in which Santalo takes a lot of pride.

"When I go to events at the school, I bring her along and introduce her to people and help her make the right contacts," he said. "It is very important for me to be able to offer her this support."

Elena is having a great time at the school and is leaning toward studying either marketing or communications. She writes for the school newspaper, *The Beacon*, something she really enjoys and which has helped her find her niche.

Santalo, who serves on the college's Dean's Council, is excited about seeing the school evolve and having his other children—Alexandra, 10, Kristen, 9, and Albert, 6—possibly attend some day.

"It's great to have a school right here in our own backyard that is economical and provides such a high quality education."

Son Justo Pozo, Jr., BBA '05, and Justo Pozo, BBA '80

Justo Pozo, Jr. hopes his kids will attend Florida International University one day, like he, his father and his mother, Sylvia did.

"It would be good to have a family tradition of going there," he said.

He graduated from the College of Business Administration last spring with a BBA in finance and hopes to follow in his dad's entrepreneurial footsteps. The odds look good: He recently made his first real estate investment and is planning soon to take the Florida real estate exam.

His dad, Justo, Sr. (BBA '80), is a founder, president, CEO, and a driving force behind Preferred Health Partners, a Medicare health network begun in 1998 with fellow Florida International University alumnus, Joseph L. Caruncho, Esq. (BBA '81). The company has more than 45,000 members and is the fourth largest Medicare health plan in Florida. The goal, Pozo said, is to create partnerships with physicians that maximize the quality of health care to patients while ensuring cost-efficiency. His efforts to launch the health network earned him and partner Caruncho induction into the FIU Entrepreneurship Hall of Fame in 2004.

Pozo and his wife live with their four children in Pinecrest. Daughter Sylvia studied sports medicine at St. Thomas University and now works part time for the Marlins. Carolina is a senior in high school who wants to study theater. Ricardo, 10, already thinks like a business person, his father said.





Lily Martinez BBA '78 and Karina Martinez BBA '04

Lily Martinez (BBA in marketing and international business '78) is in the start of her second career, working as a sales manager at the Deauville Resort in Miami Beach. Martinez retired in 2004 after more than 31 years with Burdines (now Macy's), a place she started working part-time while she was an undergraduate student in the College of Business Administration at Florida International University.

Martinez's family has something of a legacy at the school. Her two older sisters went there, and her son Eric currently an undergraduate there as well. Daughter Karina graduated from the College of Business Administration in 2004 with a double major in marketing and human resource management.

Like her mother, she is starting her career at Macy's after having done an internship there while in high school and continuing to work there part time during her days in the College. She currently is a marketing analyst in the Credit Marketing and Gift Card Department. In this position, she often travels across the country to meet with colleagues from the other 55 stores within the retail giant's chain.

Besides the College and Burdine's, mother and daughter have something else in common: 2004 marked an opportunity for both to embrace new professional opportunities.

Erick Rodriguez and his mother, Elise Rodriguez, BBA '82

"I loved Florida International University so much that I always wanted to come back and work here," said Elise Rodriguez (BBA, management, '82), now a program assistant in the College of Business Administration's International MBA program. "I think it is one of the best schools in Florida."

After graduating with a major in management, Rodriguez went to work in retail and later joined the faculty of a private school. Upon her return to the University's campus, she was thrilled to see that some of her professors were still teaching in the business school.

Her husband also is an alumnus and her daughter currently is attending the school. So for Erick, applying to Florida International university was almost a foregone conclusion. Plus, he had taken some summer classes there during high school and really enjoyed the experience.

The business school freshman hopes to earn the same degree as his mom. As for his future professional goals? "I want to be an entrepreneur and work for myself," Erick said. ■





Lance Benson (MBA '03)

Man on the move: Lance Benson sets his sights in one direction—forward.

“Hard work goes further in this city than in any other,” said Lance Benson (MBA '03), of his adopted home of Miami. And Benson should know. Hard work and perseverance characterize every aspect of his life.

A rising star in the world of commercial real estate, Benson works as a broker with the firm of Cushman & Wakefield, an international real estate powerhouse with more than 11,000 employees. Benson has been with the firm for only four years, but his accomplishments already have drawn the attention of the local business community.

Earlier this year, he was featured in *South Florida CEO* as a Next Generation leader, an article that quoted him as saying that “he wants to be a predominant player” in the local business community.

One could argue that he already is, and not just in the business arena. In the past year, Benson also has been profiled in the *South Florida Sun Sentinel* and *The Miami Herald* for his other recent achievements: completing three marathons on a skateboard by propelling himself forward with his muscular arms.

Why on a skateboard? For one, Benson

said, he's got good balance. For another, the 31-year-old North Carolina native was born with no legs. But that has never hindered him from pursuing his interests, including participating in sports.

He was a high school wrestler and also competed in weight lifting. However, competing in marathons is more of a recent development, and one that has helped inspire his latest venture: re-establishing the Miami Chapter of the Achilles Track Club, an organization that promotes the involvement of disabled individuals in mainstream sporting events. Benson attended his first Achilles event in New York in 2003, the Hope and Possibility Five-Miler. He found out about it from his bosses at Cushman & Wakefield, a major sponsor of the event.

While participating, he met a number of disabled veterans of the Iraq war, who were taking part in a newly launched Achilles program. Benson describes being “very impressed” by the organization's partnership with the veterans and by having some of them approach him after the race to say that he had transformed their ideas about what it means to live with a disability.

“It was really touching to me to have that impact on them,” said Benson, who later raised the money necessary for them to participate in the half-marathon of the Miami Tropical Marathon.

As the head of the Achilles local chapter, he now is working with the organizers of the Miami marathon (his first, completed in 2003) to make it the premier disabled sporting event in the world.

It helps that he has the support of his company.

“Cushman & Wakefield's CEO sits on the board of Achilles and is a big supporter,” he said. And the company's focus on civic involvement is closely aligned with his own desire to “give back.”

“The company has a big focus on investing in the community and wanting the

community to be better,” he said, describing how that philosophy permeates the work environment and sets the tone for how he and his colleagues operate on behalf of their clients.

Benson loves the fact that he is able to help clients achieve their business goals by making savvy real estate decisions.

“This involves a lot more than just looking at the hard and soft costs of real estate,” he said. “It's also about looking at the best use of space, employee retention strategies, and ways to create an atmosphere that supports employees in maximizing their productivity.”

All in all, he said, it's an opportunity to make Miami a stronger and more vibrant community, and places like Florida International University are helping the city achieve that goal every day.

“I feel very passionate about the university and the business school,” he said, noting that he's not only one benefited by the quality of the education (“a ton of value for the money”).

He said he also has developed strong business and personal connections to a community in which he was not born but is now proud to call his home.

So when fellow alumnus Joseph Caruncho (BBA '81) asked him to participate in the college's Alumni Circle, the decision was obvious. He describes his work with the group as “gratifying” and says he is excited about being able to help the business school grapple with some of its challenges and plans for future growth and development.

“The stronger FIU is, the better for all of us,” he said.

Benson ponders another way he could help bolster Miami's growth and maintain its status as a world-class city: by running for political office.

“I just think Miami is a phenomenal place to live with a lot of potential as a city,” said Benson. “I think I am a leader



Slenda Chan (EMBA '04, BS '94)

and could contribute a lot into making sure that Miami continues to put its best foot forward; it's a place where people stay, raise their families, work, and enjoy their lives." ■

Slenda Chan: She has the formula for success.

Slenda Chan's (EMBA '04, BS '94) career always has involved international business, especially in the areas of real estate and consulting.

Today, as owner and CEO of Strategia Consulting Group, LLC, in Miami, Florida, she has many occasions to apply what she learned in the College of Business Administration at Florida International University. Her consulting company creates marketing strategies for manufacturers, distributors, and retailers from Asia and Latin America—amid some new challenges.

For example, the Patriot Act has slowed funding for several large, international projects in the planning stages at her company.

"Any funds from international sources must now go through a long, difficult investigative process," she said. "We are working to bring in \$85 million for a major development project for a client, and that will take a lengthy investigation."

However, Chan and her colleagues have

stayed busy with impressive consulting assignments, including two in Shanghai. The first, the Formula One auto racing site, will certainly command international attention, since the worldwide annual viewing audience for Formula One is in the billions.

Fans were introduced to the Shanghai International Circuit and its breathtaking team facilities during the inaugural race in September 2004. But beyond the track itself and the state-of-the-art team buildings, the adjacent areas were largely barren, which Chan's work will help overcome.

"We consulted on the master plan design for the vicinity around the track. It's a little more than a square mile and will include five hotels, restaurants, a golf course, and a subway station," Chan said.

The company also developed a master plan design for the 200-acre Shanghai Daning Park, which will be located in the middle of a city known for its exquisite green spaces.

One assignment on the docket: a natural-healing, medical spa resort project in Warm Mineral Springs, Florida, for which Chan is putting together the concept model and design criteria.

"I'll be integrating both Eastern and Western natural healing techniques in this unique spa," Chan said. "It's a very exciting project."

Before forming Strategia, Chan's international experience included opening a Kenny Rogers restaurant in Asia and founding two companies related to international real estate and international business consulting. Among her current partners are two other FIU graduates, who concentrate on the Latin American part of the business. ■

Andre Teixeira: He's putting the Graham Companies' real estate holdings on solid ground.

As chief financial officer of the Graham Companies, college alumnus Andre Teixeira (MACC '93, BACC '92) has been in



Andre Teixeira (MACC '93, BACC '92)

charge of bringing the company's financial systems into the 21st century.

"They were looking for someone with a technical background, and I had that. It was the perfect fit of my skill set to what the company was looking for," Teixeira said.

The name Graham is well known on the Florida International University campus. The family donated funding to establish the Graham University Center, a hub for students and the site of many university-sponsored cultural, social, and educational events.

The chair of the Graham Companies is William A. Graham, founder Ernest "Cap" Graham's son. His brothers are former Florida Senator Bob Graham and former Washington Post publisher Phil Graham.

The family, prominent in Florida and beyond, was behind the development of Miami Lakes, a town built on property owned by them since the 1930s. Originally farmers, the Grahams rejected offers by commercial real estate companies to buy their land in the 1960s for the sum of \$9 million and opted instead to develop the land themselves. The decision paid off. Today, Miami Lakes is a thriving community, only part of the Graham's half billion real estate empire. The family still has

Alumni profiles

farming and dairy business interests in central Florida as well as cattle, timber and pecan operations in Georgia.

For Teixeira, working with the company has been rewarding. He likes working in a private rather than a publicly held corporation, because it affords him the opportunity to develop more long-range profit strategies rather than focusing on short-term growth in earnings per share.

He also likes working for a family-run operation and explains that being closer to his family is what has kept him in Miami. It's also what began his long and fruitful alliance with Florida International University, a relationship that has served him well throughout his professional career.

After his first semester as an undergraduate at the University of Texas at Austin, Teixeira first moved home to Brazil and then followed his family to Miami. That decision led him to enroll in the business school at the university.

"I had thought about returning to UT-Austin, but the strength of the college's accounting program made the decision for me," he said.

As an international student, he needed a graduate degree to be considered for an H1 visa and a "fifth" year to sit for the CPA exam in Florida. Again, he turned to the college's School of Accounting, enrolling in the Master of Accounting program.

The school's reputation for excellence coupled with his own academic achievements garnered him numerous job offers by the time he graduated. He settled on Kenneth Leventhal and Company (which later became part of Ernst & Young, LLP), the job that got him started in real estate and eventually landed him in his current position.

In the intervening years, he worked in Brazil with Pepsi-Cola Latin America as a controller, moved to New Mexico to work as vice president of finance for the Mars Company, and ultimately wound up working with Mars in Los Angeles. These experiences provided him with a broad

understanding of Latin American markets and an expertise in the development and implementation of sound financial systems.

That experience gave him both the foundation and confidence to start his own venture with a friend. NetMaximo—an application service provider that focused on hosting PeopleSoft—represented Teixeira's foray into the burgeoning dot.com industry and a chance to carve his niche in a fast-paced field that was redefining the business landscape. It was an exciting opportunity that held another benefit. He was able to get back home to Miami.

Although his effort was short-lived—"we could not survive without additional funding, which was hard to come by after the market crash of 2000"—he felt good about being able to close his doors debt-free and having kept his "financial house in order."

"It was a tough time," he said about losing the business, but added that it provided him with another "great learning opportunity."

"Opening an Internet start-up taught me how to deal with investors and venture capitalists," he said, "and that was invaluable."

He also attributes his background in accounting to providing him with a certain resiliency and ability to adapt.

"Accounting is the building block of business," he said, adding "If you understand accounting and spend some time auditing companies, then you understand the income statement, the balance sheet, and the cash flow statement, and those are fundamental to any business."

He credits the business school not only with giving him a great education, but also with improving his cachet in the marketplace. As luck would have it, being a Florida International University alumnus has served him very well in his current job.

The vice chair of the company, William E. Graham, is on the board of the university's foundation. When he found out where Teixeira went to school, he got him in touch with college of Business Administration

Executive Dean Joyce J. Elam. That introduction led to Teixeira's membership in the College's Alumni Circle.

"I feel very proud to be part of the University's tradition," Teixeira said, adding that the great thing about participating in the Alumni Circle is that "as you are helping others, you also help yourself, because the better the school is, the more valuable your degree is."

He is excited to be part of the growth and change in the business school and he has nothing but respect for Elam, who he thinks has strengthened the business program with her "energy, creativity and drive for innovative thinking."

What he thinks is distinctive about Florida International University is its emphasis on serving the community by offering students from all backgrounds access to first-rate educational opportunities. He said the diversity of the student population and the variety of programs offered makes for a "dynamic learning environment."

Teixeira has more than his education for which to thank the university. It's also where he met his wife Michaela, "in an undergraduate economics class," he said.

Like Teixeira, Michaela, received an undergraduate degree in accounting and went on to earn her master's degree. She presently runs her own consulting practice. They have two boys, Christian and Noah. ■

Alumni Notes

1970s

Tony Argiz (BBA '74), partner, Morrison, Brown, Argiz & Farra, a Miami-based accounting and management consulting firm, was a speaker at the annual National Automobile Dealers Association Convention & Exposition held in New Orleans this past January. Argiz is the co-author of the American Institute of Public Accountants' *Auto Dealership Engagement Manual* and a guest columnist with the monthly trade publication, *Professional Auto News*.

Carlos Migoya (BBA '74), Dean's Council member and president of Wachovia Bank N.A. Dade and Monroe Counties, was elected to serve as 2003-2004 campaign co-chair for the United Way of Miami-Dade County.

Dr. James R. Giermanski (MIB '75), currently professor and chair of the Department of International Business at Belmont Abbey College, has become a principal and CEO of Powers International, Inc. which provides supply-chain security solutions, consulting, and training, and has developed and patented the smart container. He currently provides transportation security lectures on C-TPAT and other Customs and Border Protection (CBP) programs.

Adolfo Henriques (MSM '76), FIU Board of Trustees, is the new president of Florida East Coast Industries.

Kevin "Kip" Peterson (MS '76) is the current chair for Thorsborg, Ltd.; a non-profit corporation that provides resources for research, training, education, analysis, and operational support for education in the arts and sciences.

Daniel Fulgrath (BBA '78) was appointed director of the tax department for Morrison Brown Argiz & Farra, LLP. Fulgrath has more than twenty years of experience in tax planning, consulting, capital formation, and business-advisory services.

1980s

Justo Pozo (BBA '80) and **Joseph Caruncho** (BBA '81) co-created Preferred Care Partners in 2001—the first provider-sponsored organization in South Florida. This year, Preferred Care was a finalist for the "Cutting Edge Awards" and recently signed an agreement to acquire Neighborhood Health Partnership, making the company the largest privately-owned Medicare Advantage Health Plan in

South Florida. Justo Pozo, FIU Alumni Association Board of Directors member, was awarded the Florida International University Distinguished Service Medallion for his achievements as president and founder of Preferred Care Partners PSO Health Plan.

Ronald Schechter (BBA '80) graduated from the Executive MBA Program at New 10

Deborah Jarrell Dawson (BBA '81) currently is project manager/consultant in the audit and advisory services department for CSX Corporation in Jacksonville.

Stephen Waters III (BBA '82) recently accepted the position of career development supervisor at LINQ Financial Group, a General Agency for Guardian Life Insurance Company.

Noel Rosquete (BS '86) has been appointed vice president and marketing manager at TotalBank.

Nicholas G. Bustle (MIB '88), city president for SunTrust Bank's South Florida Region, has joined the Community Partnership for the Homeless Board.

Kaufman, Rossin & Co. PA has named **Edward V. Gannon** (BBA '88) director of its litigation consulting practices.

Joaquin Urquiola (BA '88) and **Carlos Garcia** (MBA candidate), both members of the college's Alumni Circle, have been promoted to partners at Goldstein Schechter Price Lucas Horwitz.

Banco Popular North America, the U.S. arm of San Juan, Puerto Rico-based Banco Popular, named **Israel Velasco** (BBA '88) regional executive for South Florida. Velasco formerly was president and CEO of Alabama-based Colonial Bank's South Florida region.

Ernesto Larrea (MIB '89) has been named vice president of correspondent banking by The International Bank of Miami (TIBOM). Before joining TIBOM, he served as manager of correspondent banking with Banco Internacional de Costa Rica's Miami office for twelve years, where he was responsible for managing relationships with financial institutions in Central America, the Caribbean and South America.

1990s

Jennifer Levin (BBA '90) has opened her own law firm, Jennifer Levin, P.A. Levin's practice specializes

in real estate property: commercial acquisition and sale of improved and unimproved property; residential acquisition and sale as well as development (condominium, conversions and new construction) and single- and multi-family homes; financing (borrower and lender representation); titles; Interstate Land Sales Full Disclosure Act registrations, and more.

Juan J. Martinez (BA '90) was named vice president of accounting and treasurer for the James L. Knight Foundation.

Oswaldo "Ozzie" Dominguez (BBA '91), general manager for Dadeland Mall and College of Business Administration Alumni Circle member, was featured in Miami Today as "The Achiever" profile for the week of October 20th. Dominguez' personal philosophy: "Live life to its fullest. Always help others. All the goodness you give out will come back to you."

Luis Munoz (BBA '91) has joined Bright Star Credit Union as an investment representative.

Leonely Valdes (BBA '91) has been appointed accounting manager at The Allen Morris Co.

Manuel G. Garcia (BA '92) and **Kirenia Frutos** (BA '00) have joined Goldstein Schechter Price Lucas Horwitz & Company as senior auditors.

Annie Roques Hernandez (BBA '92) is an attorney practicing law at the Law Offices of Laura M. Fabar, P.A. in Coral Gables.

Alphoncia LaFrance (BBA '92), president of Midas Lending Corp., adjunct professor at Miami-Dade College, and host of a weekly Creole-language program on small business development on WLQY-AM (1320), ran for Miami-Dade Commissioner in District 1.

Marteena Rodriguez (BA '92), vice president of the Business Alumni Chapter, has been appointed chief financial officer of Diversified Investment Advisors.

Alumni Circle member, **Rick Escudero** (MACC '93, BACC '92) has joined Reason Management Group's (RMG) Board of Directors. RMG is a full-service consulting firm dedicated to the analysis and auditing of commercial and industrial organizations' assigned pricing structures in the areas of natural gas, electricity, telecommunications, freight, and customs brokerage costs.

Ilene P. Rubio (BBA '93) is the marketing manager for Area 1 of the U.S. Small Business Administration, South Florida District Office.

James M. Bond (MACC '94, BACC '89) has been named controller for Florida International University's division of finance.

Barbara Yvonne Debesa (MAC '94, BBA '82) has been promoted to chief operations officer of TotalBank.

Benjamin F. Gilbert Jr. (MBA '94) has been appointed to the board of the Children's Trust by Governor Jeb Bush. He is vice president of Montenary Power Corporation.

Agustín "Tino" Herran (BBA '94) president of Sedanos Supermarket, president of General Real Estate Corporation, and 2005 FIU Entrepreneurship Hall of Fame Inductee, was featured in July's issue of *South Florida CEO* magazine.

The family of **Jorge Sanchez** (BBA '94) welcomed their third child in May '05.

Eduardo R. Arista, (BACC '95) and **Andrew M. Feldman**, (BBA '94) have formed Arista and Feldman, PL. Eduardo Arista, a founding board member of the Business Alumni Chapter, was a guest speaker at a seminar hosted by the National Business Institute, where he lectured on advanced issues in LLC formation and operation in Florida.

Raquel Elejabarrieta (BBA '95) has been named an associate at Weiss Serota Helfman Pastoriza Guedes Cole & Boniske's labor and employment law group.

Daniel Medina (BBA '96) and his brother opened their own mortgage company in May 2004. Medina is the vice president/owner of North Star Mortgage Services, Inc.

Howard Mark Shore (MBA '96, BACC '91) Alumni Circle member and a founding principal of Elite Advisory Group, has been named to the regional advisory board of Teach For America. Teach For America is the national corps of outstanding recent college graduates who dramatically affect students' achievements because they serve as teachers in low-income rural and urban communities and become lifelong advocates for expanding educational opportunity. Shore has also been added to the Board of Governors of the Greater Miami

Alumni Notes

Chamber of Commerce. The Board of Governors is an advisory group to the Greater Miami Chamber of Commerce and its leaders.

Fabio Estrada (BBA '97) has joined Total Bank as assistant vice president/corporate lender at the bank's Coral Way branch.

Fernando Mesia (MBA '97) has been named vice president of corporate lending at Commercebank.

Denise Pena (BBA '97), president-elect for the Business Alumni Chapter, joined Bank United as a senior credit analyst.

Alberto Santalo (MBA '97), CEO of Avisena, was a finalist in the 2004 Technology Awards sponsored by the *South Florida Business Journal*. Additionally, Santalo received a Florida International University Torch Award, which honor individuals who have had a positive impact on their profession and community.

Andrew P. Yap (MBA '97, BBA '91) was promoted to president and chief operating officer of LEASA industries co., inc.—the largest grower of bean and alfalfa sprouts and one of the largest manufacturers of tofu in the state of Florida. Yap also is a marketing and management instructor in the college.

Alan Lips (MS '98) was featured in June's issue of *South Florida CEO*, NextGen section, an ongoing monthly column which profiles future South Florida leaders. Lips is a partner at the accounting firm Gerson, Preston, Robinson & Company.

Wayne Smith (BBA '98) was promoted to commercial real estate credit manager by Union Planters Bank.

Carlos A. Zarraluqui (BBA '98) has been named vice president of marketing and special projects for the Sugar Cane Growers Cooperative of Florida.

Jennifer Cardenes (BBA '99) joins Bacardi USA as assistant marketing manager.

Josefina (Josie) Carreno (MBA '99), 2004-2005 Alumni Circle chair, was promoted to vice president-director, Miami Manufacturing Operations for Beckman Coulter Corporation.

Kwan Wang Lin (BBA '99) is now the general manager of Universal Industrial Trading Company in Taipei, Taiwan.

2000

Jeremy Baker (BBA '00), president of the Business Alumni Chapter, has joined Shake-a-Leg Miami as grants administrator.

Demian Bellumio (BBA '00), vice president of corporate finance and development at Terremark Worldwide, Inc., received a Florida International University Torch Award, which honor individuals who have had a positive impact on their profession and community. Bellumio has also been named 2005-2006 chair of the Alumni Circle.

Allan Holder (MA '00) has joined Berkowitz Dick Pollack & Brant Certified Public Accountants & Consultants as a staff accountant in the tax services department.

Michelle Jo (BBA '00) has been accepted for admission to Thunderbird University, The Garvin School of International Management, where she will pursue her MBA degree in the fall. Jo will attend the European campus outside of Geneva, Switzerland.

Blanca Recio-Martinez (MBA '00, BBA '94) currently is the national sales manager for Univision owned and-operated Puerto Rico station. She oversees the national sales operation for the station from her Miami office. Recio-Martinez is married to **Ian Martinez** (MA '98) and has a daughter Isabella who is three years old.

Jessica Samo (BBA '00) was promoted to general manager for Courvoisier Centre where she will be responsible for building management.

Nam Trinh (BBA '00) is the current partner-vice president of operations and corporate sales for Rennen International, Inc., a leading manufacturer and distributor of automotive aftermarket products from Asia-Pacific, including Rennen Luxury Wheels and Zen Brand Performance Wheels.

Jose Vargas (BBA '00), owner of MailCreations.com, Inc.—a leading provider of permission-based direct marketing solutions for fortune 500 clients—announced his company has been acquired by Livedoor Co., Ltd., a Japanese corporation.

2001

Gloria Escobar-Angulo (MIB '01) is project manager for the Hemispheric Center for Environmental Technologies, where she is in charge of the marketing

and management of research projects.

Camille Khan-Bird (BACC '01) has joined Pamlico County in North Carolina as assistant finance officer.

Desa Burton (EMBA '01) has joined Fish & Richardson P.C. in Silicon Valley.

Steven Bustillo (BBA '01) has been named assistant vice president and lender at Beach Bank. He will be responsible for forming and maintaining small business accounts.

Jorge Izquierdo (BBA '01) was hired as logistics manager for Kelme USA, located in Miami. It is a subsidiary of Kelme Spain, a large European manufacturer and distributor of soccer footwear and apparel.

Nichole Kalil (BBA '01) is the first director of development for the Marian Center School and Services; she is responsible for managing marketing, public relations, and fundraising.

Soulange Kruger (BBA '01) is the current purchasing manager for Seaboard Marine.

Luis J. Moreno (BBA '01) currently is a senior financial advisor with Cordis Corporation, a Johnson & Johnson company. He also is the lead recruiter for the Johnson & Johnson financial leadership development program at FIU.

Ricardo Ulloa (BBA '01) is the current general manager for RU Consulting, Inc.

Melissa Viana (BBA '01) currently works as a media buyer for Planning Group International, an interactive advertising agency.

2002

Nelson Castillo (BBA '02), president, Castle Financial Group, Inc., was heard for three consecutive weeks on AM radio station THE WORD 1550 AM to discuss aspects of the mortgage business.

Alfredo Machado (MBA '02), FIU Business Alumni Chapter vice president of membership, has been named vice president of marketing of the South Florida Chapter of the National Society of Hispanic MBAs.

Michelle Ramim-Levy (EMBA '02) is an adjunct professor at Polytechnic University of the Americas (Miami campus) and FIU's College of Business Administration, teaching several on-campus, blended, and online management courses for undergraduate and MBA students. She also is an

MIS consultant helping corporations and educational institutions with diverse information system implementations, including new e-commerce and online learning platforms.

Raquel Schwarz (MBA '02) was promoted to sales manager for the Hispanic market for Molson Coors Brewing Company.

2003

George Bermudez (BBA '03) was appointed senior vice president, middle market manager for Commerce Bank. He will be in charge of managing the sales, marketing initiatives, and growth in middle-market lending as well as overseeing business development by directing and developing commercial loan portfolios in Miami-Dade County.

Lisa Bernardo (MBA '03) joined Palms West Hospital as director of marketing and community relations.

Joe Izquierdo (EMBA '03) has been promoted to director of circulation technology for Knight Ridder.

Josh McLeod (EMBA '03) was promoted to regional general manager by Recall operations in Texas, Colorado, Louisiana, Arkansas, Missouri, Kansas, and Oklahoma.

Jenny Romero (MS '03, BA '02) has joined Goldstein Schechter Price Lucas Horwitz & Company as a staff accountant.

Carlos A. Wright (BBA '03) has been appointed branch manager for TotalBank's Brickell branch.

2004

Cary Cabanas (BBA '04) has joined Berkowitz Dick Pollack & Brant Certified Public Accountants as a manager in the international tax services department.

Slenda Chan (EMBA '04) is owner and chief executive officer of Strategia Consulting Group, LLC in Miami.

Stephen Grell (MSF '04) has joined the Trust and Asset Management Division of Republic Bank Limited in Trinidad as a senior investment analyst.

Paola Suarez (BBA '04) joined Great Florida Bank in 2004 as a client manager in the community banking division.

Don Tichenor (MBA '04) has joined All States Transport, Inc. as manager.

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