



10-Year Retrospective
FY18 Impact Report

Achieving Success
10 YEARS
OF DISTINCTION
 Awards and Recognitions

10
rankings

9
awards (top 3 or higher)

5
#1 rankings

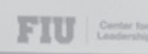
4
#2 rankings

5
consecutive years
of being top-ranked



Organizational Values

- A new way of thinking: 1990s to the 2010s
- Moral Person and Moral Manager:
 - Executive responsibility
 - There is no ethically neutral leadership
- How leaders communicate personal and organizational values matters



RANKED
#1
 in Executive
 Leadership Development



CHANGE VS. PROGRESS

Change, like death and taxes, is certain. Within the span of history, a decade seems like a relatively short period of time but even a few years can bring a host of changes that can both challenge and inspire.

Over the past ten years we have lived and worked under three U.S. Presidents; Steve Jobs unveiled the much-anticipated iPad; U.S. forces captured and killed Osama bin Laden; Facebook paid a record \$19 billion for WhatsApp; and millennials passed boomers as the largest U.S. generation. In just the last few months, we were shocked by the Parkland shooting, as we applauded the growth of the #MeToo movement.

Even while change is certain, progress is not. At the Center, we have done our best to make progress through changes and in the context of changes all around us. We seek to remain relevant. We check our assumptions. We have embraced the opportunities change brings and translated that into work that could reach more and more leaders with our vision of equipping **better leaders for a better world**. We don't always get everything right, but we have done our best.

Back in the Fall of 2007 we completed our very first research project, The Leadership Competency Builder® and launched the first open-enrollment program, The Women Leaders Program (then called Women on the Move). With the push and pull of globalization and business demands, within a few short years we added programs to include leadership development for every level, from senior leaders to individual contributors. A decade after our first research study identified the competencies for leadership that guide The Center's work, we undertook a comprehensive meta-analysis to update our 2007 findings by reviewing more than 100 newly published leadership studies.

One thing that has not changed, however, is the passion and commitment with which we embrace our vision of building better leaders. Ten years of work has brought national honors with **nine top rankings** in the field of leadership development and opportunities to provide

new and relevant programs to nearly 3000 leaders from 209 organizations across four continents. Our extraordinary partnership with Miami-Dade County Public Schools which began in 2010 with a pilot program continues to thrive with more than 650 alumni thus far and almost 10,000 individuals have attended our free leadership events. An influential and supportive Board of Advisors has provided sage advice and we have developed close working relationships and partnerships with 40 organizations in support of our mission of equipping ethical leaders to deliver effective results by learning and practicing developable skills and gaining ever-greater self-insight.

Leo Tolstoy aptly noted that "Everyone thinks of changing the world, but no one thinks of changing himself." While we have been very busy working hard to "change the world" through effective leadership practices, we also continue to look within to understand how we can remain focused on our vision and how we research and present the most current leadership development tools possible. Long ago we learned that embracing change provides the fuel for success.

What will the next ten years bring? Accelerated change, no doubt; and – we expect – continued progress.



Mayra Beers

Mayra E. Beers, Ph.D.
Director of Strategy
John S. and James L. Knight
Research Fellow



Nathan Hiller

Nathan J. Hiller, Ph.D.
Academic Director
Associate Professor,
Management and
International Business



The **FIU Center for Leadership** faculty and staff are dedicated to exploring leadership thought and practice through continuous research, providing opportunities for leaders to develop keen self-insight, and teaching leadership competencies that will equip them to meaningfully transform their organizations and their societies. Through research, executive development programs and community engagement opportunities, the **Center for Leadership** is committed to equipping **better leaders** for a **better world**.

A DECADE OF BETTER LEADERS

Research

It all started with research. Ten years ago, we asked, "What do leaders need to know to be successful?" Guided by this initial question, The Center embarked on a journey to better understand what the best research could tell us.



Outreach



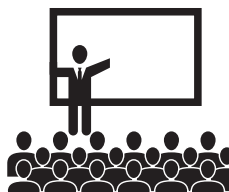
Education

Research inspired education. We launched our first leadership development program ten years ago. The Center has worked to deliver concrete growth and remarkable results for organizational leaders.

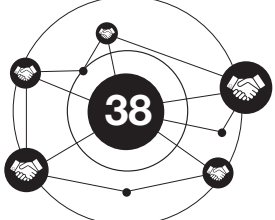


Engagement

As we advanced the research, teaching and practice of visionary leadership, The Center inspired thought-provoking dialogue within the community by showcasing influential leaders and leadership scholars at our open lectures and special events.



Community Partners



WISDOM AT WORK

We salute and thank the members of our Board of Advisors for their leadership and wise counsel over the years. Their advice and support have been invaluable assets to the growth and development of The Center into a world-class, award winning leadership development organization.

Board members have been champions at key moments in The Center's development, ensuring a continued upward trajectory and smoothing out bumps along the way. As Center ambassadors, they have been a most-valued bridge to the community-at-large, providing valuable insight about organizational and business trends, challenges, and needs. They have guided our vision, encouraged new ventures, and applauded our achievements.

Representing a variety of industries including medicine and healthcare, consumer goods, consultancies, real estate, law, finance, banking, education, non-profits, IT and the military, Board members are highly successful and respected leaders who lend their expertise to guide The Center's work.

This broad spectrum of experience has provided multiple perspectives to seize opportunities and meet challenges head-on as The Center continues to define its place as a leader in the field. We are very proud that nearly every Board member has been a participant in one of The Center's leadership development programs, validating the content and applicability of the courses.

There remains a great deal of work for the Board to do to help advance the rapidly growing and innovative Center. Continuously setting new priorities is essential if we are to accomplish meaningful results, and having a vibrant and active Board is at the top of that priority list. Only with their help can The Center continue to fully carry out its mission and strengthen its influence.

We extend a special thanks to Founding Board Chair, **Dr. Nelson Adams** for his vision and support from the very beginning and to current Chair, **Mr. Manny Gonzalez**, who has served on the Board since its inception and remains an indefatigable champion for The Center and its mission. Our thanks also to Mr. Joseph Caruncho who also has been a part of the Board since its first meeting in 2009. It is through such commitment and support that we have achieved so much.

We count it an honor to work with such distinguished Board members, an accomplished group of individuals, leaders in their own organizations and in the community, who give of their time, talent and resources to make The Center exceptional.

About the Board of Advisors: *Founded in 2009, the Board of Advisors provides guidance and counsel to advance the growth and further the mission of the Center for Leadership. Comprised of corporate leaders representing business, government, and non-profit organizations, Board members serve as vital links between the university and the community. Members collaborate with Center staff and faculty in fostering research and developing, promoting, and expanding leadership initiatives.*



Manny Gonzalez
(Chairman)
President, MGM Consulting and MGM Capital



Peter Montadas
(Vice-Chairman)
President, Momentum Consulting Corporation



Shawn Berg
Vice President of Information Technology, MarineMax Inc



Joseph Caruncho
Chief Executive Officer, Genuine Health Group LLC



Austin Hollo
Vice President, Florida East Coast Realty, LLC



William Mateikis
Senior Vice President of Human Resources and General Counsel, Daikin Applied Americas



Adriene McCoy
Corporate Vice President and Chief Human Resources Officer, Baptist Health South Florida



Harve A. Mogul
President Emeritus, United Way of Miami-Dade



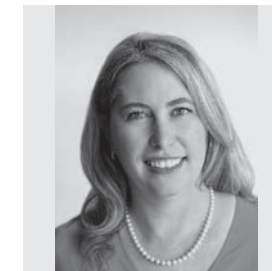
Lisel Morris
Investor Relations, The Allen Morris Company



Roberto Muñoz
Market President of Miami and Wealth Executive, Capital Bank



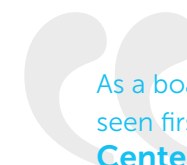
Chris Paterson Ph.D.
Community Affairs Officer, Centene Corporation



Holly J. Prince
Regional Vice President, Anthem Inc. and Chief Operating Officer, Simply Healthcare Plans Inc.



Beesham A. Seecharan
Managing Director and Associate General Counsel, Goldman, Sachs & Co.



As a board member, Board Chairman, and a past program participant, I have seen first-hand The Center's growth into **a nationally awarded top Center for Leadership and the transformative effect it has had on so many people enabling them to be "Better Leaders for a Better World."** That's why I'm not bashful in my advocacy for The Center beyond the university, into our business community and the international marketplace. It's that important."

— **Manny Gonzalez, Chairman, Board of Advisors**

Board of Advisors Honor Roll

We thank all who have served on The Center's Board of Advisors for their guidance and counsel to advance the growth and further the mission of The Center.

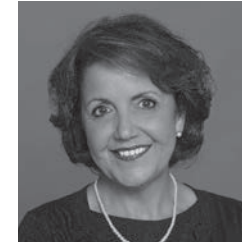
- Nelson Adams, M.D.
- Diana Brooks
- Major General David Garza, USMC (Ret.)
- Corey Heller
- Barry Johnson
- Gilberto Neves
- Juan Ortiz
- Lourdes Rivas
- Alexandria Villoch
- Octavio Visiedo

The staff at The Center are true professionals in every positive sense of the word. **They drive innovation, continually plan and rise to new challenges, and keep our events and programs running with the highest degree of excellence** — sometimes with Herculean efforts behind the scenes. It is a privilege to be part of such a great team.”

— Nathan Hiller, Ph.D., Academic Director



Nathan J. Hiller, Ph.D.
Academic Director
Associate Professor



Mayra Beers, Ph.D.
Director of Strategy
James L. Knight
Research Fellow

TEAM /tēm/:

A group of people with a full set of complementary skills required to complete a task, job, or project.¹

The Center for Leadership staff is indeed a true team in the full sense of the word. Our team of professionals embrace a common purpose for their work: to help equip leaders to make our communities — and our world — better. Each team member is committed to bringing their exceptional skills, varied backgrounds, broad experience and passion to this collective mission. Their work and ideas make our programs ever more effective, allow us to overcome even the most difficult challenges, and bring innovative ideas to fruition. Together we have a shared commitment to deliver outcomes and results which have resulted in creating a strong brand for The Center, inspiring a loyal following among the leadership community, and exerting an ever-stronger impact on leaders at every level.

We are honored to work with such talented and passionate colleagues who together make such an outstanding contribution in fulfilling The Center's vision of **Better Leaders. Better World.**

¹ As defined by businessdictionary.com



Shannon A. Hanson
Assistant Director



Kristyn Wilczek
Assistant Director



Andrea Macias
Program Coordinator



Jorge Mesa
Content Strategist



Amy Miller
Program Coordinator



Claudia Packer
Coordinator,
Administrative Services



Jessica Sotomayor
Program Manager



Sibel Ozgen Novelli
Graduate Assistant



Ajay Ponnappalli
Graduate Assistant



Stephanie Marsellos
Student Assistant



Clint Phillips
Student Assistant



Gabriela Ruiz
Student Assistant



Former Staff Honor Roll

Natalie Acosta
Angelica Alvarez
Candace Atamanik-Dunphy*

Jennifer Dominguez
Przemyslaw Filec
Garth Headley

Ashley Harris*
Erin Jimenez
Stefany Marcelino*

Christine Morris
Jorge Perez
Asim Pleas

Vanessa Rodriguez
Gabriela Romeu
Desiree Ruiz*

Rebecca Sanchez
*Both student and full-time staff during their tenure at The Center

STUDENTS

Students are the heartbeat of any university. Their fresh perspective, energy and candor enriches our world. We are very proud of the students, accomplished young professionals, who have chosen to join The Center's staff over the past ten years! **They have strengthened our research, welcomed our guests and program participants, provided staff support and shared their innovative ideas to enhance our work.** Each has gone on to outstanding professional opportunities. Their success is ours as well!"

— Mayra Beers, Ph.D., Director

When Julie Lanz walked into the Center for Leadership as a graduate assistant, she admits she "looked and sounded like a jeans and Birkenstock-wearing" graduate student. When she graduated five years later, she had learned to "dress like a professional and think like a leader."

Jeff Thomas arrived as a master's student unsure of his future path. Today, the Ph.D. mentors his own students with the style in which he was mentored at The Center.

By her second day at The Center, Rebecca Gonzalez' talents were recognized as being way beyond what was expected of an unpaid FIU Honors College intern.

Luis Carrasco joined The Center while pursuing an accounting major at FIU, and graduated with his master's, a job at a "Big 4" accounting firm, and a fresh outlook on his life's journey as "a leader who was made, not born."

These four students each spent from 18 months to five years working side-by-side with Center leadership. Each emerged with uniquely different takeaways and as uniquely changed professionals.

"It's no accident that these students flourished during their time with The Center. They're carefully selected based on their intelligence and previous accomplishments," says Mayra Beers, Ph.D., Director for the Center for Leadership who works closely with each student.

"We introduce them as peers, not students," Dr. Beers adds. "By giving them opportunities to collaborate on research projects, enjoy personal introductions to key professionals who visit our office, and become contributors at our events, we nurture and encourage the confidence and potential that exists within them."

In its 10-year history, the Center for Leadership has worked with undergraduate or graduate-level students as interns, part-time employees or graduate assistants. While responsibilities may vary, all become a face for The Center, actively engaging clients, guests and participants at Center programs and events.



"I came into The Center as a boy wanting a paycheck. **I left as a man ready to do whatever it takes to be a better leader** for a better world."

—Luis Carrasco,
PwC



"Everything I learned at The Center about business **I'm applying now."**

—Rebecca Gonzalez,
U.S. Southern Command

"It was a definitely **a feather in my cap** working at The Center."

—Julie Lanz, Ph.D.,
University of Nebraska



"The Center showed me that it was OK to ask for support to reach that next level. I integrate that into **the way** I teach and mentor my students today."

—Jeffery Thomas, Ph.D.,
London School of Economics



Former Students Honor Roll

Veronica Averhart
Pamela Bambaren
Roshni Chuganey
Steven Crowe

Anya Edun
Karen Garcia
Rebecca Gonzalez
Jaime Herrera

Philip Koenig
Julie Lanz
Vania Pedraja
Jose Sirven

Jeffrey Thomas
Andrea Tirado
Adrian Vengochea
Emily Zaldivar

RESEARCH

Advancing Leadership Studies

As organizations continue to evolve with new technologies and globalization affects resources and markets, so too does the field of leadership studies. From inception, research has been at the core of the work of the Center for Leadership. This strategic focus has established The Center as a leader in cutting-edge research engaging the critical questions that inform and transform leadership theory and practice.

Through collaboration with thought leaders around the world The Center's research now encompasses a broad spectrum of disciplines and methodologies. This work provides a dynamic and rich foundation for the study of best-in-class leadership practices.



The Leadership Competency Builder®

The Leadership Competency Builder® is designed to help business leaders fill an important strategic need by identifying critical leadership competencies needed to position themselves and their organizations for sustained future success.

Built on an extensive literature review of top-tier academic research on leadership, a team of researchers at the Center for Leadership completed this meta-analysis in 2017. They identified 45 leadership competencies thematically categorized into 5 "meta-competencies": Leading Self, Strategic Focus, Connecting with Others, Leading Others, and Delivering Results.

Fully online and free to use, organizations, and individuals can now use the Leadership Competency Builder® tool to identify what is most needed for successful leadership and can be used to diagnose competency gaps in current leadership. Once identified, critical competency gaps can be addressed for more effective and long-lasting organizational results. To learn more about the tool, visit lead.fiu.edu/resources/the-leadership-competency-builder

Faculty Series

The Center for Leadership brings accomplished national scholars to Florida International University to share their research and encourage faculty-student engagement and collaboration. The Center has hosted 6 scholars since the inception of this series in 2012.

Researchers

- **Fred O. Walumbwa, Ph.D.** "A Multilevel Investigation of Authentic Leadership and Employee Creativity: The Role of Psychological Safety and Team Motivation"
- **David Waldman, Ph.D.** "Pursuing Broad, Collective Efforts: Two Streams of Leadership Research and their Implications"
- **Michael McCullough, Ph.D.** "Thanks to Darwin: Gratitude and the Evolution of Friendship in Biological Markets"
- **Winny Shen, Ph.D.** "Does Your Boss Make You Sick? Exploring the Leader's Influence on Employee Well-Being"
- **Ron Piccolo, Ph.D.** "Leadership Beyond the Tipping Point: Toward the Discover of Inversions and Complementary Hypotheses"
- **Timothy Huebner, Ph.D.** "Presidential Leadership in a National Divided"

The Leadership Research Colloquium

The Leadership Research Colloquium provides a forum for leading experts and faculty to present developing, extant and innovative new research as it affect leadership in organizations and in our communities. The colloquium features the work of the recipient of The Center's prestigious Alvah H. Chapman Jr. Outstanding Dissertation Award and hosts faculty members from other universities. The Center has hosted nearly 600 attendees at this event since its beginning in 2011.

- **Leadership In An Age of Uncertainty: The Evolving Leader In a World Without Borders**
October 25, 2011
Presenters:
Nathan Hiller, Ph.D.
Paul Kowert, Ph.D.
Meredith Newman, Ph.D.
Jose R. de la Torre, Ph.D.
- **My Boss thinks things are great...**
April 9, 2015
Presenters:
Emily Grijalva, Ph.D.
Hock-Peng Sin, Ph.D.
Terri Scandura, Ph.D.
- **Leading Groups Just Requires Common Sense...Right?**
April 6, 2016
Presenters:
Raquel Asencio
Joo Hun Han, Ph.D.
Mark Macgowan, Ph.D.
- **Good Leadership: Rethink What You Know**
April 11, 2017
Presenters:
Ravi Gajendran, Ph.D.
Wongun Goo, Ph.D.
Cindy Zapata, Ph.D.
- **Pathways to Leadership**
April 3, 2018
Presenters:
Brooke Buckman, Ph.D.
Dorothy Carter, Ph.D.
Jeff Lovelace, Ph.D.
- **Building a Leadership Legacy**
October 23, 2012
Presenters:
Stephen Courtright, Ph.D.
Asia Eaton, Ph.D.
Galen Kroeck, Ph.D.
Modesto A. Maidique, Ph.D.
- **In Search of the Perfect Leader**
November 20, 2013
Presenters:
Candace Atamanik
Amy Ou, Ph.D.
Fred O. Walumbwa, Ph.D.



The Alvah. H. Chapman Jr. Outstanding Dissertation Award

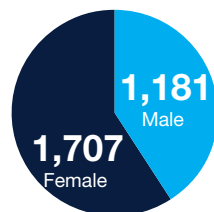
Each year the Center for Leadership recognizes individuals whose dissertation makes an outstanding contribution to the field of leadership. Since its inception in 2012, The Center has awarded 7 individuals a cash prize, honored them at the Network of Leadership Scholars meeting at the Academy of Management Annual Conference, and invited to present at The Leadership Research Colloquium.

Winners have included:

1. 2012, **Stephen Courtright, Ph.D.** "Fired Up or Burned Out" Exploring the Effects of Leadership Challenge Demands on Leadership Behaviors through Engagement and Burnout"
2. 2013, **Amy Ou, Ph.D.** "Understanding Humble Chief Executive Officers: Connection to Top Management Team Integration and Middle Manager Responses"
3. 2014, **Emily Grijalva, Ph.D.** "Narcissism and Leadership: A Meta-Analytic Review of Linear and Nonlinear Relationships"
4. 2015, **Joo Hun Han, Ph.D.** "Admiration or Envy? Effects of LMX Differentiation on Group Processes and Performance under Different Reward Systems"
5. 2016, **Wongun Goo, Ph.D.** "Just Right: A Person-Environment Fit Approach to Visionary Leadership."
6. 2017, **Dorothy Carter, Ph.D.** "The Motivational Drivers of Leadership Emergence in Multiteam Systems"
7. 2018, **Jasmine Vergauwe, Ph.D.** "Personality and leadership: Trait-perspectives on charisma, curvilinear relationships, and measurement innovations"

EDUCATION

Celebrating 10 Years of Programs



2,888

Alumni/Participants



119

Programs



209

Companies



2,721

Program Hours



17 4

Countries Continents

Since the Center for Leadership's first leadership development program in 2010, more than 2,800 individuals representing 209 organizations from around the world from 27 countries and 4 continents have participated in our immersive leadership development programs. Coupled with the undergraduate and graduate learning opportunities we provide, The Center's leadership development programs are making significant strides in strengthening leadership in organizations around the world. Dr. Nathan J. Hiller, Associate Professor of Management and International Business at FIU, oversees all academic content for all open enrollment or custom-designed programs, in his capacity as Academic Director for The Center.

In February of 2018, The Center's executive programs were for the fifth time ranked #1 among open enrollment executive development programs in the nation by Leadership Excellence, a publication of HR.com.



The Senior Executive Leaders Program

More than 100 senior decision makers from some of the most respected industry leading companies have chosen The Senior Executive Leaders Program as part of their continuous learning. First launched in 2010 under the moniker, Leading Decisions, and designed to meet the needs of VPs and C-Suite executives, the program is now offered only biennially, and boasts alumni from companies such as Anthem Inc, Goldman, Sachs & Co, Perry Ellis International, Preferred Care Partners, PwC, Univision Radio, United States Southern Command and Whole Foods Market.

The High-Impact Leadership Program

The High-Impact Leadership Program continues to grow in popularity, and has drawn over 180 executives from around the world during its 7 offerings. Led by Dr. Nathan J. Hiller, Associate Professor of Management and International Business at FIU, the program is designed to help leaders develop a portfolio of strategic leadership capabilities. Program alumni are from organizations such as Centene, Ryder Systems, Inc, Southern Wine and Spirits, Adrienne Arsht Center for the Performing Arts, Bank United, Carnival Corporation, Daikin Applied and the Federal Reserve Bank of Atlanta.

The Women Leaders Program

Launched in 2007, The Women Leaders Program has drawn over 320 women leaders from around the world during its 15 offerings. Led by Dr. Joyce J. Elam, Dean Emerita of the College of Business, the program is based on The Center's contemporary leadership competency model, a strong focus on leveraging strengths, and conversations specific to women in industry. Program alumni are from organizations such as Walmart, Baxter, Baptist Health South Florida, Beckman Coulter, MasterCard Worldwide, Miami-Dade County, Ocean Bank, State Farm Insurance and Walmart.

The Leadership Essentials Program

Using The Center's competency model, The Leadership Competency Builder® and its central principle of Leading Self as the foundation for effective and efficient leadership, The Leadership Essentials Program challenges individuals to define for themselves key factors essential for effective leadership. More than 100 participants have completed 3 offerings of this program and boasts alumni from organizations such as ADP Total Source, Carnival Cruise Line, Miami-Dade County, United Way of Miami-Dade, Walgreens, and the U.S. District Courts.



Featured Alumna

JENN CRENSHAW

VP Human Resources
Anthem, Inc.

One of the most enduring lessons Jenn Crenshaw learned when she participated in **The High-Impact Leadership** executive development program actually came from a fellow participant.

Paired with an officer from the U.S. Southern Command, Crenshaw learned of a military decision-making process that welcomes input before decisions are made.

"Once the input is received, the ranking person makes the decision and everyone falls in line and executes", says Crenshaw, vice president of human resources with health insurance provider Anthem, and whose team of 65 serves 30,000 employees. "Whether I'm in a meeting with our CEO or leading my team, offering my point of view is a part of the discussion. As a highly participative leader, embracing this concept makes me much more at peace with executing on decisions."

Going into the four-day program, Crenshaw hoped to tackle a derailer others had pointed out to her: to be "more political" in her leadership, she says. Throughout her career, Crenshaw would "take conflict head-on," speaking her mind with little regard for consequence or the effect on others.

During the sessions, personal assessments and one-on-one coaching encouraged Crenshaw to be "more strategic and political" in her conversations. Take time for self-reflection, she learned, and engage feedback and reactions from others before responding.

"I came away realizing it's great to be a straight-shooter and transparent," she noted. "But, you don't always have to say everything you're thinking."

Program Faculty Honor Roll

Mayra Beers, Ph.D.
Valentina Bruk-Lee, Ph.D.
Joann L. Brown, Ph.D.
Brooke Buckman, Ph.D.
Gino Coca-Mir
Leslie DeChurch, Ph.D.

Robert Dollinger, M.D.
Stephanie Doscher, Ed.D.
Brian Dunn
Joyce J. Elam, Ph.D.
Stav Fainshmidt, Ph.D.
Dana L. Farrow, Ph.D.

Ravi Gajendran, Ph.D.
Paul D. Gallagher, Ph.D.
Delia Garcia, Ed.D.
Ron Goldman, Ed.D.
Nance Guilmartin
Garth D. Headley

Nathan J. Hiller, Ph.D.
Kaihan Krippendorff Sc.D.
Angela Love, Ph.D.
Modesto A. Maidique, Ph.D.
William Newbury, Ph.D.
J. Patrick O'Leary, M.D.

Samantha Paustian-Underdahl, Ph.D.
Edwin Ryan, DPT
George Sheppard, Psy.D.
Hock-Peng Sin, Ph.D.
Mick Smith

Elaine Stein, Psy.D.
Noel Tichy, Ph.D.
Michael Woodward, Ph.D.
Steve Zaccaro, Ph.D.

All of us have ample opportunities for community involvement ... they're not always gratifying or inspiring. Fortunately that's not the case with my involvement on the FIU Center For Leadership Board. **The magic is the remarkable blend of engaged ... knowledgeable, FIU and community leaders ... we always feel like partners.** We always focus on the mission ... knowing that our deliberations can and have played a role in The Center's (now) recognized rise to prominence among other university settings and in academic, business, government, military, cultural and non-profit circles. It really feels good to see the **#1** printed on our collateral! We are also inspired by the laudatory evaluations from the participants of our seminars, workshops and events ... the value-added is evident. We will not rest on our laurels ... we want to be even better ... we want to always be the best! And we will be..."

— **Harve Mogul**, *President Emeritus, United Way of Miami-Dade*



Broward County Public Schools Principals Leadership Institute



United Way Mentorship Institute

Custom Programs

As the reputation of our programs continues to grow, many new organizations request our assistance in developing custom-designed programs to augment their own internal leadership development initiatives. By addressing their needs, the Center for Leadership has developed strong partnerships that have created opportunities to engage a broad range of subject-matter experts and to further our own expertise in developing leaders across a broad range of industries and organizations.

PROGRAMS

Custom designed leadership development

University College of the Cayman Islands (UCCI)

The Center for Leadership and University College of the Cayman Islands (UCCI) have entered into a partnership to deliver UCCI's Executive Certificate in Global Leadership program at their campus in Grand Cayman. Having completed four offerings, the certificate program is designed for senior executives in business and government and facilitated by faculty from both FIU and UCCI.

Broward County Public Schools

Undoubtedly recognizing our work with Miami-Dade County Public Schools, Broward County Public Schools requested their own custom program to fulfill a critical need for a leadership development programs that empowers educational leaders to become effective change agents in their schools and the community. As such, two cohorts of the Principals Leadership Institute for Broward County Public Schools have provided an opportunity for equipping 43 sitting principals to lead their schools more effectively.

United Way of Miami-Dade

Continuing on to year two, custom designed workshops were developed for the United Way of Miami-Dade. The series of sessions over the course of several months sought to equip senior civic community leaders for the role of mentoring younger professionals.

Key Partners Honor Roll



STRATEGIC PARTNERS

Through strong, long-term strategic partnerships, the Center for Leadership enhances the practice of leadership, impacting research, public education, emerging leaders and scholars.

Academy of Management and NLS

The Center for Leadership is committed to infusing our executive programs with empirical research in the area of leadership, and best practices in leadership development. Our partnership with the Network of Leadership Scholars (NLS), ensures that Center faculty network among some of the brightest and most prolific research scientists in the world.

NLS provides a forum for individuals from varying backgrounds, disciplines, nationalities, and perspectives to interact and generate knowledge related to the field of leadership. NLS is a division of the Academy of Management and serves to break down silos among the various approaches and disciplines in the study of leadership and creates research partnerships among scholars and practitioners around the world to propel the advancement of significant new knowledge. The Academy of Management (AoM) is the preeminent professional association for management and organization scholars, whose members are professors and Ph.D. students in business schools at universities, academics in related social science and other fields, and practitioners who value knowledge creation and application.

At the Annual AoM Conference which attracts some 5,000 attendees each year, The Center presents in partnership with NLS, our Annual Alvah H. Chapman Jr. Leadership Dissertation Award and Reception. Here, a young scholar is honored with this award for their research contribution in leadership and a reception follows that has now become a meeting place at the annual conference for the most respected leadership researchers and professionals.

The Miami Foundation

Established in 1967, The Miami Foundation is the foundation for people who are passionate about Miami. They have partnered with individuals, families and corporations who have created more than 1,000 personalized, philanthropic funds, have awarded over \$250 million in grants, and currently manage more than \$300 million to address the community's needs now for a more resilient tomorrow. The Center for Leadership is delighted to be one such community partner.

Since 2013, The Center has been an instrument part of the Foundation's Miami Fellows Program, presenting The Leadership Labs as part of the 18 month Fellows program. To date, five cohorts totaling more than 75 civic minded young professionals have participated in The Leadership Labs. For each cohort, the Labs begin with an intensive two-and-a-half-day workshop followed by subsequent sessions throughout the rest of their fellowship.

Miami-Dade County Public Schools

Our partnership with Miami-Dade County Public Schools (MDCPS) has been longstanding and deeply rewarding. As the fourth largest school district in the United States, MDCPS is comprised of 392 schools, 345,000 students and over 40,000 employees. Located at the southern end of the Florida peninsula, the school district stretches over 2,000 square miles of diverse and vibrant communities ranging from rural and suburban to urban cities and municipalities.

The partnership with MDCPS is made possible by a generous \$4million endowment to The Center in 2009 by the Knight Foundation. Knight Foundation's work is national in scope, but it has a special focus on 26 communities where John S. and James L. Knight once published newspapers. The Foundation's goal is to foster informed and engaged communities which they believe are essential for a healthy democracy. The endowment allows for the continued research and development of best practices for public school professionals, while MDCPS also contribute financially to the success of the programs.

Through our partnership with MDCPS and the Knight Foundation, The Center has developed and presented more than 25 executive leadership development programs for Miami-Dade principals, assistant principals, senior teachers, mentors and administrators, with a potential direct impact on more than 200,000 students in our county's public school system.

The Alvah H. and Wylene P. Chapman Foundation

The Alvah H. and Wylene Chapman Foundation was created in 1967. The lives led by Mr. and Mrs. Chapman compelled their descendants to perpetuate their memories and good names with a charitable foundation that would continue their good work in future generations.

Since 2013, the foundation has sponsored the Emerging Leader Award Presented by the Center for Leadership to recognize the accomplishments of a new generation of leaders who aspire to be transcendent leaders who will build a better world by engaging with society to create solutions in tangible and practical ways.

With the support of The Chapman Foundation, The Center recognizes an accomplished young leader, under 40, to present a lecture to FIU students and receive the Emerging Leader award. Nominations for this coveted award are received from leaders across our community.



Christine Porath, 2018



Rosabeth Moss Kanter, 2014



Abe Ng, 2015

THE LEADERSHIP LECTURE SERIES Sponsored by

Mercantil Bank

MERCANTIL BANK N.A. is a nationally chartered financial institution and one of the largest privately held banks in South Florida, headquartered in Coral Gables. The bank has been offering financial services to the communities it serves for over 35 years, and has demonstrated a commitment to serving the communities in which they operate, above and beyond their financial operations.

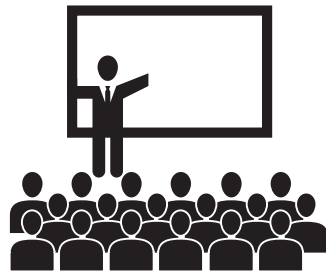
Mercantil Bank became the first major sponsor for the Center for Leadership in 2010, adding their support to The Leadership Lectures series and enabling The Center to attract and invite speakers from around the world- professors and industry veterans, from government, non-profit or the private sector. As a result, The Leadership Lectures have hosted more than 30 influential leaders and welcomed almost 10,000 lecture attendees including FIU faculty, staff and students, as well as individuals from the wider FIU community. More than 60% of attendees at every lecture are students and, with each lecture consistently averaging 200-300 attendees, the lectures have become an important asset for individuals in our community to advance their own leadership development.

The partnership between Mercantil and The Center has given many in the South Florida community, access to some of the most respected and reputed leadership experts, their expertise and best practices.

ENGAGEMENT

Inspiring Community Dialogue on Leadership

The Leadership Lectures



33

Lectures

5,924

Attendance

2,720

Students

768

Honors

College Students



1,008

FIU Professional Development Credits



The 2018 Leadership Lectures with Dave Evans

Serving on the Board has provided me an incredible opportunity to see the inner workings of The Center and I come away with a sense of deep satisfaction and immense pride. Layer atop that my chance to personally participate in a Center program and recommending my team members also participate, and I know the Center is truly influencing leadership development every day. **We are fortunate to have The Center as a resource in our local, national and international community.**

— **Holly Price**, Regional Vice President, Anthem, Inc. and Chief Operating Officer, Simply Healthcare Plans, Inc.

Inspiring Community Dialogue on Leadership

Inspiring Community Dialogue on Leadership. The commitment to engage our community in meaningful ways is an integral part of the mission of the Center for Leadership. To better spread the latest trends and best practices for leading more effectively, The Center provides opportunities for industry leaders, successful in their field, to share lessons learned that would prove meaningful for others. Since the Lectures' launch in 2011, more than 33 speakers – academics, industry leaders, and practitioners – have shared their expertise through The Leadership Lectures. The lectures are presented at no cost to FIU faculty, staff and students and to the community at large. Recordings of the lectures are also available to a broader audience online. This is made possible with the generous support of **Mercantil Bank**, our first corporate sponsor and outstanding partner in our work to promote leadership development throughout our community and beyond.

To learn more about The Leadership Lectures or to access past lecture videos, please visit lead.fiu.edu/events.

Leadership Lecture Series Speaker Honor Roll



The 2017 Leadership Lectures with Tibor Hollo

1. *Making Smart Decisions Utilizing Simple Strategies*, **Julian Marewski, Ph.D.**, Research Scientist, Max Planck Institute for Human Development, Berlin
2. *Heuristic Decision-Making*, **Gerd Gigerenzer, Ph.D.**, Director, Max Planck Institute for Human Development, Berlin
3. *Nature's Revenge*, **Lorraine Daston, Ph.D.**, Director, Max Planck Institute for the History of Science in Berlin
4. *"The Further Reaches of Adult Development: Thoughts on the "Self-Transforming" Mind"* **Robert Kegan, Ph.D.**, Professor, Harvard University
5. *"You Can Get There From Here"*, **Robert (Bob) Knowling**, Chairman, Eagles Landing Partners
6. *"Giving Voice to Values: The "How" of Business Ethics"*, **Mary Gentile, Ph.D.**, Director, Babson College
7. *"Presidential Election Campaigns and Presidential Leadership: The Myth of the Mandate"*, **Nicol Rae, Ph.D.**, Senior Associate Dean, Florida International University
8. *"Valuing the Total Value of Leadership to Organizations"*, **Bruce Avolio, Ph.D.**, Professor, University of Washington
9. *"Creating a Culture of Candor"*, **James O'Toole, Ph.D.**, Professor, University of Denver
10. *"The Leadership Challenge: A Cultural Odyssey"*, **Manfred Kets de Vries, Ph.D.**, Chair, INSEAD
11. *"Carnival Cruise Lines: A Cultural Transformation"*, **Gerry Cahill**, President and CEO, Carnival Cruise Lines
12. *"Military Leadership Fundamentals to Help You Lead Your Ship"*, **David Garza**, Major General (Retired), United States Marine Corps
13. *"Complexity Leadership: Shifting the Way We Think about Leadership for a Complex World"*, **Mary Uhl-Bien, Ph.D.**, Professor, University of Nebraska
14. *"A Conversation with Dr. Noel Tichy"*, **Noel Tichy, Ph.D.**, Professor, University of Michigan
15. *"Positive Psychology: The Cutting Edge"*, **Martin Seligman, Ph.D.**, Professor University of Pennsylvania
16. *"Leadership for Social Reconciliation"*, **Robert Schreiter, C.P.P.S.** Vatican Council II Professor, Catholic Theological Union
17. *"What Great Organizations do Differently"*, **Rosabeth Moss Kanter, Ph.D.**, Professor, Harvard Business School
18. *"Lessons in Life, Business and Leadership"*, **R. Kerry Clark**, Chairman and CEO (Retired), Cardinal Health
19. *"Nurturing Women's Leadership: An Intimate View from the Hebrew Bible"*, **Erica Brown, Ph.D.**, Scholar-in-Residence, Jewish Federation of Greater Washington
20. *"Critical Thinking in the Business World: The Halo Effect and the Stuff of Winning Decisions"*, **Phil Rosenzweig, Ph.D.**, Professor, IMD, Switzerland
21. *"Really, The Only Thing That Counts is Delivering Results"*, **Jorge Montoya**, President (Retired), P&G Latin America and Global Snacks and Beverages
22. *"The Entrepreneurial Journey: The Ongoing Sushi Maki Story"*, **Abe Ng**, Founder and CEO, Sushi Maki
23. *"Flying Classroom - Inviting Students to Touch the Sky!"*, **Barrington Irving, Jr.**, Captain, Owner Experience Aviation
24. *"Act Like a Leader, Think Like a Leader"*, **Herminia Ibarra, Ph.D.**, Professor, INSEAD
25. *"The Entrepreneurial Leader in an Ever-Changing World"*, **George Feldenkreis**, Chairman and CEO, Perry Ellis International
26. *"Beyond Bureaucracy: The Changing Role of Leadership"*, **Deborah Ancona, Ph.D.**, Director, MIT Leadership Center
27. *"The 5Es in Leadership"*, **Rizal Bragagnini**, CEO, RBO Consulting
28. *"Bold, Visionary Leadership: From the Inside Out"*, **Susan Taylor**, Editor Emerita, Essence Magazine
29. *"Superbosses: How Exceptional Leaders Master the Flow of Talent"*, **Sydney Finkelstein, Ph.D.**, Professor, Dartmouth College
30. *"Lessons in Leadership from 30 Years in the Cruise Industry"*, **Adam Goldstein**, President and COO, Royal Caribbean Cruises Ltd.
31. *"60 Years, 60 Million Square Feet"*, **Tibor Hollo**, Chairman and President, Florida East Coast Realty
32. *"Designing Your Life: How to Build a Well-Lived, Joyful Life"*, **Dave Evans**, Adjunct Lecturer, Stanford University
33. *"Mastering Civility: A Manifesto for the Workplace"*, **Christine Porath, Ph.D.**, Associate Professor, Georgetown University

*Listed in order of appearance

ENGAGEMENT

Inspiring community dialogue on leadership



The 2014 Miami Leadership Dialogues

THE MIAMI LEADERSHIP DIALOGUES

The Miami Leadership Dialogues were conceived to provide a platform for influencers in our community to share their ideas on the future of our community. With more than 500 in attendance across three events, speakers are recognized community leaders from business, government and civic organizations.

Previous dialogue speakers include:

- 2013, **Carlos Migoya**, President and CEO, Jackson Health System
- 2014, **Alberto Carvalho**, Superintendent, Miami-Dade County Public Schools
- 2016, **Harve A. Mogul**, President Emeritus, United Way of Miami-Dade

THE EMERGING LEADER AWARD

The Emerging Leader Award recognizes a new generation of leaders who are providing innovative solutions to social and business challenges, and improving the quality of life in our community. The award is presented in partnership with the Alvah H. and Wyline P. Chapman Foundation.

Previous recipients include:

- 2014, **Susan Amat**, Founder and CEO, Venture Hive
- 2016, **Vance Aloupis**, CEO, The Children's Movement
- 2017, **Matthew Anderson**, Vice President, U.S. Trust

THE WORLDS AHEAD LECTURE

As part of the Center's 10-year anniversary, The Center hosted the inaugural Worlds Ahead Lecture, honoring Peter Scher, Chairman of the Mid-Atlantic Region for JP Morgan Chase & Co. as well as the firm's Global Head of Corporate Responsibility. Mr. Scher was recognized as being Worlds Ahead and part of a new generation of corporate leadership that understands the interconnectedness of the private sector and our cities.

2017, **Peter Scher**, Chairman of Mid-Atlantic Region and Global Head of Corporate Responsibility, J.P. Morgan Chase & Co.

Engagement Events



The 2016 Worlds Ahead Lecture

THE CHAPMAN LEADERSHIP HONORS

Named in honor of Alvah H. Chapman Jr., former chairman of Knight-Ridder Media and one of South Florida's most influential philanthropic and civic leaders, The Chapman Leadership Honors has provided recognition to three individuals who throughout their lifetimes have made significant contributions in business leadership and community building. These honorees are distinguished, transcendent leaders who have made a difference within their organization and in the communities they serve.

Previous honorees include:

- 2012, **David Lawrence Jr.**, Chair, The Children's Movement
- 2013, **Alberto Ibarguen**, President, Knight Foundation
- 2014, **Ambassador Steven J. Green**



The 2014 Transcendent Leader Recipient, Ambassador Green



The 2017 Worlds Ahead Lecture with Peter Scher



The 2017 Emerging Leader, Matt Anderson

About The Center:

The Center for Leadership at Florida International University is a nationally top-ranked center for leadership research, development, and training. The Center provides leaders and their team members with the competencies and solutions that equip them to positively and effectively transform themselves and their organizations. For five years The Center's leadership development programs have been **ranked #1** among educational institutions in the U.S. by HR.com and the Leadership Excellence 500, in the custom or open-enrollment program categories. In 2017, the Center for Leadership also received the **Silver Award** for excellence in academic partnerships among international rankings by Chief Learning Officer Group. Our executive programs alumni include individuals from more than 200 organizations from around the world including the United States, Latin America, the Caribbean, Canada, Europe, and Africa. Program participants and alumni serve as a valuable resource for the Center for Leadership, providing vital feedback regarding latest trends, significant needs, and innovative ideas, all of which further inform research initiatives and program content.

For more information about the Center for Leadership, visit lead.fiu.edu.

About FIU:

Florida International University, a public university located in Miami, has a passion for student success and community solutions. **The university is classified by Carnegie as "R1." FIU is among the top 100 public universities in U.S. News and World Report's 2019 Best Colleges and 18 academic programs are individually ranked.** FIU was recently ranked as the second-best performing university in Florida and graduates are among the highest-paid in the state. FIU has multiple state-of-the-art research facilities including the Wall of Wind Research and Testing Facility and FIU's Medina Aquarius Program. FIU has awarded more than 330,000 degrees since 1972 and enrolls more than 57,000 students in two campuses and centers including FIU Downtown on Brickell, FIU@I-75, the Miami Beach Urban Studios, and sites in Qingdao and Tianjin, China. FIU also supports artistic and cultural engagement through its three museums: Patricia & Phillip Frost Art Museum, the Wolfsonian-FIU, and the Jewish Museum of Florida-FIU. FIU is a member of Conference USA with more than 400 student-athletes participating in 18 sports.

For more information about FIU, visit fiu.edu.



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