



FIU

**Center for
Leadership**

Impact Report 2016-2017



RANKED
#1

Custom Content
Leadership
Programming

RANKED
#2

Open Enrollment
Executive Leadership
Programming

by
**Leadership Excellence
Magazine**
a publication of
HR.com

Better Leaders. Better World.

The Center for Leadership at Florida International University is dedicated to exploring leadership thought and practice through

- **Research:** *Advancing the state of the art*
- **Education:** *Leveraging research and practice to develop organizational leaders, and*
- **Engagement:** *Providing access to and disseminating leadership ideas as widely as possible.*

For leaders to position themselves to make better decisions more often, to get the best out of themselves and others, and to deliver results, Center programs focus on two epicenters of leadership development; self-insight and developable skills.

The 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 our research, executive development programs, and community engagement opportunities, **we are building better leaders for a better world.**



Center for Leadership team

If you want to go fast, go alone; If you want to go far, go together.

An old African proverb reminds us that “If you want to go fast, go alone; If you want to go far, go together.” At The Center for Leadership we have gone far indeed! During FY17 The Center was named the #1 program for leadership development in the country for a fifth consecutive year; received consistently outstanding evaluations from program participants; designed and delivered custom programs for some of the country’s leading corporations; and earned record revenues.

But, going far means we did it together; together with individuals and organizations that supported and encouraged us to continue our journey to provide the very best in leadership development. We have had some amazing partners over the years and we made the focus of this year’s Impact Report about the collaborative nature of our work and the power of true partnerships.

The members of The Center’s Board of Advisors have been indefatigable champions and cheerleaders of The Center’s vision and mission to build transformational leaders; these community leaders are stalwart advocates, providing their wisdom, experience, and resources to support the work of The Center. The Center’s amazingly passionate and dedicated team members worked tirelessly to move our vision forward. With the support of the Knight Foundation and our collaboration with Miami Dade County Schools we continued to develop and present our award-winning programs for educators which expanded further with a new partnership with Broward County Public Schools. A generous sponsorship by Mercantil Bank kept the Leadership Lectures as a mainstay of our community engagement work. The Chapman Foundation’s funding for the Emerging Leader Award allowed us to recognize a new generation of leaders. With the Miami Foundation we continued to be part of the visionary Miami Fellows program building passionate leaders for our community. At FIU the leadFIU program, in collaboration with our university Provost, is one of our proudest achievements. And these are just a few examples . . .

If the definition of a partner is one who adds value beyond what an individual can do, then The Center is privileged to have visionary and steadfast partners who believed in the vision that together we can build a better world by equipping leaders to be the best that they can be. Indeed, The Center has come far; and with the support and caliber of the partners who have joined us on this journey - and of those that will yet join in—we will go farther still!

Here’s to a better world!

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

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

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Simply Healthcare Chief
Executive Officer

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

Octavio Visiedo
Senior Advisor
College of Arts, Sciences,
and Education at FIU

RESEARCH

Advancing leadership studies

As industry, education, health care and governance evolve with new technology and globalization, the field of leadership studies is continually evolving. The Center for Leadership has established a national reputation for cutting-edge research that engages critical questions in the field to inform and transform leadership practice. Through collaboration with key strategic partners and academic thought-leaders around the world, Center research encompasses the spectrum of leadership studies, from business and medicine to international relations and public administration. During the 2016-17 fiscal year, The Center hosted three major research events: the sixth annual Leadership Research Colloquium, The Alvah H. Chapman Jr. Outstanding Dissertation Awards, and a Leadership Faculty Series lecture. These events drew participants and scholars from around the world.

Partners in Advancing the State-of-the-Art

Academy of Management

Network of Leadership Scholars

Leadership Excellence

HR.com

The Alvah H. and Wylene P. Chapman Foundation



The Alvah H. Chapman Jr. Outstanding Dissertation Award

The Motivational Drivers of Leadership Emergence in Multiteam Systems.

Dr. Dorothy Carter, assistant professor of Industrial and Organizational Psychology at the University of Georgia, who earned her Ph.D. in Industrial and Organizational Psychology from the Georgia Institute of Technology, was the recipient of the 2017 Alvah H. Chapman Jr. Outstanding Dissertation Award. Her dissertation was selected from a pool of highly-qualified candidates from five different countries. Dr. Carter's dissertation leveraged a social network approach to identify key drivers of emergent leadership relationships connecting members of complex interdependent systems comprised of multiple component teams. This award is presented in partnership with the **Network of Leadership Scholars**, a part of the **Academy of Management**.



Dr. Dorothy Carter with Dr. Nathan J. Hiller.

The Leadership Research Colloquium

New Insights for Leadership – Rethink What You Know

The sixth annual Leadership Research Colloquium was held in April 2017, with over 100 faculty, students and community members in attendance. The theme “New Insights for Leadership – Rethink What You Know” showcased current leadership research by **Dr. Wongun Goo**, assistant professor at Indiana University East and winner of The 2016 Alvah H. Chapman Jr. Outstanding Dissertation Award, **Dr. Cindy Zapata**, associate professor of management and Mays Research Fellow at Texas A&M’s Mays College of Business, and **Dr. Ravi Gajendran**, assistant professor in the College of Business at University of Illinois, Urbana Champaign. The Colloquium was moderated by Dr. Nathan Hiller, Academic Director for the Center for Leadership and Associate Professor in the College of Business at Florida International University.



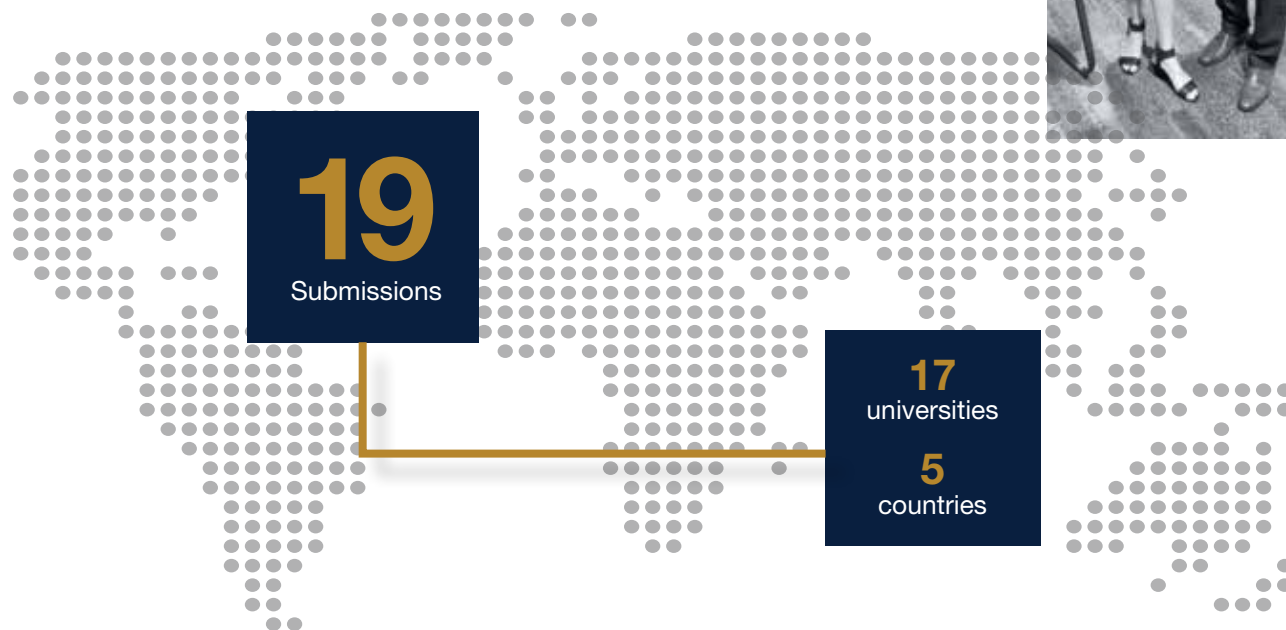
Dr. Wongun Goo



Dr. Cindy Zapata



Dr. Ravi Gajendran



The Leadership Faculty Series

The Center for Leadership Faculty Series brings accomplished national scholars to Florida International University to share their research and encourage faculty-student collaboration.

The 2016-17 Leadership Faculty Series speaker was **Dr. Timothy Huebner** who is the Stemberg Professor of History at Rhodes College. His presentation in January 2017, co-hosted by FIU’s Department of History, was attended by more than 100 faculty and students and titled “Presidential Leadership in a Nation Divided: Lincoln, the Constitution, and the Civil War.”

EDUCATION

Combining theory and application for better leaders

In 2016-17, more than 500 individuals representing over 91 organizations from around the world participated in our immersive leadership development programs. The participants consistently evaluated The Center's programs above 4.5 on a five-point rating scale. Coupled with the undergraduate and graduate learning opportunities we provide, The Center's education programs are making significant strides in strengthening leadership in our community and beyond. 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 2016, The Center's executive programs were again ranked #1 among open-enrollment executive development programs in the nation by Leadership Excellence, a publication of HR.com.



HR EXCELLENCE AWARDS 2017

In February of 2017, and for the fourth consecutive year, the Center's executive programs received top rankings by *Leadership Excellence*, a publication of **HR.com**.

Our custom programs for Miami-Dade County were ranked **#1** amongst similar programs in the education category. However, the Center's open-enrollment programs ranked **#2 globally**. Only Carnegie Mellon University ranked higher, in a category that also included many prestigious universities such as Cornell University (#4), The Wharton School at University of Pennsylvania (#7), Vanderbilt University (#8), Stanford Continuing Studies (#9) and Harvard University (#10).



In 2016, the Center for Leadership programs received official designation for **Continuing Education Units (CEUs)** and **SHRM Professional Development Credits**.

New Partners

for open-enrollment programs, including:

- Microsoft
- Pacific National Bank
- City of Miami
- CareerSource Capital
- JM Service Center
- Headquarter Automotive
- The Children's Trust
- Heartland Anesthesiology

Custom Workshops

designed for specific organizations, including:

- Miami Fellows
- Miami-Dade County Public Schools
- University College of the Cayman Islands
- FIU
- United Way of Miami-Dade
- Centers for Disease Control and Prevention
- Anthem, Inc.,
- Broward County Public Schools (BCPS)

559

New Alumni

36%

participation increase from previous year

91

Organizations served



The Women Leaders Program

The Women Leaders Program drew 29 women leaders from around the world for its 15th cohort. Led by Dr. Joyce J. Elam, Dean Emeritus 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. Launched in fall of 2007, the program now has more than 300 alumnae.

The High-Potential Leaders Program

The High-Potential Leaders Program continues to grow in popularity, registering 27 executives for the fall 2016 sessions. Several companies including BankUnited, Carnival Corporation, Daikin Applied, Sunshine State Health Plan and Ryder Systems, opted to send multiple participants for this high impact program.

The Leadership Essentials: A One-Day Workshop

Thirty-four (34) professionals from all organizational levels registered for our one-day intensive leadership workshop in the fall of 2016. 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, this one-day workshop challenges individuals to define for themselves key factors essential for effective leadership. Participants gave the program and overall rating of 4.77.

CUSTOM DESIGNED LEADERSHIP DEVELOPMENT PROGRAMS

As the reputation of the lasting impact of our programs grow, we are delighted to have many new organizations seek us out for content to augment their own internal leadership development initiatives. Also, many longstanding partners have requested additional programs and sessions, creating an opportunity for the Center to engage new faculty and to further our own experience of the inner workings of various industries.

Total participants:

559

Number of Programming days:

67

Average rating by participants:

4.9

on a 5-points scale



Anthem, Inc.

Anthem Inc., the largest for-profit managed healthcare company in the Blue Cross and Blue Shield Association, identified 46 participants for their custom session in the May of 2017. These sessions focused on the leadership fundamentals and received a **4.8 rating on a 5-points scale**.

Centers for Disease Control and Prevention

For the second year and in keep with their focus on internal leadership develop, the federal agency, Centers for Disease Control and Prevention identified 25 participants for a workshop with the Center. The session, offered in the Spring of 2017, was presented by Dr. Nathan Hiller and **received an overall 5-point rating** (on a 5-point scale).

United Way of Miami-Dade

A custom designed 5-day workshop was 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. The program had 38 participants who **rated the program 4.9 on a 5-point scale**.

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, the inaugural class of The Principals Leadership Institute for Broward County Schools was designed and provides an opportunity for equipping **20 sitting principals to lead their schools more effectively**. Participants will return to FIU for follow-up sessions in the coming year before completing their program. Rating for Broward County Program: **rated a 5 on a 5-point scale**.

Miami-Dade County' Public Schools Leadership Development Programs

With more than 200 participants over 7 custom designed workshops and programs, The Center continued to deepen our partnership with Miami-Dade County Public Schools. Center offerings now include programs for multiple professional levels of the organization including principals, assistant principals and teacher leaders. Additionally, at least two senior administrators attend each of our open-enrollment programs- allowing for interaction with executives from various industries around the world. Program participants rated these programs on **average 4.9 on a 5-point scale**.

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. Now in its 3 year, the certificate program is designed for senior executives in business and government and facilitated by faculty from both FIU and UCCI. Presenters included The Center's Director, Dr. Mayra Beers, and Academic Director, Dr. Nathan J. Hiller, as well as Dr. Galen Kroeck and Dr. Hock-Peng Sin, Professor and Assistant Professor respectively in FIU's Department of Management & International Business. This year's session included **14 professionals from the small island's public sector industries**.

ENGAGEMENT

Inspiring community dialogue on leadership

As we advance the research, teaching and practice of visionary leadership, The Center also inspires thought-provoking dialogue within the community by showcasing influential leaders and leadership scholars at our open lectures and special events. The Leadership Lecture Series features world-class, accomplished and influential leaders with expertise ranging from business and philanthropy to public service and academic research. This past year, the Center hosted 8 speakers and more than 770 attendees at our lectures and engagement events, continuing to make these signature events at FIU. The Leadership Lectures, sponsored by Mercantilbank, remains an important resource for our Miami community to access the expertise and wealth of experience of veteran leaders from industry and academia.



The Leadership Lectures Series

The 2016-17 Leadership Lectures Series brought three world-class speakers from around the world, who shared the latest ideas in the field of leadership research or their own experiences at the helm of their organizations.

The Center's partnership with **The Honors College** at FIU ensures that leadership topics become a key part of the development of our graduates from all colleges at the university. Students receive honors credits for attending our lectures which are needed to graduate as an Honors Student. More than **230 honors students attended lectures during 2016-17**, resulting in more than 800 credits being awarded to students and cementing the lectures as a premium source for students to earn needed credits.

The Center also collaborates with FIU's Department of Human Resources to grant professional development hours for FIU employees who attend Center events. **FIU employees received 380 hours of professional development** for attending Center events in 2016-17.



Presenters



Susan L. Taylor
Editor Emerita, Essence Magazine
Founder & CEO, National CARES Mentoring Movement
October 2016

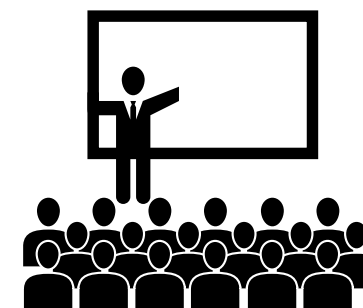


Sydney Finkelstein, Ph.D.
Steven Roth Professor of Management, Tuck School of Business
Dartmouth College
November 2016



Adam Goldstein
President and COO
Royal Caribbean Cruises, Ltd.
February 2017

Engagement Highlights:



770+

Number of attendees for Center lectures and special events

8

Guest speakers

500+

Student Attendance

380

FIU Professional Development Credits

230

FIU Honors Credits

Online Reach

161 countries

6 continents

3.5 M

estimated number of people reached through all e-outreach campaigns combined

10,700+
followers on
facebook.

lead.fiu.edu

82,000

page views
200% Increase

30,000

visits
200% Increase

LinkedIn
3,900
members

23,000

new visits
250% Increase

Spotlight

STRATEGIC PARTNERSHIPS

As the reputation of the lasting impact of our programs grow, we are delighted to have many new organizations seek us out for content to augment their own internal leadership development initiatives. Also, many longstanding partners have requested additional programs and sessions, creating an opportunity for the Center to engage new faculty and to further our own experience of the inner workings of various industries.



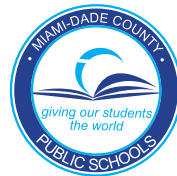
In 2017, The Miami Foundation celebrates its 50th anniversary and has opened applications for the 10th cohort of the Fellows program. The Center for Leadership is honored to be asked to continue our partnership with the foundation and combining our efforts to develop the next generation of engaged, ethical leadership.



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 Leaders Labs as part of the 18 month Fellows program. To date, three cohorts totaling more than 40 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.



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 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. Their mission- to foster interconnectivity and create linkages that allow for the development of meaningful new frameworks for investigating and practicing 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.



It was always a part of the Center's mission to disseminate leadership research and best practices as widely as possible. Our partnership with the University College of the Cayman Islands (UCCI) was our first with an internationally based university to deliver our leadership content to a select group of executives.

Since its inception as a Community College in 1975, UCCI transformed from being a part-time establishment to a full-fledged tertiary level institution offering a plethora of programs at the Associate, Bachelor and Master's levels, as well as Executive Professional Education and Workforce Training. In recent years, UCCI has become the institution of choice for many Caymanians and expatriates alike, as they are able to experience the demands of a University environment right on their doorstep.

Since 2014, our partnership with UCCI has seen 4-5 Center faculty visiting teaching in UCCI's Executive Certificate in Global Leadership program at their campus in Grand Cayman. To date, more than 50 executives from both public and private sectors have completed these programs. The partnership continues into fall of 2017.



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.

About FIU:

Florida International University is classified by Carnegie as a “R1: Doctoral Universities - Highest Research Activity” and recognized as a Carnegie Community Engaged university. It is a public research university with colleges and schools that offers bachelor’s, master’s and doctoral programs in fields such as business engineering, computer science, international relations, architecture, law and medicine. As one of South Florida’s anchor institutions, *FIU contributes almost \$9 billion each year to the local economy* and is ranked second in Florida in *Forbes Magazine’s “America’s Best Employers”* list. FIU graduates are consistently among the highest paid college graduates in Florida and are among the leaders of public and private organizations throughout South Florida. FIU is **Worlds Ahead** in finding solutions to the most challenging problems of our time. FIU emphasizes research as a major component of its mission with multiple state-of-the-art research facilities including the *Wall of Wind Research* and Testing Facility, FIU’s *Medina Aquarius Program* and the *Advanced Materials Engineering Research Institute*. FIU has awarded *more than 220,000 degrees* and enrolls *more than 54,000 students* in two campuses and centers including FIU Downtown on Brickell, FIU@I-75, the Miami Beach Urban Studios, 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 and more than 400 student-athletes participating in 18 sports.

For more information about FIU, visit www.fiu.edu.



Center for Leadership

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