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 $1 billion for WhatsApp; and millennials passed boomers as the most-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 most-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 most-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 most-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 most-anticipated iPad; U.S. forces captured and killed Osama bin Laden; Facebook paid a record $19 billion for WhatsApp; 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Even while change is certain, progress is not. At the FIU 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 that can both challenge and inspire. Even while change is certain, progress is not. At the FIU 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 that can both challenge and inspire.

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, The Center inspired thought-provoking dialogue within the teaching and practice of visionary leadership. The Center inspired thought-provoking dialogue within the teaching and practice of visionary leadership.

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.

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.
WISDOM AT WORK

A 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, ensuring a continued upward trajectory and smoothing out bumps along the way. As 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 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 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 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.

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 current Chair, Mr. Manny Gonzalez, who has served on the Board since its inception and remains an indelible 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.

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
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

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

*Both student and full-time staff during their tenure at The Center
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 masters, 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.
Faculty Series

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

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.

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.

To learn more about the tool, visit lead.fiu.edu/resources/the-leadership-competency-builder

Winners have included:

2. 2013, Amy Ou, Ph.D. “Understanding Humble Chief Executive Officers: Connection to Top Management Team Integration and Middle Manager Responses”
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”
7. 2018, Jasmine Vergaowe, Ph.D. “Personality and leadership: Trait perspectives on charisma, curvilinear relationships, and measurement innovations”
Since the Center for Leadership’s first leadership development program in 2010, more than 2,800 individuals representing 209 organizations from around the world 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 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.

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 biannually, 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, Dalkin Applied and the Federal Reserve Bank of Atlanta.

The Leadership Essentials Program
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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, Beckham Couter, MasterCard Worldwide, Miami Dade County, Ocean Bank, State Farm Insurance and Walmart.

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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.

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.

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 program 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.

Key Partners

Honor Roll

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 howl 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

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.

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Labs begin with an intensive two-and-a-half-day workshop followed by a one-week immersion in The Leadership Labs. For each cohort, the Labs as part of the 18 month Fellows program. To date, five Foundation’s Miami Fellows Program, presenting The Leadership Labs. Since 2013, The Center has been an instrument part of the Miami Foundation as the most respected leadership researchers and professionals. That has now become a meeting place at the annual conference for their research contribution in leadership and a reception follows. Here, a young scholar is honored with this award for their research contribution in leadership and a reception follows. 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. 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 $200 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 76 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 992 schools, 945,000 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 $4 million 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 program.

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 Wyline P. Chapman Foundation

The Alvah H. and Wyline 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 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.
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 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 recommend 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.

To learn more about The Leadership Lectures or to access past lecture videos, please visit lead.fiu.edu/events. The commitment to engage our community in meaningful ways is an integral part of the mission 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 recommend 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.
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 Carvalho, Superintendent, Miami-Dade County Public Schools
2016, Harve A. Mogul, President Emeritus, United Way of Miami-Dade

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 J.P. 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.
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.