DEAN’S REPORT
WARRINGTON COLLEGE of BUSINESS

2016–17

CAREER SERVICES EXPERIENCES GROWTH pg. 10
FIRST DBA CLASS GRADUATES pg. 11
MBA PROGRAM WELCOMES A NEW DIRECTOR pg. 12
FOUR SPECIALTY MASTER’S PROGRAMS RANKED IN THE TOP FIVE pg. 14
The Warrington College of Business has always been on the cutting edge in higher education.

Prominently placed as the entrance to the University of Florida, our corner of The Gator Nation is where we develop dedicated business leaders. From here, we influence the world, pushing to stay on the forefront of research and education. But this isn’t about a classroom. The Warrington College of Business is designed to help students change the way they view obstacles in the real world and preparing them to raise the bar.

FISCAL YEAR 2016–17

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<th>SOURCES OF FUNDS</th>
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FROM THE DESK OF THE DEAN

From serving as a pioneer in the online MBA industry to focusing on the customization provided by our specialized master’s programs, Warrington has long been committed to producing graduates ready to make an impact in their desired industry. With forward-thinking faculty members, we have built our reputation as one of the best public business schools in the country. However, the journey is not over. We are continuously searching for the next innovation that can move us forward and set a higher standard.

I look forward to ensuring that we remain in front of the latest trends in business education.

Thank you,

JOHN KRAFT
Dean, Warrington College of Business
University of Florida
BEING RUDE TO YOUR CHILD’S DOCTOR COULD LEAD TO WORSE CARE

AMIR EREZ

RESEARCH FOCUS: The role of motivation in organizations, the role of dispositions and emotions in organizational behavior, research methods in organizational studies

THE STORY: There were 39 neonatal intensive care unit teams from doctors and two nurses from Israel that simulated five scenarios where they treated infant medical emergencies for emergency situations such as severe respiratory distress or hypovolemic shock. An actress playing the baby’s mother scolded certain teams while the control groups experienced no rudeness.

THE RESULTS: Assisted by doctoral student Tsvor Tzach, Dr. Erez found that teams experiencing rudeness performed poorly compared to the control groups. The nurses that encountered rudeness were deficient in at least one of the study’s measures, including diagnostic accuracy, information sharing, entry plan, and communication over the course of all five scenarios showing that the negative effects last the entire day.

OUR CHOICES DON’T ALWAYS DEFINE US

ANER SENA

RESEARCH FOCUS: Consumer decision making, influence-making and attribution, metacognition, decision difficulty, multi-attribute choice, value perception.

THE STORY: Sena, joined by UF Graduate Research Assistant Joshua Kim and University of Pennsylvania Associate Professor of Marketing Juson Berger, worked with groups to ask questions about their recent choices. They repeated questions about self-control relating to food, decisions, automobile purchases, and other choices participants have made. Some questions were particularly about how role self-control played in the decision.

THE RESULTS: Making self-control important in the mind of the participant by having them think about it in an un网友评论 decision reduced their feeling that the purchase they had previously chosen reflected their preferences. Self-control shapes how we define choices and how much we see our choices as reflecting our true preferences. Simply thinking about self-control can make us see our choices as less reflective of our real desires.

BETTER CHOICES DEPEND ON LIBERTARIAN PATERNALISM

JOE ALBA

RESEARCH FOCUS: Consumer behavior, marketing strategy, decision making, pricing, brand equity

THE STORY: Alba and post-doctoral student Varma Zheng conducted a series of experiments in which participants were asked to judge an individual’s personal control in a variety of situations. In one experiment, Alba and Zheng compared responses based on four behaviors: obesity, shoplifting, financial fraud, and drunk driving. People evaluate others’ likelihood to accept blame as a consequence resulting outside the individual’s control (perhaps based on a poor notifications) than the other three behaviors—despite the fact that the authors included similar genetic and environmental forces in each scenario.

WHY IT’S SO HARD FOR WOMEN TO BREAK INTO THE C-SUITE

JOYCE BONO

RESEARCH FOCUS: Leadership, personality, attitudes and motivation, women, and quality of work life

THE STORY: With the help of PhD student Elizabeth Gibbons, Bono obtained job performance ratings from managers’ bosses and looked at the role of development when an employee reaches his or her ceiling in the organization. She was expected to go higher. Bono also created a managerial feedback report for a fictional manager, including the same strengths and weaknesses under the names Jason and Jennifer.

THE RESULTS: Managers rated Jason and Jennifer equally on job performance, but Jennifer rated as a significantly higher risk for development. Performance ratings were also equal for men and women, but when a female manager wasn’t good with people, she was 11 percent more likely than a male manager with the same level of skills able to be evaluated as a development risk. The study showed that most bosses aren’t as sexist overall, but their implicit biases can take over because of their organizational behavior, research methods in organizational studies.
RETAIL IN THE BIG APPLE

The David F. Miller Retail Center took its annual spring break trip to immerse 20 students into the world of retail in New York City. The trip featured five days of touring retail stores, listening to lectures from company leadership, learning in fashion showrooms, and introducing students to jobs and internships in the retail industry.

Students received behind the scenes tours at Calene's, Google, JCPenney, Lilly Pulitzer, Macy's, and Tiffany & Co. They were also able to hear from Don Unser, Executive Vice President of The NPD Group, a retail research firm in the city.

GROWING YOUNG RETAILERS

The Retail Center continues to host Retail You, a development program designed to prepare freshmen and sophomores for retail executive internships and careers. The weekly colloquium gives students an opportunity to learn more about themselves, understand how to communicate with executives, and learn more about careers in retailing. There were 58 students that participated in Retail You during the 2016-17 year.

INTERNATIONAL ACCOUNTING AND AUDITING CENTER

The International Accounting and Auditing Center, directed by Frederick E. Fisher Eminent Scholar Chair Dr. Robert Knechel, hosted an audit research conference with about 75 participants from around the world.

HONORING A GRADUATE

Cliff Taylor (MSRE ’03) was recognized as the Bergstrom Real Estate Center’s Alumnus of the Year at its Trends & Strategies Conference. Taylor is the Senior Vice President in the Jacksonville office of CBRE, focusing on retail investment sales as a member of the company’s Investment Properties Group. He focuses on representing sellers and developers of retail centers ranging in size from unanchored strip centers to grocery-anchored and power centers. “The Center certainly changed the trajectory of my life, and I hope to play a role in helping someone else along the way,” Taylor said.

PUBLIC UTILITY RESEARCH CENTER

PURC launched an internet portal for persons working in fragile and conflict-affected states. The portal provides tools for developing regulatory systems that help infrastructure development and that are scalable as the country stabilizes.

PURC is providing executive development for a utility in the Caribbean. The utility is emerging from a turnaround situation that has received a lot of political scrutiny. PURC’s expertise in practicing leadership in such an environment is helping the executive team develop and appropriate leadership culture.

LEADING THE WAY IN ENTREPRENEURSHIP

AACSB International, the world’s largest global education network, recognized the Warrington College of Business for its commitment to creating and incubating cutting-edge business innovations and fostering entrepreneurship in the next generation of business leaders. Warrington was one of only 35 business schools around the world to earn this distinction among a total of 120 nominations.

ASSISTING THE ENTREPRENEURIAL JOURNEY

The Entrepreneurship & Innovation Center hosted two events aimed at helping two groups of people through the entrepreneurial process. The National Veterans Entrepreneurship Program (VEP) was a free event that welcomed 38 veterans for a rigorous entrepreneurial learning and development opportunity for veterans with service-connected disabilities and those who have uniquely distinguished themselves in the military. The eight-day residency in Gainesville served as an opportunity for hands-on learning and interaction with faculty, guest entrepreneurs, business reports, and panel delegations. The Center also hosted a boot camp and consulting program with local, underserved entrepreneurs. The Center received a grant from the University of Florida to expand the program in the future.

PRIORITIZING REAL-WORLD EXPERIENCE

Students were given many opportunities to learn from entrepreneurs who have already turned their business ideas into a reality. The Women’s Entrepreneurship Symposium welcomed over 500 attendees and was headlined by Barbara Bradley Baskin, Deputy Director of the Sidley Austin LLP. It currently serves as the company’s Chief Creative Officer and Director. The event included talks from female entrepreneurs Naomi Whittel, founder of Reserveage Nutrition and Jennifer Ransaw Smith, founder of Brand ID. It also included a three-person panel titled “Thinking and Acting as an Entrepreneur.” The Center also hosted two events aimed at helping entrepreneurs Naomi Whittel, founder of Reserveage Nutrition and Jennifer Ransaw Smith, founder of Brand ID. It also included a three-person panel titled “Thinking and Acting as an Entrepreneur.”

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BUILDING ETHICAL BUSINESS LEADERS

Drs. Brian Ray and Michelle Darnell are moving Warrington forward in its continued quest to produce ethical business leaders. In their first year as co-Directors of the College’s Elizabeth B. & William F. Fox, Sr., Center for Business Ethics and Education Research, the foundation has been set for continued growth and impact in the world of ethics.

Through an infusion of ethics into coursework, impactful student organizations, a diverse speaker list, and experiential learning opportunities, students are coming face-to-face with ethical challenges that companies are dealing with every day in the business world. The Center’s impact on undergraduate and graduate students has shown through case competition success and the growth of Heavener Business Ethics Ambassadors. Drs. Ray and Darnell were also appointed Affiliate Faculty at UF’s Bob Graham Center for Public Service, chosen because of their record of mentoring student research projects and their support of undergraduates engaged in campus and community outreach.

SHOWCASEING THEIR KNOWLEDGE

Students learn about ethics through the Center for Business Ethics, but that is only the beginning. They also took their knowledge on the road to compete with other institutions at ethics case competitions.

Coached by Dr. Darnell, undergraduate and graduate teams both had success at the International Business Ethics Case Competition in Santa Monica, Calif. The graduate team—made up of Anna-Leigh Hoffmatt, Jordan Mullings, Rachel Reiss, Samantha Robinson, and Craig Schaefer—won first place in the 10-minute competition and second place in the 90-second competition in the graduate division with their topic “The Business of Prisons Can Incarceration and Rehabilitation Co-Exist?”

The undergraduate team—made up of Mark Elliott, Jared LeVine, Alex Maller, Jenny Martinez, and Taylor Ziegler—won first place in the 25-minute competition and second place in the 10-minute competition in the undergraduate division with their topic “Alexa, Is It Ethical That You’re Always Listening?”

STUDENT OF THE YEAR

Megan Towzey was named the 2016–2017 recipient of the Virginia Maurer Business Ethics Student of the Year award. She is the first recipient of this award, which recognizes a student in the Warrington College of Business who has demonstrated a commitment to the role of ethics in business, as evidenced through academic excellence, leadership, personal integrity, and civic engagement.

Towzey (BSBA ‘17) served as the captain of the Heavener Business Ethics Case Competition team, President of the Florida Business Leadership Society, and Peer Leader for Warrington Welcome.

GLOBALIZATION

Globalization is an important pillar of what makes Warrington impactful for students. Many of our graduates end up working for companies that aren’t headquartered in the United States, and growing our students’ understanding of global business is imperative to our goal of producing influential graduates in the business world.

Here is a sample of experiences that immersed Warrington students into the global business world:

CUBA
MBA students traveled to Cuba and gained a more complete picture of the Cuban business environment. The group visited and engaged with presentations at Google, an organic farm, tobacco factory, rum distillery, U.S. Embassy, Reuters reporter, and journalism and tourism schools. The visits included stops at private and government-owned businesses.

CZECH REPUBLIC
A week in the country’s capital of Prague gave MBA students a look at how multiple companies compete in the market. Trips to Škoda Auto, Linet Group SE and SingleCase gave insight into their manufacturing and global distribution strategies. Students also learned how some companies are aiming for deeper expansion into the United States.

GERMANY
As a required part of the program’s curriculum, Master of International Business students toured seven companies in Munich to understand the market and the challenges of operating in a foreign environment. During a tour at BMW, students presented solutions to staff members about a fictitious scenario focused on autonomous BMW cars.

IRELAND
This trip gave MBA students a mix of the cultural and business background in Dublin. With company tours and presentations from executives at Central Bank, Google, Grid Finance, KPMG and others, students learned what makes companies in Dublin stand out. They also experienced the North Dublin Coastal Tour and a tour of Malahide Castle.

SWITZERLAND
Executive MBA students participated in a five-day trip to learn about the market in Bern and Zurich. Students received company tours and were able to network with CEOs, CFOs, and Managing Directors at eight companies, including Johnson & Johnson, Venturelab, and Mikron Group.

UAE
The dynamic business market of Abu Dhabi and Dubai were on display when MBA students visited for a week. Students received tours and interacted with presentations from leadership at Abu Dhabi Investment Authority, Emirates Airlines, Johnson & Johnson Dubai, and a presentation about the area’s oil industry from GASCO.

GLOBALIZATION BY THE NUMBERS

| Warrington students who participated in a study abroad experience | 789 |
| Graduate students who participated in a study abroad experience | 380 |
| Undergraduate students who participated in a study abroad experience | 409 |
A NEW IDENTITY

Career and professional development is an integral part of the student experience at any top-ranked business school in the country. Here at the Warrington College of Business, it is no different.

To better serve our students, the Graduate Business Career Services office is being reinvented. Business Career Services, as it will now be called, opens the new chapter of this journey in the fall of 2017, aiming to reshape career and professional development for our students.

Warrington has decided to make a significant investment into the overall career services experience for our students within the College. This new office was created to become a one-stop shop for both our students and employers in providing career and professional development programs, resources, and recruiting opportunities to all our stakeholders.

A career development curriculum has been developed to enable our undergraduate, graduate, and transfer students. It will provide a strong understanding of what specific career activities and skills they need to accomplish during their time within the College and ensure they are on track to accomplish their goal of obtaining an internship and full-time job. A college-wide career services portal called CareerConnection will allow our business students to apply for jobs and internships specifically targeting their academic major/career focus.

With over 50 years of combined work experience in the private sector representing such companies as McKinsey Consulting, Korn/Ferry International, Bank of America, ExxonMobil, Disney, and other Fortune 500 companies, the Business Career Services team is poised to make a significant impact on the career and professional development journey of our students.

From the employer perspective, our office will continue to work with company recruiters to create and implement a recruiting experience that provides them with an increased return on their investment of time and effort in recruiting on campus. Recognizing a national demand by campus recruiters to have a more specialized and tailor-made approach to campus recruiting, Business Career Services is equipped to create a personalized campus recruiting experience for our employers that meets their talent acquisition goals.

Overall, the goal of Business Career Services is simple. We will increase the career readiness of Warrington students and increase our employment placement statistics into full-time jobs and internships year-over-year.

CRAIG W. PETRUS
Executive Director, Business Career Services

SETTING A STANDARD

The Doctor of Business Administration (DBA) program celebrated its inaugural graduating class at an August 4 graduation ceremony. With 14 DBA graduates receiving their doctorates in the class, Warrington continues to build on the program’s momentum and is already seeing strong interest and student quality in the classes that are yet to enroll.

From the Class of 2017, two graduates will stay at UF. Steve Tufts and Brent Berthy will be clinical professors at UF in the fall, teaching marketing and finance, respectively.

A BALANCING ACT

TOM ARNOLD has spent most of his life balancing disparate commitments. The last three years of his life have been no exception, balancing his UF academic goals with his demanding global professional responsibilities.

As a student in Warrington’s DBA program and the Deputy Global Head & Head of Americas Real Estate at Abu Dhabi Investment Authority (ADIA), based in Abu Dhabi, the demands of both required considerable travel. After his recent completion of the DBA program’s requirements, Arnold calculated that he traveled over 250,000 miles to fulfill the program’s required weekends in Gainesville.

“If I wasn’t the best student of my cohort, at least I received the award for the farthest distance traveled,” Arnold joked.

Arnold (BSBA ’80, JD ’93, DBA ’17) is part of the 14-member DBA Class of 2017—the first graduating class in program history. His role at ADIA can be all-consuming, as he is responsible for a 20+ country portfolio with hundreds of portfolio positions.

When Arnold enrolled in the DBA program, applied research was already an interest. His three years in the program transformed it into a passion, graduating the program with two articles conditionally accepted by peer-reviewed journals. When he completes his tenure overseas, Arnold hopes to give back to the academic institution through a research, teaching, and academic leadership position.

“I didn’t appreciate how well regarded and preeminent our faculty is until I started the program and began attending research conferences,” Arnold said. “I didn’t realize UF is an R1 research institution and one of 35 public university members of the prestigious AAU. My co-chairs (Professors) Andy Harnan and Ken and Linda McGurn Professor) David Ling are nationally prominent in their respective fields. I also like to tease Dr. Phil Podsakoff, who teaches Organizational Research Methods in the program, about monopolizing citations on Google Scholar with over 58,000 cites, in addition to authoring or contributing to 78 refereed journal articles, two books, and 11 book chapters."

"UF has rolled out a world-class product, matching experienced industry and academic professionals with some of the most talented faculty in the country. It will not be long before the world takes notice."
LEADING THE WAY

John Gresley was named assistant dean and director of UF MBA programs.

A DOMINANT SPRING

UF MBA participated in five case competitions, coming away with four first-place finishes and one second-place finish.

he competition season began with a UF MBA team—made up of Lily Leas, Ryan O’Farrell, Kate O’Her, and Jonathan Siregusa—winning the 2017 Katz Invitational Case Competition at the University of Pittsburgh for the third time in the last four years.

UF MBA then won the Race and Case Competition at the University of Denver, a competition that implements a snow skiing race as 10 percent of its scoring system. The team of Michelle Gassman, Mark Jacobs, Kevin Potts, and Kimberly Zewner won the competition, partially because Potts surprised many participants by winning the male portion of the ski race.

A team of Christina Dupre, Gabriel Gomez, Jesse Moon, and Randy Perez won the Florida Intercollegiate Case Competition at the University of South Florida. UF MBA took home the trophy for the sixth straight year over five other in-state universities. UF MBA also won the Association for Corporate Growth (ACG) Cup. The team consisted of Wes Caplan, Ryan O’Farrell, Jordan Schulz, and Jonathan Siregusa.

The final case competition of the year was the SEC MBA Case Competition, hosted by UF. All 16 Southeastern Conference institutions were represented by four-member teams, and they were tasked to solve a business problem facing Nationwide Insurance. The University of Georgia won the event while the UF MBA team came in second place.

Assistant in the University of Florida’s Office of Student Activities (2002-04).

“It’s a rare opportunity to take over a program with such positive momentum,” Gresley said. “I look forward to working with the talented and dedicated UF MBA staff, as well as the College’s faculty, to continue providing an outstanding experience to our students. These students, as well as our UF MBA alumni, form the strong foundation that we will build upon as we advance UF MBA into an exciting and promising future.”

He earned a Master of Business Administration (2013) and a Master of Education (2004) from the University of Florida, and a Bachelor of Arts from Valparaiso University (2001).

The full-time program ranked as the No. 14 public program in the country. Starting with the 2018 application cycle, scholarships will be awarded to cover tuition and fees for in-state and out-of-state qualified students admitted to the full-time program. Only the number of Warrington credits required to complete the degree will be covered by the scholarship.

Online stands out

After serving as one of the early adopters of online education, the UF MBA Online program’s rankings continue to reflect that it is one of the best in the world.

The program was ranked No. 5 in the world and No. 2 in the country by Financial Times. This is the fourth straight year the UF MBA Online program has finished in the top five in the world since Financial Times went to annual rankings.

The full-time program finished in the top 10 in admissions selectivity (8th) and employment at graduation (7th).

The 84.7% of 2016 graduates that were employed by graduation ranked UF MBA higher than prestigious programs like Massachusetts Institute of Technology, Stanford, Northwestern and California-Berkeley.

The program also continues to see starting salary and bonus numbers soar. UF MBA graduates are averaging a starting salary and bonus of $111,311, the 16th highest number in the nation among publics.

Assisting with your MBA

The UF MBA full-time program is privileged to begin offering 50% tuition assistance with the 2018-2019 academic year. This assistance will be given in the form of a UF MBA University Scholarship and is intended to support students who are admitted to the program and who demonstrate demonstrated financial need.

Full-Time MBA Program

U.S. News & World Report

2018 Rankings

Top 20 Among U.S. Publics

Mean Base Salary $151K

Mean Signing Bonus $101K

92% Students with Offers Within Three Months of Graduation

Placement Numbers, 2017 Class

Mean Base Salary $151K

Mean Signing Bonus $101K

92% Students with Offers Within Three Months of Graduation

These are interim figures. A final MBA Employment Report, which will include all in-classroom graduates as of September 1, 2017 and all full-time graduate students who are employed within 90 days of graduation, will be published at a later date.

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The Warrington College of Business has prioritized specialized education. Offering six specialized master’s programs, students are able to continue their education with a more specific approach and leave campus with a master’s degree that can help them stand out during the job search.

Specialized master’s programs have recently been popping up at some of the best business schools across the world, but at Warrington, they’ve long been one of our main focuses. Our programs’ longevity has helped produce some of the best specialized master’s degrees in the industry, and the rankings prove it.

**M A S T E R O F S C I E N C E I N M A N A G E M E N T**
The Master of Science in Management program (MSM) is designed for individuals with non-business academic backgrounds. The wide range of degrees in the program helps our graduates leave with a diverse network and valuable business knowledge.

**M A S T E R O F I N T E R N A T I O N A L B U S I N E S S**
The Master of International Business program (MIB) is a one-year program for business majors or minors. The program helps students take a strategic, global approach to business problems while also providing access to a Global Immersion Experience and 16 credits to customize your curriculum.

**M A S T E R O F S C I E N C E I N F I N A N C E**
The Master of Science in Finance program (MSF) is primarily a combined degree program. With a powerful network and rigorous curriculum, students have access to nine Bloomberg terminals, learn from an array of on-campus speakers, and have access to experiential learning opportunities in finance.

**M A S T E R O F S C I E N C E I N E N T R E P R E N E U R S H I P**
The Master of Science in Entrepreneurship program (MSE) provides an engaging curriculum and experiential learning opportunities for aspiring entrepreneurs. If you have a business idea, the MSE program will help you make it a reality.

**M A S T E R O F S C I E N C E I N R E A L E S T A T E**
The Master of Science in Real Estate program (MSRE) allows students to learn from world-class real estate professors and have access to impactful career mentors. With a lengthy list of on-campus speakers, students learn about the real estate industry to prepare for life after graduation.

The Master of Science in Information Systems and Operations Management (MS-ISOM) is STEM accredited and provides an engaging curriculum and experiential learning opportunities for aspiring entrepreneurs. If you have a business idea, the MSE program will help you make it a reality.

**AN IMPACTFUL ALUMNUS**
Andres Andrade (MSRE ’08) was named to the Forbes Brazil 30 under 30 list this year. As the Chief Investment Officer for Gazit Brasil, Andrade is an integral part of the São Paulo office for the $700 million company. He credited his time in the MSRE program for his growth in the company.

“The most valuable thing was networking and putting yourself in front of people to get confidence,” Andrade said. “I was young and had to get my networking skills built up. The MSRE program gave me confidence to talk to key stakeholders about my ideas. It helped me grow, and I’m collecting the fruit of it.”

**FUNDING SOCIAL IMPACT**
MSF students continue to work on The Gator Student Investment Fund (GSIF), giving them an opportunity to learn about managing an investment portfolio. However, students are now using that educational experience to give back to peers in need.

The portfolio had a market value of more than $300,000 on March 31, 2017, and it will begin to donate a portion of its earnings to the Florida Opportunity Scholars Program, which pursues the primary goal of graduating first-generation, low-income undergraduate students. Starting in March 2018, the fund will make annual payments through an endowment-like structure that pays three percent of the portfolio value—worth over $15,000—to the Florida Opportunity Scholars Program. The future amounts will change as funds vary.

**MAKING A DIFFERENCE**
David Tarabocchia, who graduated from the MS-ISOM program in 2005, received two outstanding recognitions this year. Tarabocchia was one of 28 recipients of the University of Florida’s 2017 Outstanding Young Alumni Award, which was established by UF’s Alumni Association to recognize alumni ages 35 or younger who have distinguished themselves in their profession and community.

Tarabocchia (BSBA ’04, MS-ISOM ’06) was also profiled in Consulting Magazine’s 2017 Rising Stars of the Profession, honored for his excellence in information technology. He currently serves as a managing director in KPMG’s management consulting practice, based in Tampa and specializing in CIO advisory services.
We know that power can corrupt, making people act in ways that harm others. But Warrington Ph.D. student Trevor Foulk’s research shows that when the powerful mishave, they hurt themselves, too.

“We always think those who have power are better off, but having power is not universally or exclusively good for the power holder,” said Foulk.

Foulk and fellow Warrington researchers Kihyoung Lang, Min-Hsuan Tu, Amir Erez, and Lindy Archambeau found that “power holders,” said Foulk. “We tend to assume that powerful people just go around and abuse and they’re totally fine with it, but the effect of power on the power holder is more complex than that.”

Side-stepping the negative effects of power might require us to rethink the qualities we look for in a leader. Foulk’s study suggests that agreeable leaders—those who value social closeness, positive relationships, and workplace harmony—may be less susceptible to the misbehavior brought on by psychological power.

Although a boss who yells, curses, or belittles might not seem to deserve our sympathy, they’re suffering, too,” Foulk said. “Even though your boss may seem like a jerk, they’re reacting to a situation in a way many of us would if we were in power. It’s not necessarily that they’re monsters.

ABUSING POWER HURTS LEADERS, TOO

PH.D. HIGHLIGHTS

WARRINGTON COLLEGE OF BUSINESS | 2017 DEAN’S REPORT

STUDENT SPOTLIGHTS

EXPERIENCING GLOBAL BUSINESS

Why did you choose to attend UF and Warrington? I chose Warrington because I wanted to gain hands-on leadership experience that directly related to my academic pursuits, and the opportunity to study abroad in China presented itself.

What was the most important takeaway from the internship? I learned that global leadership and marketing are not limited to one country or region. Teamwork and effective communication skills are crucial in today’s global business environment.

Melody Zarzaur participated in one of the most exclusive internships in the United States, the White House Internship Program.

What were your duties at the White House? I served as a Senior Media Fellow and had the opportunity to work on various projects, including social media campaigns, communications, and policy drafting.

POLITICAL IMPACT

Melody Zarzaur participated in one of the most exclusive internships in the United States, the White House Internship Program.

WORKSITE: White House

MAJOR: General Business

YEAR: Senior

STUDENT ORGANIZATIONS / ACTIVITIES:
- Intern for the White House Office of Policy
- Student Government Cabinet (15–16); Heavener Freshman Leadership Council (Member 13–14, President 14–15)

Why did you apply to the White House Internship Program? As a political science major, I always knew I wanted to work at the White House, but I never thought I would be accepted. Being selected was a huge accomplishment and a dream come true.

How was your experience in the Program? I learned how to work in a fast-paced environment and how to manage competing priorities. The experience taught me how to be a productive team member and how to lead.

EXPANDING GLOBAL HORIZONS

Alex Llodra wasn’t sure what to expect when she started an internship at Vandegrift Trading Co. in Beijing. Feeling uncomfortable in a foreign culture turned into one of the most beneficial experiences of her life.

I always look for ways to develop myself,” Llodra said. “If you are comfortable, you are not growing. To be immersed in a business environment where you barely speak the language and have to carry out tasks is a great way to develop your professional experiences.”

The internship also helped shape what Llodra wants to do after graduation. She wants to work her way up to be a brand manager or a district sales manager at an international beverage company.

“I love the beverage industry because it is empowering, exciting, and overall fun,” Llodra said. “I want to bring international culture and flavors to the United States and to help others experience the world through food and drink.”

I have a consummate desire to be an advocate for political change and public service,” Llodra said. “I want to be a petri dish of corruption and inaction, I’ve seen it all, and I want to be a part of the solution.”

“I think Heavener Hall is actually Heaven on Earth,” Llodra said. “I love the beverage industry because a lot of it is global.”

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**ALUMNI SPOTLIGHT**

**WARRINGTON COLLEGE OF BUSINESS | 2017 DEAN’S REPORT**

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**A SURPRISING PASSION**

After graduating from the University of Florida MBA program in 1988 and working for two non-travel related companies, Jim Heaney was offered a position with Royal Caribbean Cruises. He had only one hesitation.

“‘I had never been on a cruise ship or even thought about it as a career,” Heaney said.

Being passionate about cruising was never expected, but it didn’t take long for his career plan to shift. He took the position with Royal Caribbean in 1989 and was immediately hooked by the cruise industry. In the 20 years since, Heaney has spent 26 of them working in this industry. He currently serves as the Chief Financial Officer of Carnival Cruise Line.

“Ever since starting at Royal Caribbean, my time in the leisure industry has been very purposeful,” Heaney said. “It’s more enjoyable and meaningful to work for a company that brings families together in a positive, happy environment.”

His first job served as an important career building block. Heaney learned the details of the operational side of the cruise industry. While outsiders see the industry as hosting vacationers on a ship and sailing the open sea, a cruise ship/line is a complicated operation.

Five years into his position with Royal Caribbean, Heaney heard about Disney Cruises and decided to make his move. He applied to Disney Cruise Line and was immediately hired by the company. He had found his career path.

“Two years later, we were on the floor of the New York Stock Exchange ringing the opening bell,” Heaney said. “That’s one of the moments in your life that you strive for. You know you’ve never quite sure you’ll be able to achieve it.”

While it was an important milestone in Heaney’s career, the pull of the cruise industry remained. Heaney knew he would return to a cruise line at some point in his career, and when he was three years into his time with SeaWorld, Carnival Cruise Line was searching for a CFO.

“I thought through it and realized that you can’t pick the time opportunities present themselves in your career,” Heaney said. “Carnival was going to open a position based on my timeline. It happens when it happens.”

Serving as the company’s CFO today, he stays close to the commercial and ship operations and serves as a thought partner for the leadership team and brand President to ensure the business remains on track to achieve its objectives. Heaney also brings a balanced view on optimizing revenues, operating costs, and capital expenditures to drive sustainable long-term value creation for the company.

Financial modeling has always been an important skill in his positions, and it’s one that was sharpened during his time in the UF MBA program.

Growing up in Gainesville, Heaney chose to go to Texas Tech as an undergraduate to experience variety outside of the hometown he always knew. But he always knew he would return. After graduating from Texas Tech, Heaney returned to UF for his MBA before entering the work force.

“‘What it provided was a much broader and well-rounded business view beyond finance and accounting,” Heaney said of the UF MBA experience. “My career success happened because of the early access to computers and advanced financial modeling and viewing the company from an ownership/shareholder perspective. Developing interest and capability in that through the MBA program enabled me to add value early in my career and advance quickly.”

When Marta (Zenon) Cotton walked into her first class at the University of Florida, she was hooked. Once she saw Dr. DavidDanslow scribbling on the board and drawing multiple graphs in her economics class, Cotton had no doubt she was in the right place. Dr. Craig Tapley’s introduction to finance class only made her more confident about the decision to enroll in the business school at UF.

Her professional success has proven it to be the right move.

Today, Cotton (BSBA ‘85) works as a Principal and Director of Client Development at Matarin Capital, an investment management firm that currently has nearly $1.2 billion in assets under management. Cotton’s time at the University of Florida led her on the path to a successful career in the industry.

“One of the very best times in my life was being at the University of Florida,” Cotton said.

Her road to success took time after graduating. She started in a corporate finance role with NCR Corporation in South Florida, but it didn’t take long for her to get bored. Cotton wanted to learn more about what it would take to work on Wall Street, but those firms weren’t recruiting at University of Florida. She watched Disney Cruise Line morph from a small operation to one of the first 12 employees hired to work on Disney Cruise Line as hosting vacationers on a ship and sailing the open sea.

“Two weeks after classes started, the stock market crashed. The firms Cotton wanted to work for were hiring fewer new employees. Goldman Sachs shrunk its summer associate program from 15 hires to six, but Cotton was able to win one of the positions in sales and trading.

“My summer at Goldman was a great time in my life,” Cotton said. “I found what I was meant to do and what I had a passion for. This really seemed like what I wanted to do.”

She was hired by Goldman Sachs and worked her way up to Managing Director while being in charge of relationships with a number of the firm’s biggest clients. Cotton was originally hired to work in U.S. institutional sales, but when the opportunity for international equity investing grew, she played an important role in developing the firm’s international equity business.

However, Cotton was ready for a break after 16 years. “I thought that it was time to do something different and take a break,” Cotton said. “It was a little hard to leave because I grew up there. The bulk of my professional career had been at Goldman. I accomplished a lot, and with the firm’s resources, we did a great job for clients. It was a hard decision, but it had gotten less fun.”

The next challenge was a position with Matarin Capital, an investment management firm that is now 6.5 years old. It started with a firm Principal investing $2.5 million to fund the firm’s first strategy in January 2011. External investors were hesitant to be the first to invest in a new firm like Matarin Capital. It took 18 months for the firm to receive its first institutional investor, but once it happened, others started to follow.

Matarin Capital finished 2012 managing $30 million. By the summer of 2013, the firm’s assets were at $100 million, allowing them to register with the U.S. Securities and Exchange Commission. After taking 3.5 years to get from nothing to $100 million, the firm needed only 2.5 years to go from $100 million to $1 billion. Today, the firm sits at nearly $1.2 billion and continues to grow because of its strong performance, client-friendly fees, and transparency with clients and investors.

“It has been incredibly rewarding to be a part of our firm’s growth,” Cotton said.

Today, she mentors young professionals and encourages them to continually build their professional networks. Cotton is involved in 100 Women in Finance (formerly 100 Women in Hedge Funds) and was a founding member of its Advisory Council. She also sits on the board of the Harlem Educational Activities Fund.

As her career continues to grow, Cotton’s connection with the Warrington College of Business has done the same. She realized during her time at Goldman Sachs that her career was consuming and that she missed being connected to the College.

During her time at Goldman Sachs, Cotton’s lone connection to UF was with Dr. Tapley. While she served as the president of Delta Sigma Pi, Dr. Tapley was the fraternity’s advisor. The two maintained a close friendship after she graduated.

She later met Dr. Dave Breen at the New York City Gator Finance Professionals Alumni Reception. Cotton was intrigued by the Master of Science in Finance program and the job opportunities that were becoming available to students. After Wall Street firms weren’t recruiting at UF during her time at the College, she was pleased to hear they now frequent the Warrington campus.

Dr. Breen asked Cotton to speak to the finance students, and she returned to campus in October 2012.

“As I looked at the website, I saw very few women that were speaking to finance students,” Cotton said. “That was important to me. I gave a presentation on the hedge fund industry. The students were great and engaged.

“I’m always eager when a Gator reaches out. The more Gators in New York and in the finance industry the better. It has increased a lot since my day. That’s something I’m passionate about.”

**IMPACTING AN INDUSTRY**
OUR COMMON BOND IS MORE THAN A RALLYING CRY.

IT'S A CALLING.

Armed with passion and driven by purpose, Gators face limitless horizons, turning everyday opportunity into uncommon reality.

Together we go further, we go stronger, we Go Greater.
RANKINGS

The College was recognized by the most prestigious higher education rankings throughout the 2016–17 academic year.
(Ranking among US public programs unless otherwise noted.)

**WARRINGTON COLLEGE OF BUSINESS | 2017 DEAN’S REPORT**

### MBA

**FINANCIAL TIMES**
- UF MBA’s Online Program was ranked No. 5 in the world and No. 2 in the nation. Programs were measured by four major categories—Career Progress, Online Delivery, Program Diversity, and Idea Generation—and 18 metrics within those categories. UF MBA finished in the top three in four of those categories.

- **1st**: in the world in program delivery
- **2nd**: among US schools
- **2nd**: in the world in online interaction
- **5th**: in the world

**U.S. NEWS & WORLD REPORT**
- **4th**: Online MBA
- **14th**: Part-time MBA
- **19th**: Full-time MBA

**THE ECONOMIST**
- **10th**: Full-time MBA
- **1st**: Executive MBA

**EDUNIVERSAL**
- **7th**: Full-time MBA

**TFE TIMES**
- **5th**: Full-time MBA

### SPECIALIZED MASTER’S PROGRAMS

**EDUNIVERSAL**
- The Hough Graduate School of Business’ Master of Science in Management Program was ranked No. 1 in Eduniversal’s 2017 Best Masters rankings and No. 2 in The Economist’s inaugural Master in Management rankings.

**TFE TIMES**
- **1st**: Management
- **2nd**: International Business
- **4th**: Entrepreneurship
- **15th**: Information Systems
- **16th**: Accounting

**THE ECONOMIST**
- **2nd**: Management

### FISHER SCHOOL OF ACCOUNTING

**PUBLIC ACCOUNTING REPORT**
- The Fisher School’s undergraduate (9th), graduate (10th), and doctoral (15th) programs all finished in the top 10, moving up in all three categories. When measured against all accounting schools—public and private—with similar faculty sizes (16-21 professors), the undergraduate and master’s programs ranked 3rd and 4th, respectively.

**EDUNIVERSAL**
- **9th**: Graduate

**U.S. NEWS & WORLD REPORT**
- **5th**: Undergraduate
- **8th**: Graduate

**TFE TIMES**
- **9th**: Graduate

### HEAVENER SCHOOL OF BUSINESS

**EDUNIVERSAL**
- The Heavener School was once again recognized as one of the top programs in the nation. The school’s undergraduate programs ranked No. 27 in the nation and No. 18 among U.S. publics. The School also ranked highly in four specialty categories.

- **5th**: Quantitative Analysis
- **11th**: Entrepreneurship
- **17th**: Finance

**U.S. NEWS & WORLD REPORT**
- **8th**: Quantitative Analysis
- **11th**: Entrepreneurship
- **17th**: Finance
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LEADERSHIP is in our DNA, right down to the very core of our existence. It’s why Business Gators are driven to set the standard in business around the world. From company presidents to CEOs, we are influencers that anticipate and create impactful change across industries.

— Go Gators!
We are the birthplace of forward-thinking business leaders, setting their eyes on innovation and results. This is where we produce difference makers that shape businesses, non-profits, government, and eventually the world. It’s what built the Warrington College of Business into one of the most respected business schools in the country.

Motivated minds roam our halls with eyes on progress because we know we will shape the future. That purpose best defines us as Business Gators. Our commitment to excellence comes from our attention to scholarship, led by competitive, premier faculty that expects nothing less in our students. We empower lifelong connections through a network of Business Gators that know who you are because they know where you came from.

**Determination brought us to this point, and it’s what leads us into the future.**