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.

COLLEGE INFORMATION

FOUNDED................................................1926
FACULTY/STAFF..................................106/138
RESEARCH CENTERS............................11
ENDowment VALUE..............................$182 MILLION
UNDERGRADUATE MAJORS...............7
MINORS.............................................6
MASTER’S PROGRAMS........................8
PH.D. PROGRAMS..............................5
PROFESSIONAL DOCTORATE..............1
STUDENT POPULATION.......................6,832
  Undergraduate..............................4,999
  Master’s........................................1,720
  Ph.D.............................................58
  MBA............................................487
  MINORS........................................644
RESEARCH CENTERS............................11
ENDowment VALUE..............................$182 MILLION
UNDERGRADUATE MAJORS...............7
SPECIALIZED MASTER’S......................583
MINORS.............................................6
  Information Systems......................167
  International Business....................129
  Management................................108
  Accounting................................103
  Real Estate................................34
FINANCES

FISCAL YEAR 2016–17

SOURCES OF FUNDS

State Resources $37,787,412
Entrepreneurial Activities Operating Revenues $28,623,690
Contracts & Grants $25,725
Endowment Earnings & Gift Transfers $12,099,591
Miscellaneous Revenue $106,360
TOTAL SOURCES $76,236,778

USES OF FUNDS

Salaries & Benefits $30,932,461
Other Personnel Services $11,946,409
Operating Expenses $13,889,879
Scholarships & Financial Aid $1,515,588
Weavers & Fellowships $821,263
Reinvested in Endowments $1,199,000
Overhead Taxes from Non-State Accounts $3,069,210
TOTAL USES $76,573,810
NET ($337,032)

Warrington College of Business
Heavener School of Business
Fisher School of Accounting
Hough Graduate School of Business

DEAN
John Kraft

SPECIAL ASSOCIATE DEAN AND DIRECTOR
S. Selcuk Erenguc, Hough Graduate School of Business

ASSOCIATE DEANS AND DIRECTORS
Gary McGill, Fisher School of Accounting
Alex Sevilla, Heavener School of Business

ASSISTANT DEANS
Sherry Deist
John Gresley

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.

Thank you,
JOHN KRAFT
Dean, Warrington College of Business
University of Florida

The Warrington College of Business has always been on the cutting edge in higher education.
Our choices don’t always define us.

Aner Sela
Research Focus: Consumer decision making, inference-making and attribution, metacognition, decision difficulty, multi-attribute choice, value perception.

Better choices depend on libertarian paternalism.

Joe Alba
Research Focus: Consumer behavior, marketing strategy, decision making, pricing, brand equity.

Why it’s so hard for women to break into the C-suite.

Joyce Bong
Research Focus: Leadership, personality, attitudes and motivation, women, and quality of work life.

Faculty & accolades

Fiona Barnes
Elected to the Management Communication Association, an invitation-only organization of management communication faculty from top graduate business and professional schools.

Robert Emerson
Honor: Merit Professor
Honored with the Best Paper Award at the International Society of Person-Centered Research (ISPCR) Annual Conference in June.

Michael Morris
Honor: Outstanding Contribution to Undergraduate Legal Studies Education Award
Awarded the John Bonsignore Award for Outstanding Contributions to Undergraduate Legal Studies Education of the year at the Entrepreneur & Innovation Exchange annual conference.

Mark Jamison
Served on the transition team for the President-elect Trump.

Robert Knechel
Appointed to the Public Company Accounting Oversight Board’s (PCAOB) Standing Advisory Group.

Amanda Phalin
Named the recipient of the College’s 2016 Judy Fisher Teaching with Technology Award.

Wochoel Shin
Named to Marketing Science Institute’s Young Scholar Program, a biennial program that brings together some of the most promising scholars in marketing and closely related fields whose recent work suggests they are potential leaders of the next generation of marketing academics.

Asso Vakharia
McCloskey Professor
Received the inaugural Schulze Entrepreneurship Award at the Entrepreneur & Innovation Exchange annual conference.

Michael Mishra
Elected to the Psychological Science Advisory Board of the American Psychological Association.

New faculty

Brent Berthy
Clinical Professor
Finance, Insurance & Real Estate

Emre Demirezen
Assitant Professor
Information Systems & Operations Management

Kristina Nistor
Lecturer
Marketing

Michael Ricci
Assistant Professor
Accounting

Michael Schadewald
Clinical Associate Professor
Accounting

Sehoon Kim
Assistant Professor
Finance, Insurance & Real Estate

Matthew Selove
Assistant Professor
Accounting

Mohammad Eshfi
Postdoctoral Associate
Finance, Insurance & Real Estate

Tao Li
Assistant Professor
Finance, Insurance & Real Estate

Steve Tufts
Clinical Professor
Finance, Insurance & Real Estate

Chongyu Wang
Postdoctoral Associate
Finance, Insurance & Real Estate

Faculty profile

Total: 106
Tenure: 44
Non-Tenure Track: 37
Tenure Track: 25
Within 67%
International 33%
International 23%

By department

Finance, Insurance & Real Estate: 20
Accounting: 20
Information Systems & Operations Management: 16
Management: 16
Marketing: 11
Management Communication: 5
Administration: 2
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 Calnex, 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 Frederic P. Walter, Eminent Scholar Chair Dr. Robert Knechel, hosted an audit research conference with about 75 participants from around the world. The conference included presentations from 28 participants and a keynote address by S. Nicole Vanmeter, partner in Deloitte’s tax practice and chair of Deloitte’s Public Policy Committee.

STUDENT SUCCESS

MSRE students Arjun Choudhary and Wei Moon were part of a six-person team that won an honorable citation at the Urban Land Institute Hines Competition, one of the toughest graduate student competitions in the field of real estate, development, and design. With over 200 teams participating in the event, the honorable citation puts them among the top nine teams in North America.

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.

PCR 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. PCR’s expertise in practicing leadership in such an environment is helping the executive team develop and appropriate leadership culture.

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 experts, and peer delegates.

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 Bassegade, the co-founder of two Ridley Edge currently serves as the company’s Chief Creative Officer and Director. The event included talks from female entrepreneurs Naomi Whitall, founder of Reserves Nutriton and Jennifer Bansw Smith, founder of Brand ID. It also included a three-person panel titled “Thinking and Acting as an Entrepreneur.” Students were also given real-world learning opportunities away from campus. The Thomas S. Johnson Master of Science in Entrepreneurship program took 23 students to Silicon Valley to get behind-the-scenes tours of companies and meet real-life entrepreneurs. Students received a campus tour at Google headquarters and met with leadership from companies like Omni, GitHub, and venture capital firm DFJ.

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.
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 undergraduates 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.

SHOWCASING 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 Hoffman, 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 LaVine, 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**

**789**
Warrington students who participated in a study abroad experience

**380**
Graduate students who participated in a study abroad experience

**409**
Undergraduate students who participated in a study abroad experience
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 80+ 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

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 ‘83, 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 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.

JENNIFER CAINAS, Clinical Professor at the University of South Florida
JAMEY DARNELL, Visiting Instructor at the University of South Florida Sarasota-Manatee
BRIAN HASSON, Assistant Professor at Florida Southern College
JIM HOOVER, Client Account Lead, Managing Director at Accenture Federal Services

“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.

The competition season began with a UF MBA team—made up of Lilly Leas, Ryan O’Farrell, Kate O’Hara, and Jonathan Siragusa—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 Gomes, 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 Siragusa.

The final case competition of the year was the SEC MBA Case Competition, hosted by UF. All 14 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).

MBA FULL-TIME RANKINGS

UF MBA was honored as a top-20 public full-time and part-time program in the U.S. News & World Report’s Best Graduate Schools 2018 rankings.

The full-time MBA 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 Harvard, Massachusetts Institute of Technology, Stanford, Northwestern and California-Berkeley.

The MBA 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 scholarships 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. Stay 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 the Financial Times. This is the fourth straight year the UF MBA Online program has finished in the top five in the world since the Financial Times went to annual rankings.

$101K Mean Base Salary
$15K Mean Signing Bonus
92% Students with Offers Within Three Months of Graduation

These data relate figures to a final MBA Employment Report, which will include all 2017 graduating students as of September One. Data from 2017 graduating class is not yet available.
SPECIALIZED MASTERS

M.S. IN MANAGEMENT

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.

AMONG U.S. PUBLICS

1. Male / Female Ratio: 64%
2. Average GMAT: 607
3. Students enrolled: 148
4. Male / Female Ratio: 64%

M.S. IN ENTREPRENEURSHIP

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.

ANDREA ANDRADE

Andrea Andrade (MSRE ’08) was named to the Forbes Brasil 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 $1X,500—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 2006, received two outstanding recognitions this year. Tarabocchia was one of 28 recipients of the University of Florida’s 2017 Outstanding Young Alumni Scholarly 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 $1X,500—to the Florida Opportunity Scholars Program. The future amounts will change as funds vary.

The William R. Houck Program Master of Science in Finance

Students enrolled: 55
Average GMAT: 671
Male / Female Ratio: 68%/32%
International Students: 7%

MASTER OF SCIENCE IN INFORMATION SYSTEMS AND OPERATIONS MANAGEMENT

The William R. Hough Program

Students enrolled: 255
Average GMAT: 569
Male / Female Ratio: 44%/56%
International Students: 12%

MASTER OF SCIENCE IN MANAGEMENT

Students enrolled: 188
Average GMAT: 662
Male / Female Ratio: 36%/64%
International Students: 14%

The Nathan S. Collier Program

Students enrolled: 47
Average GMAT: 630
Male / Female Ratio: 81%/19%
International Students: 27%
**ABUSING POWER HURTS LEADERS, TOO**

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 misbehave, 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 Kudrana Langa, Min-Hsun Tu, Amir Erez, and Lindy Archeambeau found that leaders who acted abusively to colleagues had trouble relaxing after work and were less likely to feel competent, respected, and autonomous in the workplace. The findings, published in the *Academy of Management Journal*, stemmed from surveys of 116 leaders in fields including engineering, medicine, education, and banking over a three-week span.

Rather than structural power—a leader’s position in the hierarchy—the study looked at psychological power, or how powerful a leader feels, which changes as they move through the workplace. When leaders felt powerful, they were more likely to act abusively and perceive more incivility from their coworkers, which in turn harmed their own well-being.

“This flips the script on abusive leadership,” Foulk said. “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.”

---

**EXPERIENCING GLOBAL BUSINESS**

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

“I am always looking 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.”

Llodra, a third-year marketing major who started the Master of international business combined degree program in the fall, worked in the marketing and sales department with the company’s beer products. Without speaking the same language as most of her coworkers, she became an important part of the department while reaching out to restaurants and bars around Beijing to sell the company’s products. She was also involved in promoting events to increase market share and profits, and she even received invitations to some of the events. More than anything, Llodra received an intensive look at how businesses are run on the other side of the world.

The highlight of the internship came as she created the idea for an event honoring teachers. Beijing has a large teaching demographic, and Llodra wanted to honor them before the school year began. The event took place after her internship ended and she returned to the United States, but her original idea energized the company and created an exciting new opportunity to continue building their brand.

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 a lot of it is exhilarating, hosting, and attending events,” Llodra said. “I love people and want to be a part of the job at all costs. This industry is competitive and high energy. I love the way the products bring people together from all over the world.”

Being a member of the Stoler Nation has also been an important part of Llodra’s journey. Since her eyes welled with tears after seeing the inside of Ben Zito’s (a colleague) campus during a campus tour, it was always where she wanted to be. She found her passion in marketing and hasn’t looked back.

“I think meaner weather is actually heaven on Earth,” Llodra said. “You will find the most extraordinary and hardworking individuals in that building on any given day. Being involved in organizations like Florida Leadership Academy has allowed me to form a family in the business school, and I am constantly inspired by them. Being surrounded by like-minded individuals with high aspirations is the best thing I have done for myself. I have grown so much from all of the incredible people I have met.”

---

**POLITICAL IMPACT**

Melody Zargari participated in one of the most exclusive internships in the country—the White House internship program.

**STUDENT SPOTLIGHTS**

**TREVOR FOULK**

*Doctor of Philosophy in Business Administration*

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

---

**PH.D. HIGHLIGHTS**

**ABUSING POWER**

**HURTS LEADERS, TOO**

---

**POLITICAL IMPACT**

Melody Zargari participated in one of the most exclusive internships in the country—the White House internship program.

**STUDENT SPOTLIGHTS**

**TREVOR FOULK**

*Doctor of Philosophy in Business Administration*

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

---

**POLITICAL IMPACT**

Melody Zargari participated in one of the most exclusive internships in the country—the White House internship program.

**STUDENT SPOTLIGHTS**

**TREVOR FOULK**

*Doctor of Philosophy in Business Administration*

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

---

**POLITICAL IMPACT**

Melody Zargari participated in one of the most exclusive internships in the country—the White House internship program.
ALUMNI SPOTLIGHT

WARRINGTON COLLEGE OF BUSINESS | 2017 DEAN’S REPORT

ALUMNI SPOTLIGHT

“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.”

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. Heaney was immediately hooked by the cruise experience and potential to be involved in an IPO. “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. It was something you’re never sure you’ll be able to achieve.”

While it was an important milestone in his career and advance quickly. Heaney’s time in the leisure industry has been very purposeful, and he always knew he would return. After graduating from Texas Tech, Heaney returned to UF for his MBA before entering the work force.

“Working 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.”

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.

“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.”

IMPACTING AN INDUSTRY

When Marta (Zendra) Cotton walked into her first class at the University of Florida, she was hooked. Once she saw Dr. David Danslow 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 her 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 UF. After a year and a half, Cotton was able to get an interview at Morgan Stanley. After completing a two-year program with the company, Cotton wanted to learn more about the financial industry by getting her MBA from a respected finance institution. The University of Chicago was at or near the top of that list, and she started in its MBA program in the fall of 1987.

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 $1.5 million into 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 $10 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 grow 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 Phi, Dr. Tapley was the fraternity’s advisor. The two maintained a close friendship after she graduated.

She later met Dr. Dave Brown 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.

Brown 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.”
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.)

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

The Economist

10th Full-time MBA

Ivy League

7th Executive MBA

Eduniversal

5th Full-time MBA

TFE Times

7th Full-time MBA

U.S. News & World Report

Online MBA

14th

Part-time MBA

19th 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

4th Finance

The Economist

2nd Management

FISHER SCHOOL OF ACCOUNTING

Public Accounting Report

U.S. News & World Report

5th Undergraduate

8th Graduate

TFE Times

9th Graduate

HEAVENER SCHOOL OF BUSINESS

U.S. News & World Report

The Heavener School of Business was recognized as the 2016 best accounting program in the South for public schools. The program ranked No. 12 in the nation and No. 7 among U.S. publics. The school ranked No. 1 in four separate categories.

5th New Online

8th Alumni

8th Quantitative Analysis

11th Entrepreneurship

17th Overall
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 that influence us to CEOs, we are influencers that anticipate and create impactful change across industries.
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.**