



tampa bay leadership review

RNC 2012 PLANNING

by Joseph D. Sclafani, Ph.D.

On Aug. 27-30, 2012, the city of Tampa will play host to the Republican National Convention (RNC) and The University of Tampa campus lies within two miles of all of the excitement. While many businesses and area schools will close, the University made the decision to open its fall semester on August 27th as planned.

The RNC will provide an excellent learning opportunity for our students and faculty in their own proverbial back yard. Students will experience and live democracy in action, and many campus programs and events will enhance the educational experience. This decision has led to an interesting year of opportunities for leadership skills for the faculty and staff.

In order to plan for a smooth, organized opening, a group of key people from impacted units across academic, student service and facilities areas was convened. Known as the RNC/DNC — the Republican National Convention Disaster Neutralization Committee, or “Rinky-Dink” — this group exemplifies **Leadership Lesson No. 1**: When faced with a daunting task, inject humor where appropriate.

This group’s considerations include how the regular semester start-up activities and events will be affected; how to arrange earlier orientation; how to enhance security and safety plans; how to minimize academic impact; how academic services would be impacted (class delivery as well as deadlines and schedule issues); the effects of traffic and accessibility on University employees and ways to maximize communication.

The above concerns relate to **Leadership Lesson No. 2**: The

continued on page 2



Joseph D. Sclafani, Ph.D.
Interim Dean, College of Social Sciences, Mathematics and Education



LEADERSHIP FROM THE FIELD TO THE OFFICE

by Travis Coverston, MBA Student

Matt Silverman, the president of the Tampa Bay Rays, spoke as part of the TECO Center for Leadership Speaker Series on Feb. 16, 2012. Silverman discussed various qualities of leadership and focused heavily on the baseball franchise’s success and obstacles during the past few years. Silverman has successfully turned a low-profile, last place baseball team into an on-the-rise winning franchise that has made the playoffs in three of the last four years. While most fans only see the Rays’ on-field product with nine players on the diamond competing against rivals such as the New York Yankees and Boston Red Sox, almost as much, if not more, work off the field makes the franchise and the organization run smoothly and succeed.

Working at Goldman Sachs after college, Silverman connected with Stuart Sternberg, managing general partner of the Rays. One of the first things he learned is the importance of patience. The ability to make a decision after a lengthy time investment

continued on page 2



Travis Coverston
MBA Student



Matt Silverman (fourth from left), the President of the Tampa Bay Rays, stands with students and friends of the Sykes College of Business after his speech on Feb. 16, 2012.

RNC 2012 Planning

continued from page 1

importance of logistics procedural knowledge that will allow a smooth integration of the RNC and the University's functioning.

The entire orientation process must be revised. The University will welcome about 2,000 first year and transfer students for fall, but because of RNC travel, we must account for limited plane and hotel availability; thus the decision to move up the schedule.

Another logistical challenge involves bringing 500 students (workers and athletes who pre-train for fall sports) to campus earlier. It takes that many people to help with moving new students on to campus.

Our first year students' typical orientation culminates with an opening convocation and a weekend of social events, some involving bus travel to off-campus sites. Key dates involving schedule changes and payment deadlines must be changed in a way that makes sense. One changed process often impacts another process.

For example, needs for certain facilities affect scheduled sports practices. The lack of available rental buses will impact the social programming normally scheduled. Orientation requires the Offices of Student Affairs and Residence Life to produce programming to keep 1,600 18-year-olds occupied and out of trouble in the weekend before classes. This situation involves **Leadership Lesson No. 3:** Keep communication open and be flexible in times of urgency.

Our Public Information group has worked to create assembly and protest policies with a goal to balance rules and boundaries with freedom of expression rights. Plans were made to meet with student organizations about how to safely protest. A First Amendment rights attorney spoke on our campus and our security force is receiving training. Efforts continue to encourage students' passion and engagement in the democratic process.

UT student organizations have been preparing their members since January. One sorority put together a PowerPoint presentation on how the RNC will affect move-in planning for the fall term. They warned students to start booking in the spring so they would not be overwhelmed come fall.

Student political groups are learning to complete the proper forms and city permits to ensure their members' safety and lawful activity. Student Government and the Dean of Students put together an email instructing students on dates, safety information and how to get involved with the RNC for the upcoming school year. Students also created an online safety video for student access.

For faculty and staff, there are concerns that the RNC event will cause major disruptions in traffic, which could prevent faculty, staff and commuter students from getting to campus. As a result, special policies are in place regarding safety and accessibility for all employees.

continued on page 7

LEADERSHIP FROM THE FIELD TO THE OFFICE

continued from page 1

reflects the leadership ability to successfully navigate the day-to-day challenges of running an organization. Luckily for Rays' fans, Sternberg and Silverman began looking at investments for baseball teams, and the Rays became a viable option that has turned into a highly worthwhile investment.

Trustworthiness is another hallmark of leadership. There should be no secrets within the company and a leader must be willing to say publicly what he says privately. This trait encourages employees to stay with one company for an extended period of time and to become fully invested in their jobs and in the company's growth. Experienced employees need a leader who will produce fresh ideas and find ways to renew their passion and energy each year. Even if a company is successful, change for the sake of change can produce positive results. A small yet effective switch Silverman made one season was to change where he parked his car at Tropicana Field. He had parked in the same spot for years, walked the same way from the parking lot to his office and passed the same employees time and time again. The new spot increased his interaction with employees whom he hadn't seen regularly, allowing him to connect with everyone in the office. This simple change allowed him to gain perspectives from new people and has brought about new life and energy.

Spending money may be easy, but figuring out how to spend it and where to allocate funds can prove difficult, especially when the public criticizes that spending. Fans want immediate success every year. They expect results right away; however, long-term, behind-the-scenes investments are just as important as paying a player a hefty signing bonus and alerting the media. Effective leaders understand the value of long-term goals and avoid the lure of "get rich quick" spending for short-term results. The Rays have achieved this goal through overseas fields and camps to instruct players: who may not have the chance to be seen by other coaches. They have also changed the overall atmosphere at Tropicana Field, thereby enticing fans to come every weekend, not just for giveaways or big rivalry games. Short-term success has come from long-term strategies.

Lastly, taking chances and the willingness to accept failure define a successful leader. Many projects, investments, partnerships and businesses fail, but the possibility should not cause the leader to avoid risk-taking. Failure allows us to learn from our mistakes and translates to future successes. It is wise to "bet the ranch, but not the whole farm," meaning that considered risks do not jeopardize the whole organization. For Rays' baseball fans, Matt Silverman has demonstrated that his winning way off the field will translate to victory for Tampa, the fans and the players.



SUCCESS IN OUR LEADERSHIP PROGRAMS

by **F. Frank Ghannadian, Ph.D.**

I am pleased to tell you that in the spring of 2012, we delivered our new Dynamic Leaders (Level II) Leadership Series program to the business community. The Leadership Series are designed for beginning executives, mid-level executives and senior executives and were developed by our most energetic faculty at the Sykes College of Business at The University of Tampa. The purpose of these leadership certificate programs is the delivery of short and affordable mini-courses in business and leadership to local and statewide corporations.

We realize that not all executives and managers can make long commitments to MBA programs or even to a month-long training program. Many seasoned professionals have the need and desire to brush up on new concepts in the business world. For example, if one is starting a new business he/she may not be up-to-date on finance, accounting and marketing changes



F. Frank Ghannadian, Ph.D.
Dean, Sykes College
of Business

and other new technologies needed in today's competitive environment. This Leadership Series is our way of giving back to the corporate world and of sharing our wealth of business knowledge with the Tampa community.

We have been offering the Emerging Leaders program (Level I) on Saturdays in the fall, spring and summer semesters for a nominal cost to our graduate business students and the business community. The Emerging Leaders program is meant to boost graduate students' practical knowledge for those seeking to advance within their companies or to move into a new executive position.

For mid-level executives, the Dynamic Leaders program (Level II) offered in April 2012, was a success with 19 executives who participated in various segments of the program. The program consisted of six half-day courses on financial analysis, sustainable ethical leadership, increasing productivity, social media marketing, entrepreneurial innovation and strategic planning. Executives and managers from companies such as T. Rowe Price Services, TerRholyn Development Group, Driscoll

continued on page 5

Scenes from our Dynamic Leaders (Level II) Spring 2012 program.

"Our firm sent six managers to the Dynamic Leaders Program. Each one of us was able to choose specific courses that allowed us to concentrate on a particular area of interest and would also offer the greatest opportunity to impact our individual business line. This tailored approach allowed our management team to maximize our experience by enhancing the skill sets that we could employ immediately."

**— David Gonzalez, Branch Manager,
T. Rowe Price Services**

"Active continuing education is a hallmark of our firm and is one of the tools we use to differentiate our intellectual capital from other groups in our industry. To that end, the Leadership Series hosted by The University of Tampa provides participants a very robust overview of cutting edge business practices taught by some of the country's leading academics."

**— Hunter Swearingen, Principal,
Ciminelli Real Estate Corporation**



Attendees listen attentively during the Dynamic Leaders (Level II) Leadership Development Certificate Program which was held April 11-13, 2012.



Professors Jody Tompson & Bella Galperin stand with the spring 2012 Dynamic Leaders (Level II) graduates.

U.S. AND CANADA: FRIENDS AND NEIGHBORS ... EH?

by Arun Balani, Undergraduate Student and Bella L. Galperin, Ph.D.

On March 1, 2012, the TECO Center for Leadership (CFL) Speaker Series featured the Canadian Consul General in Miami, Louise Léger, who discussed North American Energy Markets and Economic Growth. More than 205 registered attendees explored the Canada-U.S.-Florida economic and energy relationship, including issues related to economic growth, job creation, environment and energy security. Canada is by far the biggest supplier of petroleum to the United States, exporting a record 2.2 million barrels a day last year. The U.S. now imports 22 percent of its oil from Canada — or 1/5th of the U.S.’s total petroleum imports — more than Saudi Arabia and Venezuela combined. Our northern neighbor holds a major stake in both our economic stability and in our energy supply as Florida’s largest trading partner. Given the rising cost of oil and our desire to find greater energy security in North America, this relationship has major significance.



Arun Balani
Undergraduate Student



Bella L. Galperin, Ph.D.
Associate Professor
of Management

Americans work in Canadian-owned, U.S.-based companies (Government of Canada, 2012). Since 1999, Canada has been the largest supplier of crude and refined oil imports to the U.S., and according to the U.S. Energy Information Administration, nearly 69 percent of U.S. crude oil imports originated from five countries in 2011, with Canada overwhelmingly leading the way with 2.2 million barrels per day (bbl/d); up 12 percent from the year before. Saudi Arabia followed (1.2 million bbl/d) and rounded out by Mexico (1.1 million bbl/d), Venezuela (0.9 million bbl/d) and Nigeria (0.8 million bbl/d) (U.S. Energy Information Administration, 2012). Finally, Canada was the last one out of the G7 countries to enter into the recession and the first one to emerge from it.

The rapport between Canada and the U.S. goes beyond jobs and bilateral trade: Canadians and Floridians share friendship and share roots. Canadians made more than 3.6 million visits to Florida and spent \$4 billion in 2011, representing a 13 percent spending increase. Moreover, approximately 9,000 people in Florida Congressional District 9 were born or have ancestry in Canada (Government of Canada, 2012a). The importance of Canada’s relationship with Florida is reflected through the presence of Canadian Government representation in this state. The Consulate General plays a key role in providing consular services and by facilitating cross-border trade and investment. In addition to maintaining a Consulate General office in Miami, Canada has established an Honorary Consulate in Tampa to raise the profile of Canada in this market and to best ensure a clear line of communication and the sharing of information for the mutual benefit of our communities.

continued on page 7



Canadian Consul General in Miami Louise Léger greets Jean-Charles Faust the Honorary Consul of France and Irma Bridgeford, Director International Protocol.

Consul General Louise Léger began her speech by sharing many of Canada’s great inventions. These included life-changing products such as insulin and the light bulb, as well as leisure items such as the “Just Dance” video game. In addition to these fun facts, she also presented hard data. Some important facts include that the U.S. and Canada enjoy the largest trading relationship in the world. In 2011, the total value of two-way trade was \$689 billion (*Statistics Canada, 2012*). Specifically, it was surprising to learn that bilateral trade between Canada and Florida was \$7.6 billion in 2011 (*Statistics Canada, 2012*). In addition, trade creates more than 8 million jobs in the U.S. and more than 619,000



Professor Galperin and Dean Ghannadian presented Louise Léger with this award.

A Successful Dynamic Leaders Program

continued from page 3

Consulting, S&S Electric, Crown Castle, Association Services, Design Styles, IC Intracom, Ciminelli Real Estate Corporation and Stearns Weaver participated.

The center plans to provide the Emerging Leaders (Level I) program in the fall of 2012, spring and summer of 2013, the Dynamic Leaders (Level II) program again in spring of 2013, and the Experienced Leaders (Level III) program in fall of 2013. Please visit ut.edu/cfl/leadershipdevelopment/ for more information.

Scenes from our Emerging Leaders (Level I) Spring 2012 program.



Participants of our Level I Leadership Development Certificate Program.



Professor Webb sits with two graduate students during lunch before his afternoon session.



The Honorable Pam Iorio stands with participants of the Level I Leadership Development Certificate program which was held on April 21, 2012.

THE UNIVERSITY OF TAMPA | SYKES COLLEGE OF BUSINESS | TECO ENERGY CENTER FOR LEADERSHIP

Leadership Development Programs

Our Leadership Executive Education programs are ideal for executives who want to add the newest business knowledge and achieve high performance results in today's challenging environment, while networking with other executives from the Southeast.

Depending on which program you qualify for, these development programs can enable you to:

- Discover proven models and best practices for leading work teams and organizations through successful and lasting change efforts
- Gain exposure to emerging techniques for identifying strategic marketing opportunities in your industry and for assessing the competencies of your organization
- Streamline the process of using an ethical lens in evaluating typical business solutions while focusing on cost and opportunity

Emerging Leaders (Level I) — Professional Development Certificate July 21, 2013 | Oct. 27, 2012 | March 2, 2013 | June 8, 2013

The program will equip early career managers to be able to make decisions with a sharper outlook on the corporate strategy. Business leaders with five years or less experience and UT graduate students are encouraged to participate.

Dynamic Leaders (Level II) — Professional Development Certificate April 15 – 17, 2013

This program will sharpen the abilities of managers with five to 10 years of experience by improving their leadership and innovative skills and introducing them to the latest ideas in finance, marketing and management. This program is intended for business leaders with five or more years of experience.

Experienced Leaders (Level III) — Professional Development Certificate Oct. 1 – 3, 2013

Senior executives will develop new insights into leadership concepts and strategic thought that will position their firms to capitalize on emerging opportunities presented by changes in technology, social media and the global economic environment. This program is intended for business leaders with 10 or more years of experience.

REGISTRATION

To register or learn more, please visit:
www.ut.edu/cfl/leadershipdevelopment/

MINOR IN LEADERSHIP STUDIES

**by Joseph D. Sclafani, Ph.D.
and Jamie Pilarczyk, MBA Student**

In the fall of 2010, after years of planning, The University of Tampa introduced a new minor in Leadership Studies. This minor resulted from collaboration between members of the academic and student affairs units, primarily a group named the Leadership Resource Team (LRT). LRT members include a contingent of faculty from the TECO Center for Leadership/Sykes College of Business, including Dean Frank Ghannadian. Other members came from student affairs and other student-based units such as the career center and internship/experiential learning coordinator's office.

Leadership skills development has been an important mission component of the University, and President Ronald Vaughn has actively supported and advocated for the many leadership opportunities that UT provides. The minor is part of a number of student-focused leadership initiatives monitored by the LRT. Many of the student-based programs are administered through the University's Office of Student Leadership and Engagement (OSLE). Kim Northup, UT's Director of Leadership Engagement and LRT co-chair, has primary coordination responsibility for other experiential programs such as the President's Leadership Fellows (PLF) and a second group called Educating Leaders in Today's Environment (ELITE).

The minor in leadership studies is an 18-20 credit hour program for students seeking cross-disciplinary areas of study in developing leadership skills. All students begin with a course on the topics of leadership theory and applications, a course taught with strong references to the social change model of leadership. This approach explores many personal variables related to leadership character and qualities, not simply management or "positional" leadership training. Students may then select three elective courses in consultation with their leadership advisor. The minor concludes with a capstone course in the student's final semester.

The minor also has an extensive experiential requirement. Students must accumulate and reflect on a variety of leadership-building experiences selected in consultation with the leadership mentor/advisor. Written student reflections help to assess the student's growth in leadership skills and attitudes. Students track these hours (which must exceed 90 contact hours) through a co-curricular transcript which records all experiences and can provide a useful take-away upon graduation.

The minor now has 18 students in continuing cohorts and 12 new students for next year's cohort. One special feature of the program is the diversity of majors. For the new cohort in Fall 2012, student majors range from biology to sports management to international and cultural studies. We will



Joseph D. Sclafani, Ph.D.
Interim Dean, College
of Social Sciences,
Mathematics and
Education



Jamie Pilarczyk
Web Writer, Public Info and
MBA Student

also have communication, psychology and advertising/public relations majors.

Students Seth Morenzoni and Abbey Ray were among the first to enroll in UT's leadership minor, and when they graduated this May, they became the first to complete LED minors.

"The experience shed light on the mistakes I've made as a leader in the past, helped me learn how to make change, how to deal with people and how to add organizational value," said Morenzoni, a criminology major from Rhode Island.

Ray, from Maine, learned about creating change and really examining her own personal styles of leadership.

"When I came to school, I hadn't taken the time to step back and look at myself as a leader and what kind of leader I wanted to be," said Ray, a government and world affairs major with a second minor in law and justice.

Morenzoni and Ray sought a formal learning experience to add to their extracurricular activities. Among other things, Morenzoni was in ROTC, and Ray was a President's Leadership Fellow.

"Both students were serious about learning leadership theory and were ready to engage in personal development," said Joe Sclafani, interim dean, college of social sciences, mathematics and education and co-chair of the Leadership Resource Team. "Their capstone experience allowed them to reflect and grow even further in their last semester."

During the final semester, Sclafani described the capstone as a time of reflection and in-class discussion where the students examine what they've learned, encouraging personal synthesis and re-definition.

continued on page 7



Seth Morenzoni '12 and Abbey Ray '12 are the first two UT students to graduate with the leadership minor.

RNC 2012 Planning

continued from page 2

Faculty are all trained and prepared to offer hybrid delivery of courses if they cannot physically meet. All new students will be trained in orientation on Blackboard and e-learning activities.

To address enhanced security needs, all faculty, staff and students will need to wear their IDs on specially made, colorful lanyards in order to aid with identification issues.

The **final Leadership Lesson** has been simple: Plan for the worst and hope for the best.

U.S. and Canada: Friends and Neighbors ... Eh?

continued from page 4

Consul General Louise Léger, the CFL thanks you for your informative speech, which emphasized Canada's importance in the American economy and illuminated the key facts and figures that reflect the central trading relationship between Canada and the U.S. Most importantly, the Center appreciates your candid leadership insights to students who will soon enter the workforce, particularly your emphasis on choosing a career based upon passion rather than on monetary gain. Your visit made clear that to maintain the unparalleled partnership between Canada and the U.S. is crucial for both of our countries.

Sources:

- Statistics Canada (2012).
- Government of Canada (2012 a).
- U.S. Energy Information Administration, U.S. Imports by Country of Origin (March 27, 2012). <http://www.eia.gov/todayinenergy/detail.cfm?id=5570>
- Dun & Bradstreet (December 2011) Canadian Business Footprint FL Congressional District 9. U.S. Representative Gus Bilirakis. The Canada-U.S. Trade and Investment Partnership.
- Government of Canada (2012b). Canada-United States.
Oil: Canada: The largest oil supplier to the United States.

Minor in Leadership Studies

continued from page 6

"We hope to develop the leadership skills, philosophies and attitudes of the students. We also hope to teach them about different leadership perspectives and approaches," said Sciafani. "We want them to know that leadership is about being a change agent and making positive contributions in the contexts where they live and work."

Since commencement, Morenzoni has been commissioned as a second lieutenant in the Army and will be stationed in Colorado on active duty with the Signal Corps; and in the fall, Ray will attend law school at the University of Baltimore.

CFL Advisory Board

Rod Buchen

Executive Success Coach
Tailwind Consulting
The Buchen Group LLC

Jeff Cathey

*Senior Vice President and
Senior Military Affairs Executive*
Military Segment
Bank of America

Joe House

President/CEO
PowerHouse Consulting

Robin Kraemer

Human Resources Generalist
CSS Americas/Operations and Technology
CitiGroup

Christian McNamara

Vice President (Retired)
Organizational Effectiveness
Time Customer Service

Shannon Reid

Chief Administrative Officer
Raymond James Financial Inc.

Jennis Thomas

Director, Organizational Effectiveness
Time Customer Service

John Townsend

Senior Vice President
T. Rowe Price

Ed Valaitis

Managing Director
MarketChief/FBX

Center for Leadership

F. Frank Ghannadian, Ph.D.

Dean, Sykes College of Business
Director, TECO Energy Center for Leadership

Bella L. Galperin, Ph.D.

Associate Professor of Management
Associate Director, TECO Center for Leadership

Joseph Sciafani, Ph.D.

*Interim Dean, College of Social Sciences,
Mathematics and Education*
Associate Director, TECO Center for Leadership
Professor, Psychology

Mary Anne Watson, Ph.D.

Professor of Management
Associate Director, TECO Center for Leadership

Lindsey E. Smith

Coordinator
Centers and Institutes



The University Of

T A M P A

SYKES COLLEGE OF BUSINESS
TECO CENTER FOR LEADERSHIP

For program details, contact the Center for Leadership:
(813) 257-3782 | cfl@ut.edu | www.ut.edu/cfl



CENTER for LEADERSHIP



The University Of

T A M P A

SYKES COLLEGE OF BUSINESS
TECO CENTER FOR LEADERSHIP

TECO Energy Center for Leadership | 401 W. Kennedy Blvd. | Box 0 | Tampa, FL 33606
(813) 257-3782 | cfl@ut.edu | www.ut.edu/cfl