A. MISSION AND AREAS OF FOCUS

The Knight Ridder Center for Excellence in Management was created with an endowment of $5.3 million (including state match). The Center will consist of five Eminent Scholars that will have faculty appointments in individual departments. Each Eminent Scholar will use the endowment income from their chair to fund research and educational activities. The purpose of assigning the five Eminent Scholars to the Center is to encourage cross-disciplinary research and educational activities among the five chairs.

The research and educational activities of the individual Eminent Scholars, along with the cross-disciplinary projects coordinated in the Center, will be an integral part of the College of Business Administration's efforts to strengthen its degree programs, executive education, and applied research leading to management excellence.

B: ORGANIZATION, EXTERNAL TRENDS AND STRATEGIC DIRECTIONS

1. ORGANIZATIONAL ISSUES

The Knight Ridder Center will ultimately consist of five Eminent Scholars that will have faculty appointments in individual departments. Each Eminent Scholar has discretion over the use the endowment income from their chair to fund their summer research and curriculum development activities to support the overall mission of the College and the University. Each Eminent Scholar is funded by a departmental faculty line for academic year salary and is not funded by the Center.

Unlike other Centers at FIU that have a single-focus mission, this is a coalition of scholars, each reporting to the Dean. Potentially it can have five very different major programs of research underway. However, each of the Eminent Scholars is encouraged to cooperate in the development of cross-disciplinary themes that will benefit the educational objectives of the various graduate programs within the College.

The Knight Ridder Center will continue to be in its formative stages pending full staffing of the five Eminent Scholars. Since the initial endowments were established in 1998 only one Eminent Scholar has been appointed on a regular tenured faculty position. There have been two additional three-year temporary appointments as described below. Formal searches have been made for other Eminent Scholars during each of the past three academic years but only one of the chairs has been filled to date.

Thus, the greatest organizational issue and challenge continues to the hiring of four additional Eminent Scholars on a permanent basis. Only then can work begin to develop the cross-disciplinary research and teaching that is needed to advance the visibility of the Center, the College, and the University.

Staffing for the 2000-2001 Fiscal Year

The following three people were assigned to the Knight Ridder during the 2000-2001 fiscal year:

1. Dr. H. Paul Root joined in August 1998 on a three-year appointment as the Center Director and temporary holder of the James K. Batten Eminent Scholar Chair in Strategic Management. A formal search for an Eminent Scholar to fill the Batten chair on a permanent basis was conducted during the 2000-2001 academic year but a suitable candidate was not found.
2. Professor Peter Dickson joined the Center in August 2000 as the Knight Ridder Eminent Scholar in Global Marketing. He is a tenured faculty member of the College’s Marketing Department. He is the first permanent addition as an Eminent Scholar to the Center.

3. Dr. Andrew McCosh joined the Center in January 2001 on a half-time three-year appointment as the Alvah H. Chapman, Jr. Eminent Scholar in Ethics and Management. He will be on a three-year appointment as a faculty member in the College’s Management Department.

**Proposed Changes in Staffing for the 2001-2002 Academic Year**

Approval will be sought to initiate a formal search for one or more Eminent Scholars during this academic year so that they would be available for the 2002-2003 period. A formal search is currently underway for the Director of the Center. Also, the new Dean of the Chapman Graduate School of Business will be appointed as an Eminent Scholar in the Knight Ridder Center.

**2. ADVISORY BOARD**

Currently the Center does not have an advisory board. However, the Center’s Eminent Scholars participate in the discussions with the business executives on the Dean’s Advisory Board and the Advisory Board for the graduate programs in international business.

**3. EXTERNAL FACTORS and TRENDS**

The most important external factor to the Center is the ability of the University to fund the faculty lines at competitive salary rates that will attract qualified faculty for the four remaining Eminent Scholar positions. Even though the endowment income is available to support the research activities of the Eminent Scholars, the University must be able to fund the academic year salaries. Thus the overall faculty staffing and budget needs of the University and the College will determine the future staffing and research plans of the Center.

The Center has received approval to use some of the endowment income to fund research and curriculum development grants for other faculty in the College. We will continue to fund faculty research and to invite visiting faculty for seminars via funding from the unfilled chairs.

**4. STRATEGIC DIRECTIONS AND AREAS OF EMPHASIS**

It is important to stress that this Center was endowed to add five senior level Eminent Scholar positions that were deemed critical to the implementation of the vision and strategic plan of the College of Business Administration (CBA) and its role in the University. When the Center is fully staffed, each of the Eminent Scholars will lead cross-disciplinary research and educational programs that are vital to long-term strategic plan of the College and the International and Information themes of the University. The research and educational programs will then be used to develop ties with business professionals and academic scholars in Latin America and globally.

The overall five-year vision for the Center is to increase the reputation and visibility of the University and the College in business education and research. That is, the emphasis will be on building the name of the Chapman Graduate School of Business at FIU and it will not be on promoting the name of a single Center that creates confusion with external constituencies.

**C. 2000-2001 ANNUAL ACCOUNTABILITY REPORT**

**KRC Goal 1:** To provide leadership in the development of a coordinated series of
international graduate degree programs. (Addresses FIU Goals I and IV and the International theme)

The faculty appointments to the Center are expected to provide leadership in the development and expansion of the College’s value added programs and this continues to be a high priority of the Center. For example:

- Dr. Root served as the Academic Advisor for the three new value-added graduate programs launched by the CBA during the past two years. All three programs have an international focus and are marketed extensively to prospective students from Latin America as well as from other global regions. He also serves as faculty advisor to the Graduate Management Program, a certificate program for international students.

- Professor Dickson was appointed Academic Director for the Masters in International Business in January 2000. He has provided leadership in the plans to expand enrollments and the quality of this program. He has also worked with the faculty teaching in this program to make the courses more cross-disciplinary by drawing upon his expertise in marketing, management strategy, and supply chain management.

- Dr. McCosh taught in the Global eMBA Program as well as the weekend Executive MBA Program. His expertise in accounting, finance, information systems, and ethics in management has enabled him to add a stronger cross-disciplinary focus to the various courses in these programs.

One of the College’s new value added program is the Global eMBA. Root co-chaired the design and marketing of this innovative program that utilizes distance learning and four one-week residency sessions in Miami. The pilot program was launched in November 2000 with an initial enrollment of 14 students. The full program will start in 2002. Mid-level executives working in Latin America are the target market for this program.

A second major value-added program linked to the Center is the International MBA. The first class was started in the 1999-2000 academic year with 40 students. The second class started in August 2000 had 59 students. When space becomes available next year, the program will be doubled in size. This is an intensive 12-month full-time program that stresses the international aspects of traditional MBA courses.

The College's third new value-added program is the Masters in International Business. This is designed for students having an undergraduate degree in Business Administration and one to three years of work experience outside the United States. The design and marketing of this program was completed in 1999-2000. The first class of 45 students was admitted in August 2000. The enrollment this August is 44 students. Professor Dickson and the Program Director are planning to expand this to two sections for next academic year.

KRC Goal 2: To develop and offer a series of professional development seminars for executives involved in international business with strong links to Latin America. (Addresses FIU Goals II and III and the International theme)

The goal for 2000-2001 was to develop two seminars. Only one was done. This by-invitation-only workshop focused on anti-corruption practices and chaired by Professor Karen Paul of the Management Department in cooperation with Professor McCosh of the Center.

Mr. Miguel Rey joined the Center in May 2001 on a summer appointment. He has had several meetings with business and academic groups in Latin America that should result in executive education programs sponsored by the College during the 2001-2002 academic year.

KRC Goal 3: To provide over $10,000 to support summer faculty research and/or curriculum development for the international and information system themes of the College. (Addresses FIU Goals II and V and academic themes I and V)

The goal was to provide at least $10,000 of faculty support and more funding pending the quality of proposals received. Actual funding was over $27,000.

KRC Goal 4: To organize a series of seminars for the business community. Academics
would be the seminar leaders and the invited audiences are alumni and business partners of the CBA and members of the Board of Trustees. (Addresses FIU Goal II)

Three seminars were planned and completed during the 2000-2001 fiscal year. Two of these featured the new Eminent Scholars Peter Dickson and Andrew McCosh who joined the Center during the year.

Additional Accomplishments

Outstanding Publication Record by Professor Dickson

Professor Dickson, the first tenured Eminent Scholar in the Center, has achieved an outstanding publication record during the 2000-2001 academic year and additional articles have been accepted for future publication. These are:

- Four papers have been accepted at *International Journal of Electronic Commerce, Journal of Public Policy and Marketing* (lead article) and *Journal of Academy of Marketing Science* (lead article), and *International Journal of Marketing Research*.

Parlin Award

On September 11, 2000 Dr. Root, interim James K. Batten Eminent Scholar and Center Director of the Knight Ridder Center received the Charles Coolidge Parlin Marketing Award at the American Marketing Association’s 21st Annual Marketing Research Conference.

The American Marketing Association and The Wharton School of Business established the Parlin award in 1945. Since its creation, it has become the oldest and most distinguished award in the field. It was created to recognize academics and practitioners who have demonstrated outstanding leadership and sustained impact on stimulating the effective use and value of marketing research and market-based knowledge over an extended period of time.

Leadership Positions in Professional Associations Having International Stature

Professor Dickson was elected as Chair of the American Marketing Association’s Marketing Strategy Special Interest Group. He chaired the session of this group of prestigious academics from leading universities at the August 2000 national conference of the AMA.

Dr. Andrew McCosh was elected Chair of the International Federation of Information Processing. One of the key activities that he will be involved in is the development of the International Conference on Decision Making and Decision Support in the Internet Age. This conference will be held in Ireland in 2002.

Dr. Root was elected to a three-year term to the Board of Directors of the American Marketing Association and also will serve as Secretary-Treasurer starting in July 2001. This is an international professional association in marketing with nearly 60,000 members.

In April 2001 Dr. Root was elected to a three-year term as a Trustee and the Vice-chair of the Executive Committee of the Marketing Science Institute in Cambridge, MA. This is a coalition of about 70 global corporations that cooperate to
fund academic research and publications in marketing and related disciplines.

Support for Doctoral Students to Attend FIU-hosted Business History Conference

The Center also provided a $2,000 grant to support the national Business History Conference that was hosted by FIU in Miami. The grant was to provide travel funds for selected doctoral students to attend this national conference. Dr. Root was also a speaker at one of the program sessions at this conference held in April 2001.

Leadership in the College

Professor Dickson also is an advisor to the PhD program and teaches in this program that was just re-launched during the 2000-2001 academic year.

Dr. McCosh chairs the College’s faculty seminar on ethics in business to encourage the development of research and teaching in this area.

Dr. Root served as the Interim Associate Dean from January thru June 2001.

D. 2001-2002 ANNUAL GOALS

KRC Goal One:

To initiate a search and hire one additional Eminent Scholar that would start during the 2002-2003 academic year. (Related to FIU Goals I, II and V)

KRC Goal Two:

To continue to provide leadership in building the quality, reputation, and enrollments of the College’s value added graduate programs. As part of this, the goal is to develop new courses and/or program themes within the undergraduate and graduate programs that have particular appeal to the current issues and hiring practices of corporations to enhance the marketability of our students. (Related to FIU Goals I, II, and IV)

KRC Goal Three:

To develop at least one joint business and academic mini-conference or workshop targeted to the research themes of the Eminent Scholars. (Related to FIU Goals II, III, and IV)

KRC Goal Four:

To develop at least one major research proposal for external funding by agencies in the Research One category. (Related to FIU Goals IV and V)

E. Executive Summary

The Knight Ridder Center was endowed in 1998 to enable the University and College to add five new faculty members that would have international reputations in the academic and business communities that are worthy of being designated Eminent Scholars. The purpose of doing this was to build the graduate education programs of the College and to add to the stature and visibility of research at FIU.
The Knight Ridder Center is still in its formative stages and to date has only been able to hire one Academic Scholar in a full-time tenured professorship position. One additional Eminent Scholar who has the unique qualifications to hold the Chapman Eminent Scholar in Ethics has been added on a three-year half-time position. Both of these faculty additions have already increases the international visibility for the College and the University.

The Center has, moreover, provided leadership in the formation of three new value added graduate programs now being offered by the College that form the foundation for future enrollment growth. Building these three programs, and encouraging other faculty to become more involved in cross-disciplinary research and curriculum development, must continue to be the highest priority of all of the Center’s faculty appointments.

The major challenge the Center faces is in completing the staffing of the Eminent Scholars.