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Foresight Magazine

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Fall 1999

## Foresight - "Profiles of Success" - Fall 1999

Nova Southeastern University

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# FORESIGHT

SCHOOL OF BUSINESS AND ENTREPRENEURSHIP

FALL 1999



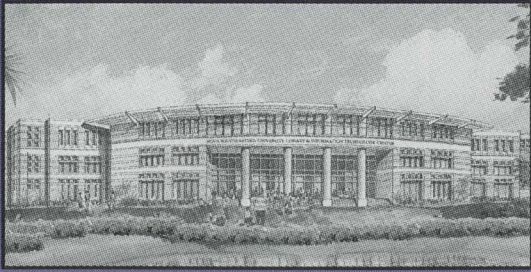
PROFILES  
OF SUCCESS... 6,8,10,12,14



HALL OF FAME  
HONORS ..... 4



KNOWLEDGE  
SHARED ..... 7

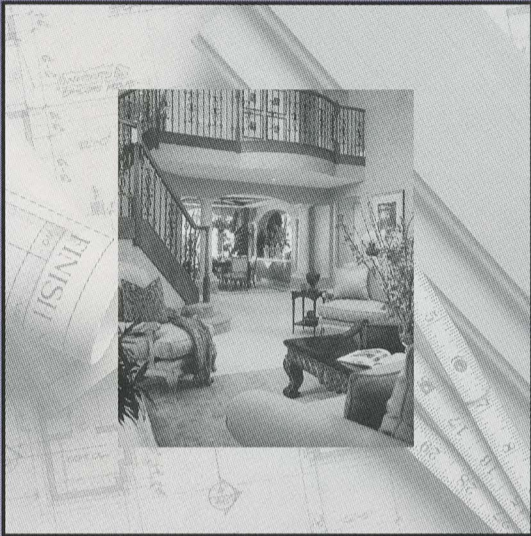


7

3 A Message from  
Dean Randolph A. Pohlman

4 Hall of Fame Honors Those Who  
Spark Business Success

6 Hats Off to a Gentleman  
in Business



8

7 Knowledge Shared: County and  
NSU Join to Build Library

9 Communicating with Honey

10 The Participative Manager

12 Everybody Wins

14 Making a Difference

15 From Fat to Fit

16 NSU Reaches Out to Help  
Small Business and Government

18 Faculty and Administration  
Achievements

19 Alumni/Student Update



16

# FORESIGHT

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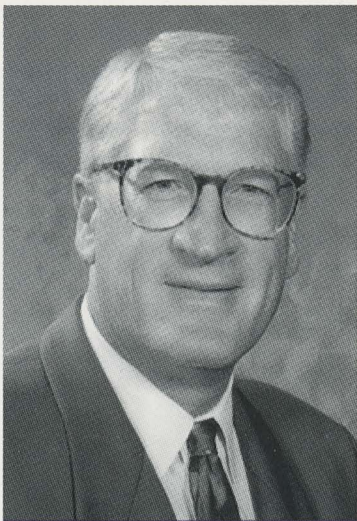
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RANDOLPH A. POHLMAN

# DEAN'S MESSAGE

Take away the real estate. Take away the technology. And you are left with the most valuable of all resources: people.

This issue focuses on the value of people; the impact a single individual can make on a company, even an industry.

We begin with a story about individuals who are important to the future of the School of Business and Entrepreneurship, as we introduce the inductees to the 1999 Entrepreneur Hall of Fame. Entrepreneurs are a certain brand of people; they are leaders, innovators, and risk-takers. You will read about the quality of entrepreneurs now gracing the Entrepreneur Hall of Fame. We are proud to include these people, who continue to pave the way in their respective successful businesses and at our great university.

People bring qualities to business that are often neglected in profile articles. We attempted to focus on those qualities in this edition of *Foresight*. Communication skills, specific business styles, caring, personal commitment, and genuine desire to share success are just a few. Discover how the high-powered CEOs in today's most successful businesses draw on their "people skills."

Great things continue to happen at the School of Business and Entrepreneurship, all of which can be traced back to the dedication of our staff and the business community. We are excited to report that NSU was one of four U.S. schools chosen to embark on a program giving small businesses and small governments a say in the EPA's development of new regulations. NSU received a \$10,000 grant to implement this program, which will impact South Florida. In other news, we continue progress on our new premier research library and have announced an important partnership with Broward County that will allow NSU to offer students a state-of-the-art facility.

As Pierre Elliott Trudeau said, "Power only tires those who don't exercise it." In this issue, you will discover how some of today's biggest success stories exercise theirs.



From left to right, front row: Rowland Schaefer, Morton Terry, Joseph Amaturio; second row: George Dean Johnson, Jr., Ray Ferrero, Jr., Randolph A. Pohlman.



From left to right, Ray Ferrero, Jr.; Gerri and Morton Terry; Rowland and Sylvia Schaefer; Susu and George Dean Johnson, Jr.; and Randolph A. Pohlman.

# Honors Hall of Fame those who Spark Business Success

Even with the power of technology, the foundation of business is the human mind and character. Nowhere was this more evident than at the 1999 Entrepreneur Hall of Fame Awards.

That April evening, the audience saluted three paragons of entrepreneurship, welcoming George Dean Johnson, Jr., Rowland Schaefer, and Morton Terry, D.O., to join the prestigious roster of the School of Business and Entrepreneurship Hall of Fame.

Nova Southeastern University President Ray Ferrero, Jr., defined entrepreneurship in five words: opportunity, risk, innovation, leadership, and quality. These attributes, which are evident in the people driving NSU's growth, have successfully brought NSU from the "best kept secret in Broward" to the largest independent institution in the southeastern United States and among the top 20 in the U.S.



Antje and Leonard Farber

"Today we have more than 16,000 students on five campuses. We employ 2,600 people and contribute more than \$600 million to the South Florida economy," Ferrero said.

Dean of the SBE, Randolph A. Pohlman, looked back at the contributions of people throughout the history of the school, recognizing Leonard L. Farber, the first contributor to the School of Business and Entrepreneurship. Farber was chosen by the presidents of the 26-member Independent Colleges and Universities as being the 1998-99 Champion of Higher Education.

"In 1973, we started as a small unit called the Center for Public Affairs and Administration. Now, the School of Business and Entrepreneurship alone has 2,300 students from 34 countries, with classes in 15 states and five foreign countries," he said.

Despite its rapid growth, NSU always focused on the individual student. As President Emeritus Abraham S. Fischler said, "The student is the class."

As for the school's future, Pohlman announced a \$1 million contribution by August and Melba Urbanek to name the SBE Entrepreneur Hall of Fame Gallery in the new building on the Davie campus. This, along with significant contributions by Ronald G. and Kathy Assaf and Itchko and Ana Ezratti, has helped NSU to reach the \$3 million mark, he said.

### Introducing the Hall of Fame Inductees

Like the many other entrepreneurs who have been recognized in the Hall of Fame, Johnson, Schaefer, and Terry were chosen based on their attainment of success, peer identification, the manner by which their wealth was accrued, philanthropy, and their active interest in creating business success for others.

Class of '94 Hall of Famer Joseph C. Amaturio introduced the newest inductees by saying, "Success requires enthusiasm, spirit, and passion. Tonight is a celebration of entrepreneurs."

H. Wayne Huizenga described his business associate and friend, George Dean Johnson, Jr., as being the most focused and efficient entrepreneur Huizenga had ever met. Johnson, president, CEO, and director of Extended Stay America, Inc., is the former president of the Domestic Consumer Division of Blockbuster Entertainment, a division of Viacom, Inc. He has more than 30 years of experience developing and managing businesses, including WJB Video, once the largest franchise of more than 200 Blockbuster video stores. Today, Johnson serves on the board of directors of Extended Stay America; Florida Panther Holdings, Inc.; Republic Industries, Inc.; Duke Energy Corporation; William Barnet and Son, Inc.; and Morgan Corporation. He is a member of the board of trustees for Converse College and is chairman of Advance America, Cash Advance Centers, Inc. A graduate of Wofford College and the University of South Carolina School of Law, Johnson is married with two children and lives in Spartanburg, South Carolina.

During his acceptance speech, Johnson added another word to describe successful entrepreneurship: luck. "Luck is extremely important. I didn't strike oil but I found Wayne. It was pure luck that I founded a little garbage company in Spartanburg."



*"Luck is extremely important. I didn't strike oil but I found Wayne."*

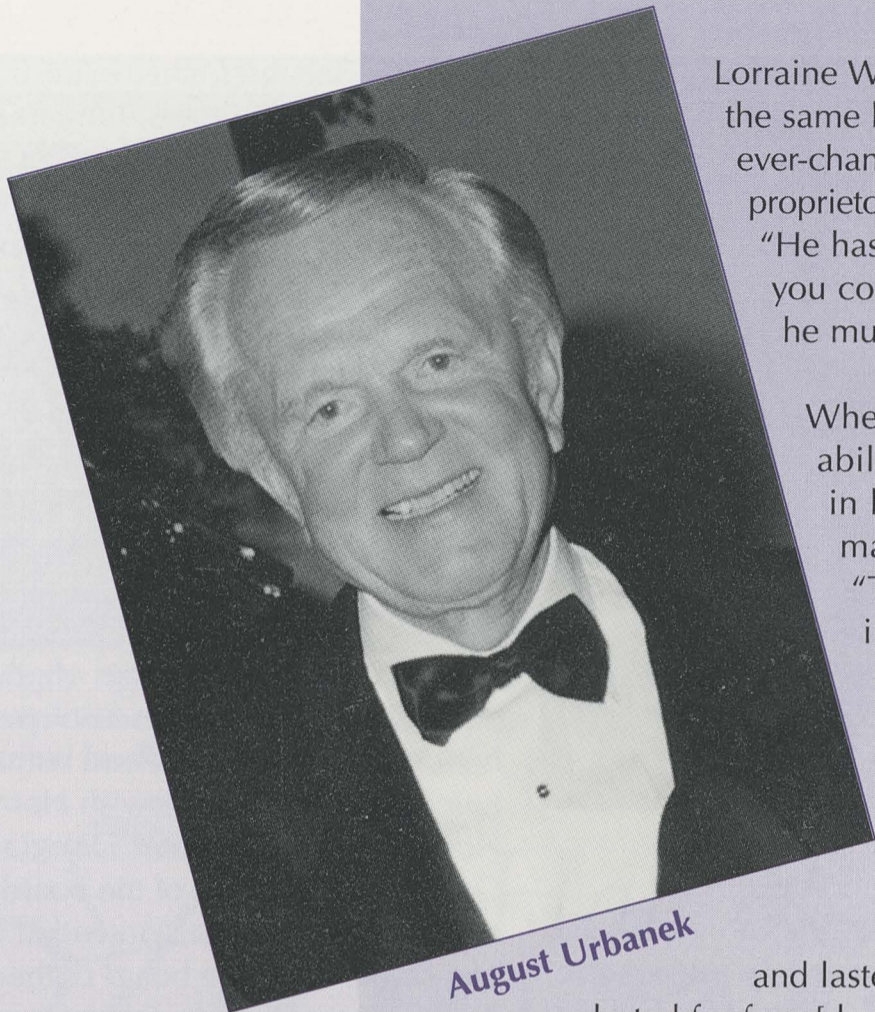
—George Dean Johnson, Jr.  
President, CEO, and Director  
of  
Extended Stay America, Inc.

Rowland Schaefer, chairman of the board of Claire's Stores, Inc., founded Claire's, the nation's largest retailer specializing in one-stop shopping for women's fashion accessories. Claire's, a New York Stock Exchange company with more than \$500 million in revenues, has more than 2,028 stores in 50 states, Canada, the Caribbean, Japan, the United Kingdom, Switzerland, Australia, and Germany. Schaefer is a member of the SBE board of governors and is chairman of the South Florida Chapter for the Weizmann Institute of Science. He is a member of the SBE board of governors of the Diabetes Research Institute, an honorary vice president and humanitarian founder of the Miami Jewish Home and Hospital for the Aged at Douglas Gardens, a member of the board of trustees of the Simon Wiesenthal Center, and chairman of the board of the Concert Association of Florida. Schaefer and his wife, Sylvia, have five children.

Schaefer, who grew up during the Depression, said that he was fortunate to live in a free country that gives people with good intentions a chance. He started modestly as a vacuum cleaner salesman and quickly found that "people don't buy

what they don't like. So I had better find out what it is that people like." He did.

Morton Terry, D.O., M.Sc., is chancellor of NSU's Health Professions Division. He founded the Southeastern College of Osteopathic Medicine, which became the Southeastern University of Health Sciences and later merged with Nova University to form Nova Southeastern University. Terry made his mark in medicine by offering the first residency program for osteopathic physicians. Educated at Brooklyn College and the Philadelphia College of Osteopathic Medicine, Terry earned a master of science degree in internal medicine and a doctor of osteopathic medicine degree. He practiced in South Florida for more than 25 years, becoming board certified in internal medicine and nuclear medicine. Terry was chairman of the Department of Internal Medicine at Biscayne Osteopathic Hospital and Osteopathic General Hospital. He is a life member of the American Osteopathic Association and is an honorary life member of the Dade County Osteopathic Medical Association. Terry and his wife Geraldine have four children.



August Urbanek

Lorraine Ward has been working as an administrative assistant for the same boss for 42 years. That's a milestone in today's fast-paced, ever-changing corporate world. Ward says her boss, August Urbanek, proprietor of Boca Raton-based Urbanek Investments, is a gentleman. "He has yet to lose his temper. He's never hurt my feelings. When you consider that I'm 75 years old and still working every day, he must make staying worthwhile."

Whether it's sensitivity or a knack with people, Urbanek's ability to win over even the toughest of crowds showed early in his career. He was 20 and an apprentice at a Wisconsin machine manufacturer with a few thousand employees. "Two of my predecessors, who were very experienced in their positions, were assigned a multi-million dollar contract that the French government gave for producing milling machines and other necessary war tools," he said. Urbanek explains that one of his predecessors was selected to train Westinghouse factory workers, who were members of the ALF/CIO. He knew his trade but not how to teach it to the union. The manager would degrade workers for making mistakes and lasted only seven working days. "The second guy, I think, lasted for four [days]," Urbanek noted.

Urbanek got the call early one afternoon, when the head of his company told him to get his toolbox and manuals and get on a train to meet with the Westinghouse plant manager. "I was waiting for the plant manager to come out to introduce myself. He said, 'What is this a joke? Are you a certified machinist?' I said, 'I hope to be soon; a few more months.' He said to wait there and walked out. When he came back, he said 'You have 10 days to prove yourself.' I lasted three years and completed the job," Urbanek said. He remembers how uncomfortable he felt about training machinists who were much older and more experienced. Still, Urbanek got the support of the union and management. The experience taught him valuable lessons about how to communicate with and judge people. "First impressions aren't always what they seem," he said.

Born in Czechoslovakia, Urbanek became Wisconsin's largest builder, developing 2,000 to 3,000 homes a year. He started co-ops in Broward and Dade Counties in the '50s. Today, Urbanek is founder of August Urbanek Investments, a personal holding company and commercial management corporation that manages the day-to-day operations of Urbanek's real estate and other holdings. The businessman and philanthropist donated \$1 million to the School of Business and Entrepreneurship at Nova Southeastern University. The funds are earmarked for the naming of the August and Melba Urbanek Entrepreneur Hall of Fame Gallery. Urbanek was named to the school's Entrepreneur Hall of Fame, an annual program recognizing the efforts of entrepreneurs, in 1990. August and Melba have five children—Dawn, Gerry, Jennifer, Kathleen, and Larry.

"I built my business because I had faith in people," Urbanek said. He hired a predominantly female sales force to market residential housing developments in the 1950s, when females weren't considered knowledgeable about construction. "I felt very proud that 30 or 40 years ago the women outperformed men in pursuing the sale and still do, as far as I'm concerned," he said.

Urbanek says that tolerance of others is the most important element he looks for in people. Honesty is behind Urbanek's success. He has never been sued in more than 50 years of business. He says he became Wisconsin's largest builder by word of mouth. Today, you expect a one-year warrantee on a home. In the '50s, we insisted on it with every one of our builders."

Together, these qualities have led to Urbanek's definition of business success: customer and employee satisfaction.

# HATS OFF to a Gentleman in Business

# Knowledge Shared

County and NSU Join to Build Library on Broward Campus



ARTIST RENDERING OF LIBRARY, RESEARCH, AND INFORMATION TECHNOLOGY CENTER

Nova Southeastern University's main campus will soon be home to the "premier research library in the county," as quoted by Sam Morrison, director of the Broward County Library System, in a *Sun-Sentinel* article published last June.

NSU and Broward County are teaming up to build a first-rate research library on NSU's Davie campus. This is good news for both sides, as it will allow the university to share the \$41.4 million price tag to build the five-story library. For the county, the caliber of the new library will be a positive addition to its library system and a needed expansion into west Broward.

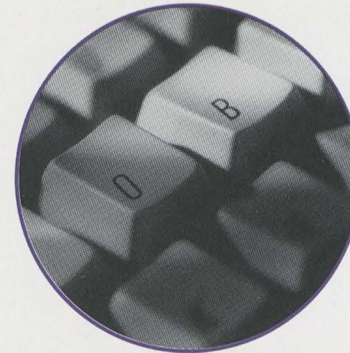
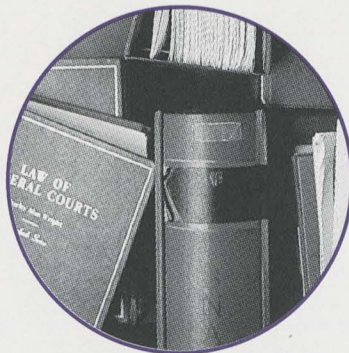
NSU's 16,500 students and the general public will have access to the full range of university texts, journals, resources,

and computer databases, as well as books, resources, videos, and computer programs found at most public libraries.

Plans for the library include the creation of a 275,000-square-foot facility that will house more than 800,000 volumes, 975 user seats, two museum-like exhibit galleries, 20 electronic classrooms, a knowledge navigation center for new product testing, and a 500-seat auditorium. Billed as the "library of the future," the facility will offer students electronic classrooms, study rooms of all sizes, displays of special collections, and exhibits and access to advanced technological equipment and worldwide educational services.

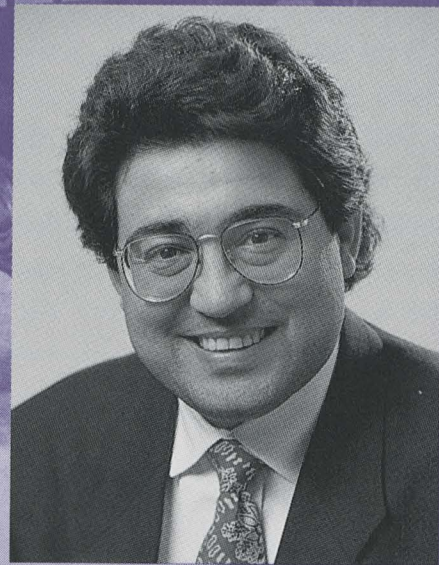
According to NSU President Ray Ferrero, Jr., work on the library will begin in the fall, with an expected opening date at

the end of 2000. Referring to the library as a long-awaited dream come true, Ferrero said, "NSU is committed to using technology to enhance the delivery of education." NSU will construct and lease the library and land to the county for 30 years. NSU will staff the library with 47 employees, while the county will provide 37. The county and NSU will share operating costs, with NSU paying 60 percent for now and the county pitching in the balance. NSU also will construct a 1,535-space parking garage, for which public parking will cost \$1 an hour. "The joint-use Library, Research, and Information Technology Center offers unique opportunities for both Broward County and NSU to serve their respective users more effectively and efficiently," said Donald Riggs, Ed.D., vice president for information services and university librarian at NSU.





**Renoir model  
G.L. Homes of Florida**



**Itchko Ezratti**

# Communicating with HONEY

As he puts it, Itchko Ezratti, president of G.L. Homes of Florida is "always trying to do things with honey, rather than a whip."

Growing up in Israel, Ezratti says that he'd get angry and didn't understand other sides to issues. Now he knows better. A few years in the States taught him that people react from perceived notions. By incorporating charm, elegance, and kindness into communication skills, he stands a much better chance of persuading people to conduct business the way he thinks it should be conducted. Judging by Ezratti's success with G. L. Homes of Florida, the way he thinks things should be done is right. Ezratti has run G.L. Homes for 23 years. With estimated revenues in 1999 at \$250 million and closings at 1,200 homes per year, the 46-year-old has become one of the largest builders in the market, according to a recent article in the national magazine, *BigBuilder*.

He believes in investing whatever is necessary to build homes "right." The same goes for building his business, which has about 220 employees. Despite the dramatic ups and downs of the residential construction industry, Ezratti says that he has paid his staff and subcontractors on time since the beginning. "We have hundreds of contractors. They know that every two weeks, on the first and 15th for 23 years, they've gotten paid from this company. We've never missed a beat. That's the way it is. People know. We have the history."

Ezratti's loyalty and commitment to living up to his end of the deal drives

Though he communicates with "honey," sending his messages in a blanket of charm, Itchko Ezratti instills elements of quick turnaround, not wasting time, and hard work.

him to be involved. He empowers people, but keeps a watchful eye on everything that goes on. His managers are able to sign checks and "obligate the company to whatever they want. It's like a husband and wife: there's an 'and/or.' I don't have the final jurisdiction. But nothing happens here without each of us checking on each other," he said.

His trust in employees often comes from gut reactions. "I don't conduct interviews. I just chat with them," Ezratti said. He looks for signs of trustworthiness: how a person shakes his hand, whether or not the person looks him in the eyes, when the person smiles, and what he or she has to say about family, habits, and more.

"I try to make sure that the potential employee can withstand a blow in case we lose money. When you hire and work with people, it's a combination of gut reaction and what they say," he noted.

Staying involved is a passion for Ezratti, who works six days a week. Interactions with people have taught him valuable lessons. "I was dealing with a young, wealthy woman, building a custom home in 1976 in Golden Isles. She was driving me nuts, calling me at home constantly. It was never enough for her. That's when I decided to go into volume building," he said.

In another situation, Ezratti made the mistake of not listening to his sensitive gut feelings. "I entered into a partnership in an early stage of my life and it wasn't a good partnership. I was more greedy to do the deal, rather than going with good people or just not doing the deal." He learned, he says, not to go into partnerships.

Though he communicates with "honey," sending his messages in a blanket of charm, Ezratti instills elements of quick turnaround, not wasting time, and hard work. "Check detail many times over," he tells employees. "The answers are not on your desk."

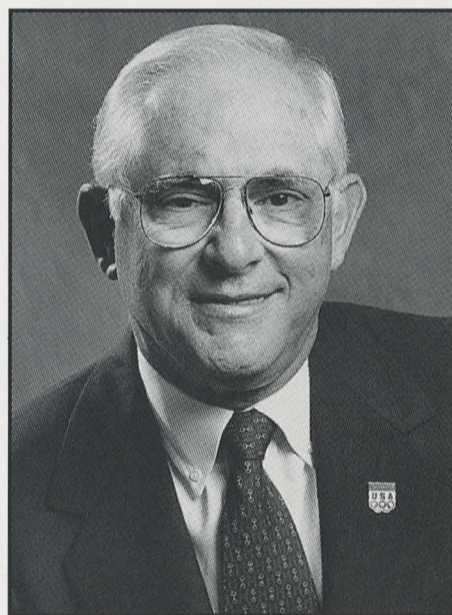
His advice to entrepreneurs who find themselves managing employees is to take examples in how they treat people from female managers. "Female managers are good because they do things with honey, they don't get as upset, they're loyal, they're trustworthy. I have a lot of female managers who have those qualities. The new world is to do things with honey. Treat employees with total respect; you don't have to be harsh. The nicer you are with other people the more successful they'll be."



# MANAGER *The Participative*

**Management style is an important element people bring to an organization. Ronald G. Assaf, chairman of the board and founder of Sensormatic Electronics Corporation, talks about his style of management, how he has evolved as a businessman, and how good managers bring value to today's companies.**

**Question:** How would you describe yourself as a businessperson?



**RONALD G. ASSAF**

the tools to do so. I would classify myself as a participative manager.

**QUESTION:** Was there an instant in your life that helped to mold your current business style? If yes, what was it and why was it so important?

**ASSAF:** There was no "big bang theory" for the development of my management style. It evolved over many years, working my way up through the Kroger Company and, then, through the many early difficult times after the founding of Sensormatic. However, this evolution in style was really more of a confirmation that participative management not only fit my personality best, but was also the most productive approach to managing a fast-growing business such as Sensormatic.

**QUESTION:** Are you a hands-on manager or one who delegates responsibility? Why do you choose the management style you do?

**ASSAF:** In the first instance, I don't believe being a hands-on manager, or one who delegates responsibilities, has to be mutually exclusive. A hands-on manager, to me, is one who knows what's going on throughout his company. It does not mean he makes all the decisions, or even most of the decisions, but he knows what decisions are being made and how they will impact the business. He still delegates to take maximum benefit of his staff, realizing he can accomplish more through delegation to a number of people than he can do by himself. I consider myself that type of manager. And, as I said earlier, I believe I've always been that type of manager.

**QUESTION:** What do you look for in your staff?

**ASSAF:** I start with looking for smarts. Today's business world is very complex and constantly changing, and a staff member who has learned his job by rote [repetition from memory] will soon be lost. Intelligence, adaptability, and experience in their fields are key elements to me in looking for staff. I assume honesty and integrity until proven wrong, and if proven wrong the decision to terminate is quick and easy. I also look for uncommon work ethic among my staff. At staff level, the job is not an 8-to-5, 40-hour per week position. It's more often 10- and 12-hour days, traveling 50 percent of the time or more, and wearing a number of hats. I look for that person who can juggle a number of balls at one time and work well under pressure.

**QUESTION:** Do you go by gut reactions when it comes to people? Or does performance over time determine how you feel?

**ASSAF:** The answer is yes, and yes. I have yet to meet a successful CEO who is not very intuitive in making people decisions. That's not to say a number of factors aren't taken into consideration, including past performance. Performances, however, are subject to many variables; some within the control of the individual and others not. So, even very objective performance

appraisals will have a significant amount of subjectivity applied to them. What is most important is not past performance, but what you can reasonably expect of a given individual for future performance. And that does take a lot of intuition.

**QUESTION:** How do you meet the needs of employees today?

**ASSAF:** The employees have the same needs as I have in business. We want to be fairly compensated; want to have an opportunity to participate in the growth of the company, through equity; we want pleasant working conditions; we want to be recognized for our individual contributions; and we want to be proud of our company and be part of a winner. There is little mystery in compensating your employees fairly, as there are a number of surveys available to determine appropriate pay levels. I firmly believe in sharing the success of the company with employees through equity participation. Sensormatic has an ESOP as well as a generous stock option plan. Over the years, many employees bought cars, houses, or paid for their children's educations through the increased value of Sensormatic's stock option plans. While in the last several years Sensormatic's equity programs have not particularly prospered, as the company's earning power returns so, too, will the value of options.

We also have numerous employee recognition programs, including town hall meetings where individual performance is recognized, as well as a yearly all-employee meeting that is primarily devoted to the recognition of employees. Specific departments also have their own recognition methods, such as a 100 Percent Club for salesmen who make quota; a Hall of Fame for extraordinary contributions; a patent Hall of Fame, recognizing the patent holders within the company; and many other such recognition techniques. You can never have too many.

From a working-conditions standpoint, our facilities are modern, well lighted, and comfortable. A generally popular perk with most employees (although I am not particularly supportive) is the company's casual dress policy. The human resource employee surveys that are taken at least once a year highlight specific needs and are responded to via the company newsletter in specifics.

**QUESTION:** People are a valuable resource. How do you capitalize on this resource?

**ASSAF:** To truly capitalize on the human resources you have within the company, you need to provide training programs that will allow them to keep current and improve their skills. Then, of course, you have to ensure that throughout the company you employ participative management. You also must ensure you delegate not just the responsibility but the authority to manage that responsibility throughout the organization.

**QUESTION:** What is your advice to students about how they should treat employees once they run their businesses or become managers?

**ASSAF:** Despite the fact that it may sound like a cliché, I believe you start with the Golden Rule. Employees should always know what's expected of them and should always be made aware of whether they are living up to those expectations. They should be provided with the tools necessary for them to accomplish their mission; specifically continuing training. Obviously, being fairly compensated is a given; establishing individual recognition programs is a must; and keeping the lines of communications between you and the people lower on the totem pole will resolve most problems before they occur. If I had to sum it up in one word, it's "respect."

## FACTS ABOUT SENSORMATIC

**Founded in 1966, Sensormatic Electronics Corporation (NYSE: SRM) designs, manufactures, sells, services, and supports the world's most advanced lines of electronic security. Sensormatic leads the security industry in integrated source tagging—the process of applying anti-theft tags on consumer goods.**

**And it is the largest distributor of closed-circuit television systems to security dealers. The Boca Raton-based company reported \$987 million in annual revenues for 1998 and employs 5,700. Sensormatic holds about 250 U.S. patents and nearly 500 foreign patents. It was the official electronics security supplier of the 1996 Olympics.**

# everybody WINS

It's difficult not to want to be on Alfredo Salas' team. Salas is an *inspiration* inspiration when it comes to realizing the potential value of people.

He's just as interested in the bottom line as any entrepreneur who *partnership* has worked long and hard for what he has. It's Salas' approach that

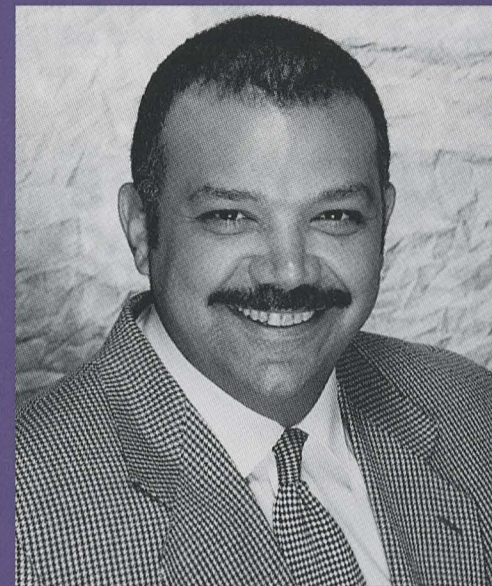
makes him an ideal subject of a feature story in this issue of *Foresight* *value* magazine. Salas doesn't believe that he should be the only winner.

When he strikes a partnership or hires an employee, his goal is that *goals* everyone should win.

Because Salas respects his employees, he doesn't refer to himself as CEO of Koning Restaurants International, Pizza Hut's single largest minority franchise, with 90 restaurants. Rather, he says that he's part of a team. He calls employees the same: "team members."

Salas says that, since the days when he was 17 years old and the youngest restaurant manager in Burger King's history, he has had his share of bosses who had their own agendas and tried to achieve their goals by using people, rather than working with them. "Sometimes you learn more from poor leaders than you learn from great leaders. What you learn from poor leaders is not to be like them," Salas said. "What happens is he or she [the leader] has lost the respect and following of the people. They ultimately fail." Salas earns and keeps that respect by creating win-win relationships with team members and customers. "Relationships [business and personal] that are one-sided don't work," Salas said. "I don't look for short-term partnerships. I look for long-term partnerships and I look for win-win. It's got to be a win for them and a win for me."

He looks for team members who are clear about their direction and goals. "I don't like to work with individuals who don't have clarity about their own goals. If I'm clear about what I want to do for myself, then anything else in business is a lot easier," Salas said. The search for compatibility is key. Salas looks for eye contact and prompts potential employees during the interview process by asking leading questions. "I put them in different situations and see how they react," he said. Like many great managers, Salas has developed a sense about people.



"Sometimes you learn more from poor leaders than you learn from great leaders. What you learn from poor leaders is not to be like them."

Alfredo Salas

As for his relationship with people who have made it through his interview process, Salas makes it a point to stay connected. "I don't forget my roots," he said. He tries to stop in at every restaurant, he keeps an open-door policy with his team members, and tries to memorize each employee's name, as well as the names of his or her spouse and children. He wins employee support by being fair. "Don't lie to them. Tell them the truth, even if it hurts. Don't play games. Don't have a secret agenda. All that means is that you treat people right," Salas said. "There are two customers that I work for: the internal and external. The external is number two, the internal is number one," Salas said. If he doesn't take care of his internal customers or employees, Salas noted, the internal wouldn't take care of the external paying customers. Salas runs one of the few franchise businesses in the nation that offers a 401-K plan

for employees. The company is also implementing a program to help employees and their children to stay in school. High achievers recently received an all-expenses paid trip to the Bahamas with their families.

Otherwise, Salas relies on positive feedback. "Making their [employees'] input part of our decision making is really number one. Once you know that your input can become part of decision making, then you really get inspired." Salas says one of the worst mistakes one can make in business is to try to do it all alone. As a manager of 80 restaurants earlier in his career, Salas implemented a plan for inventory control that went well for a month while he was in control but fell apart once he went about his other responsibilities. "I learned after that that your idea—if it's a great idea—should only be yours for five seconds." Salas learned his leadership and, perhaps, nurturing qualities, from his role-model, Geisa Salas, his mother, "who really relentlessly focused on doing the right thing for her kids. She came to this country penniless and did very well for herself. She taught us to work together. She always focused on doing the right thing and being relentless—never giving up."

Does Salas' approach work? When one of his areas made up of groupings of restaurants started to falter, two managers from other more successful areas came to the rescue. They said that they would take over the area. Better yet, they insisted that the bonuses they would earn would instead be given to the employees to help get the employees motivated to do a better job. "You have to understand, these guys took on an additional 10 or 12 restaurants without any additional compensation, just because it was the right thing to do," Salas said.

RICHARD S. MARCUS:

# MAKING A DIFFERENCE

Few people have impacted an entire industry the way Richard S. Marcus has. Marcus is president of American Woolen Company of Miami, which manufactures and sells all types of blankets. The blanket business has been woven through the Marcus family since the Civil War, during which Marcus' great grandfather made blankets for the Union Army. His grandfather founded American Woolen Company 98 years ago. Marcus' father taught him the business. And at 67, Marcus is preparing to retire as the last of the family line at American Woolen Company.

Marcus is the perfect example of how one person's commitment can impact the success of a large company and industry. He goes to unusual lengths to make a difference. One example: Marcus oversees a staff of 400, yet, he personally answers the company's phone. He says it's the secret of success. By answering the phone, he develops a personal rapport with customers.

"They like talking to the president of the company. I can get things done right away. My customers wouldn't consider leaving to my competitors based on price. By building personal relationships it's no longer a question of price, it's a question of friendship," he said.

One would think he wouldn't have time for anything but answering the phone. Not true. Marcus and his father developed the very blankets we snuggle under today, including thermal blankets and nonwoven blankets, which make up about 90 percent of the blankets on the market. In 1950, Marcus and his father developed a blanket that could be autoclaved at 212 degrees Fahrenheit, without shrinking. The blanket, Marcus' father said, would help put an end to staff infections in hospitals by eliminating the contagious diseases passed on from patient to patient through blankets. Soon all the hospitals in the United States were purchasing the blanket, which Marcus' father named the "thermal" blanket. Marcus chose not to patent thermal blanket technology because they had developed it with the intentions of helping people.

In 1956 Marcus created the nonwoven blanket used today. A salesman sold Marcus on the idea of expensive equipment that could make blankets without the use of yarn. "You can bypass conventional weaving and production would be triple or quadruple the normal level," Marcus remembers

the salesman saying. Marcus talked his father into purchasing the \$35,000 equipment, which would cost more than \$150,000 today. But to Marcus' horror, the blankets made with the equipment didn't hold up. Putting their heads together, the Marcuses came up with the solution of using nylon in the middle to give the blanket strength. So was born the nonwoven blanket. "I had no idea that I was developing such amazing new technology. I was just a kid," Marcus said.



**Richard Marcus, his wife Enid, and his office mate Natasha.**

There was no naivete in a challenge Marcus took on later in his career. At 33 years old, Marcus was able to change the laws of our country by beating the Federal Trade Commission, No. 26 Docket, 29490, decided 1965. Congress passed the Wool Products Labeling Act in 1939, which was intended to protect consumers against concealment of substitutes for wool in products claimed to be made wholly or partially of wool. The FTC interpreted the law and claimed that Marcus was mislabeling blankets that he was manufacturing. "No one ever goes up against the FTC," Marcus said. In the court case, *Richard S. Marcus vs. the Federal Trade Commission*, Marcus claimed the FTC has interpreted the law incorrectly. He fought it in court and won. The landmark decision has never been

overturned. The courts found that Marcus was correct in his interpretation of the law. In fact, there was variation in the wool content of blankets. The court found that while some of his blankets had a slightly less percentage of wool than claimed on the label, others had more. "I know from reading the Bible that things can be interpreted in different ways," Marcus said. "When you're right, you have to fight for what you believe."

Marcus' passion never ebbs. This summer he will unveil perhaps the most exciting blanket yet: the thermal vacuum blanket. As he says, "It keeps you warm when it's cold and keeps you cool when it's hot." The groundbreaking technology features hollow fibers that absorb perspiration to keep your skin dry and maintain body heat. "It works like a blotter," he said. One dollar from each thermal vacuum blanket sold will go toward building the new NSU School of Business and Entrepreneurship. "Could be \$1 million a year," he said. Making an impact is a simple formula for Marcus. "I try to make a difference in my business and personal life. I enjoy making money and helping humanity."

# FROM **FAT** TO *FIT*

Fit America Founder Shares Her Experiences During Distinguished Lecture Series

Nine years ago, says Debi Davis, she was fat, depressed, divorcing, a mother of two children, and broke. "Everything around me was out of control, except what I could do for myself," she recently told an audience at the SBE Distinguished Lecture Series.

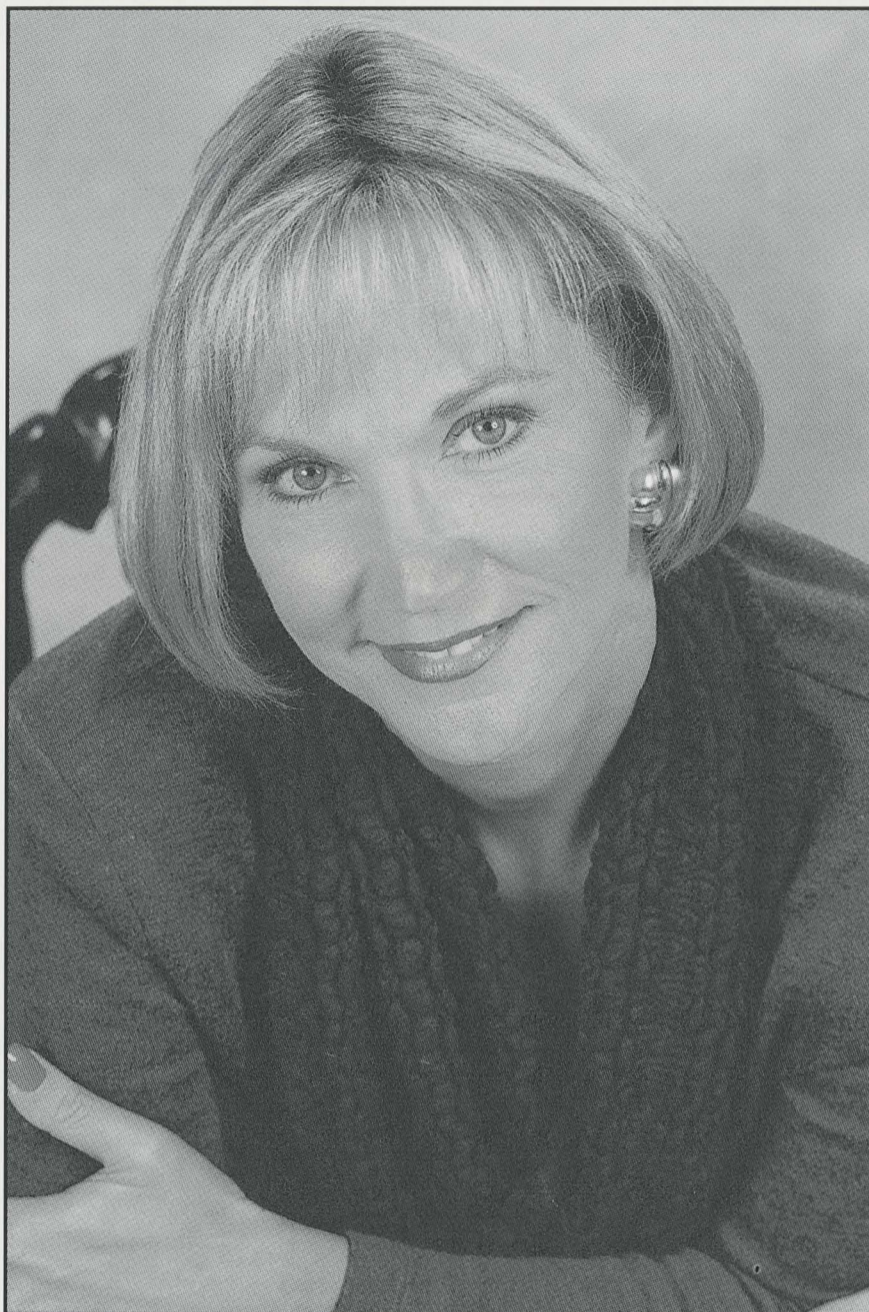
Instead of giving in, she focused on losing weight and becoming fit. Davis lost 85 pounds; whittling down from a size 18 to a 6. She encouraged clients at a baby-sitting gym that she owned at the time to do the same. "They were depressed in the same way that I was and I was able to help them," she says.

Davis is an entrepreneurial success story. With modest beginnings—helping a few clients here and there—Davis turned her passion for weight loss and fitness into Fit America, one of the fastest-growing companies in the weight loss industry.

She had to pawn her Rolex wristwatch to get the money to purchase enough inventory to provide goods to her first few customers. Today, with headquarters in Deerfield Beach, Florida, Fit America franchisees own and operate more than 75 stores.

"It took me two years in the business to get my watch back," Davis said. "Every time I made money, I'd put it back into the business."

Davis started the weight loss enterprise despite constant challenges and disparaging remarks, such as "Why would



**DEBI DAVIS, Fit America Founder**

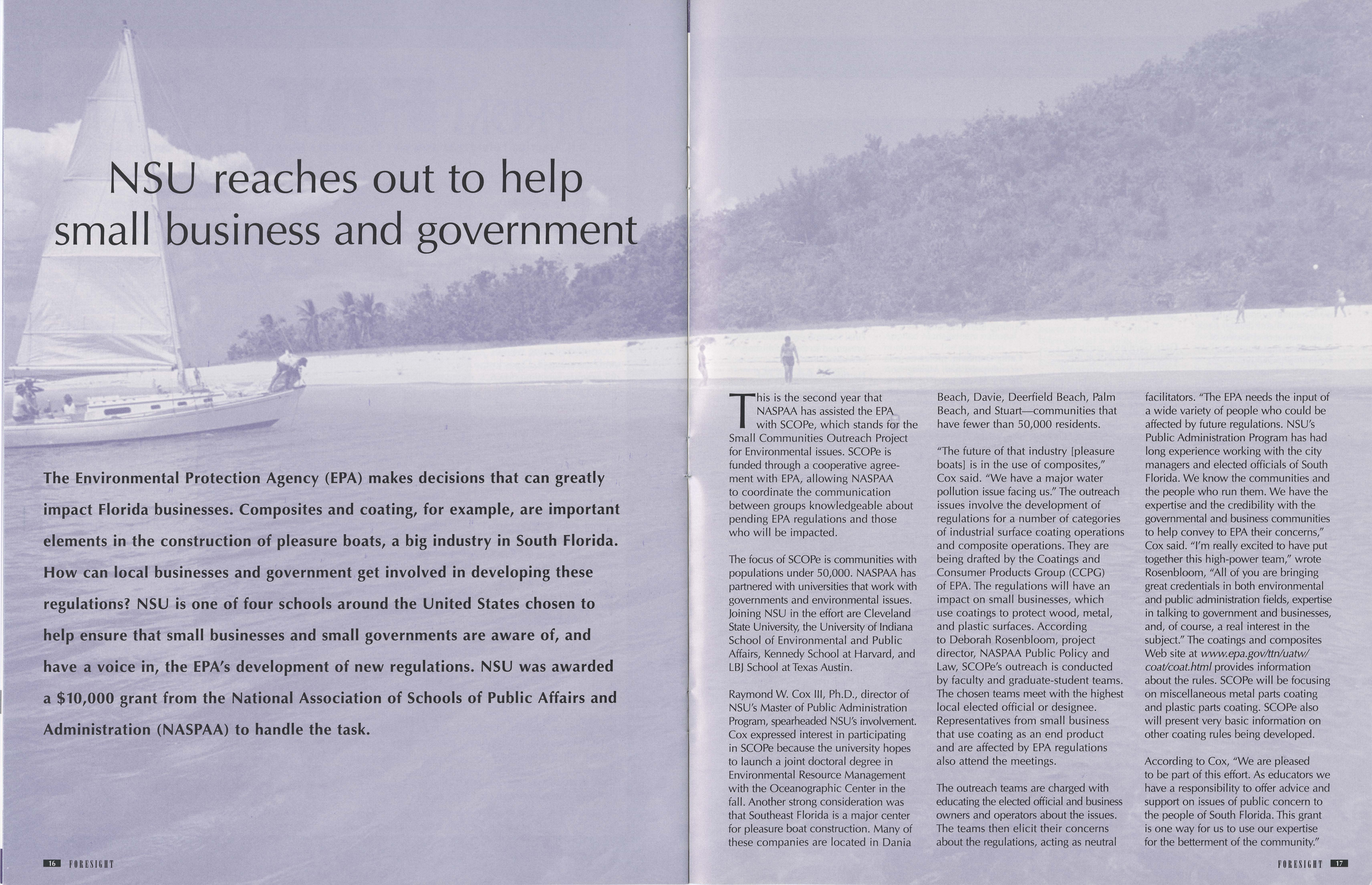
you want to start another weight loss business?" "I knew mine was different and I just focused on it," Davis noted.

Ninety percent of the company's revenues come from one product: Fit America's 100 percent natural herbal supplement, which suppresses the appetite and stimulates the metabolism to burn fat. According to Davis, Fit America's "no diet system" and her personal approach to customer service have produced weight loss success for many thousands of customers.

The media has taken note of Davis' success on a national scale. *Working Woman* magazine recognized Davis and Fit America in its June 1999 issue as one of America's top 500 women-owned businesses. (Fit America was #249 on the list.) Davis also has been featured in many other national publications

including *Success Magazine* and *American Venture*.

The 44-year-old not only survived but conquered. Labeled as too qualified in the job market, Davis pursued her personal focus. In fact, Davis' definition of an entrepreneur is "focused survival." It means being motivated to the point of being 100 percent focused on what you're doing. "You have to believe in what you're trying to accomplish," she said. "If you don't have 100 percent belief, don't do it."



# NSU reaches out to help small business and government

**The Environmental Protection Agency (EPA) makes decisions that can greatly impact Florida businesses. Composites and coating, for example, are important elements in the construction of pleasure boats, a big industry in South Florida.**

**How can local businesses and government get involved in developing these regulations? NSU is one of four schools around the United States chosen to help ensure that small businesses and small governments are aware of, and have a voice in, the EPA's development of new regulations. NSU was awarded a \$10,000 grant from the National Association of Schools of Public Affairs and Administration (NASPAA) to handle the task.**

**T**his is the second year that NASPAA has assisted the EPA with SCOPe, which stands for the Small Communities Outreach Project for Environmental issues. SCOPe is funded through a cooperative agreement with EPA, allowing NASPAA to coordinate the communication between groups knowledgeable about pending EPA regulations and those who will be impacted.

The focus of SCOPe is communities with populations under 50,000. NASPAA has partnered with universities that work with governments and environmental issues. Joining NSU in the effort are Cleveland State University, the University of Indiana School of Environmental and Public Affairs, Kennedy School at Harvard, and LBJ School at Texas Austin.

Raymond W. Cox III, Ph.D., director of NSU's Master of Public Administration Program, spearheaded NSU's involvement. Cox expressed interest in participating in SCOPe because the university hopes to launch a joint doctoral degree in Environmental Resource Management with the Oceanographic Center in the fall. Another strong consideration was that Southeast Florida is a major center for pleasure boat construction. Many of these companies are located in Dania

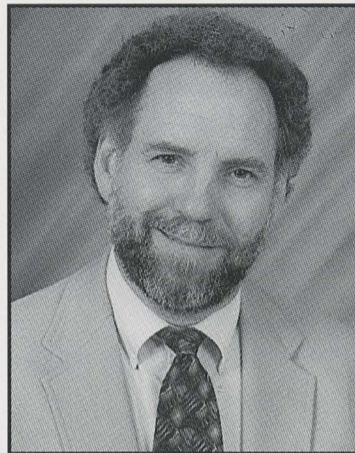
Beach, Davie, Deerfield Beach, Palm Beach, and Stuart—communities that have fewer than 50,000 residents.

"The future of that industry [pleasure boats] is in the use of composites," Cox said. "We have a major water pollution issue facing us." The outreach issues involve the development of regulations for a number of categories of industrial surface coating operations and composite operations. They are being drafted by the Coatings and Consumer Products Group (CCPG) of EPA. The regulations will have an impact on small businesses, which use coatings to protect wood, metal, and plastic surfaces. According to Deborah Rosenbloom, project director, NASPAA Public Policy and Law, SCOPe's outreach is conducted by faculty and graduate-student teams. The chosen teams meet with the highest local elected official or designee. Representatives from small business that use coating as an end product and are affected by EPA regulations also attend the meetings.

The outreach teams are charged with educating the elected official and business owners and operators about the issues. The teams then elicit their concerns about the regulations, acting as neutral

facilitators. "The EPA needs the input of a wide variety of people who could be affected by future regulations. NSU's Public Administration Program has had long experience working with the city managers and elected officials of South Florida. We know the communities and the people who run them. We have the expertise and the credibility with the governmental and business communities to help convey to EPA their concerns," Cox said. "I'm really excited to have put together this high-power team," wrote Rosenbloom, "All of you are bringing great credentials in both environmental and public administration fields, expertise in talking to government and businesses, and, of course, a real interest in the subject." The coatings and composites Web site at [www.epa.gov/ttn/uatw/coat/coat.html](http://www.epa.gov/ttn/uatw/coat/coat.html) provides information about the rules. SCOPe will be focusing on miscellaneous metal parts coating and plastic parts coating. SCOPe also will present very basic information on other coating rules being developed.

According to Cox, "We are pleased to be part of this effort. As educators we have a responsibility to offer advice and support on issues of public concern to the people of South Florida. This grant is one way for us to use our expertise for the betterment of the community."



Barry Barnes

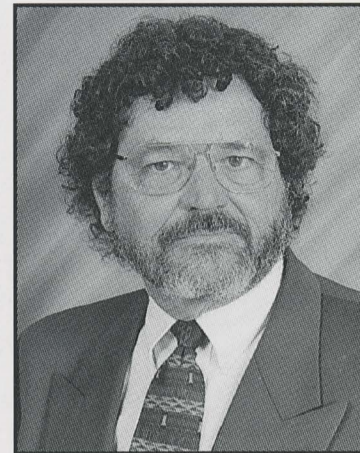
**Barry Barnes**, assistant professor, and **Beth Rivers**, adjunct faculty, were invited to co-lead the management and strategy track at the International Society of Logistics Symposium and Exhibition (SOLE '99) in Las Vegas, Nevada, August 27–September 4, 1999. The invitation was based on their success with the track's initial offering last year at SOLE '98 in Seattle, Washington.

**Charles W. Blackwell**, associate professor, published an article, "A Conversation with James C. Worthy (deceased): Effective Management Leadership in Perspective," in the fall 1998 edition of *The Journal of Leadership Studies*.

**Frank Cavico**, professor, had his article, "Thoughts on Machiavelli on Management, Entrepreneurship, and Leadership," published in June 1999 on the Web site of the Italian Cultural Center in the "Forum" section: [www.italianculturalcenter.org](http://www.italianculturalcenter.org).

Cavico's article, "Defamation in the Private Employment Sector: The Libelous and Slandorous Employer," was published this summer in Volume 24, No. 3, of the *University of Dayton Law Review*.

**Edward J. Cripe**, director, Institute of Entrepreneurship and Executive Education, recently published "The Value-Added Employee," with coauthor Richard S. Mansfield. The book discusses



Charlie Blackwell

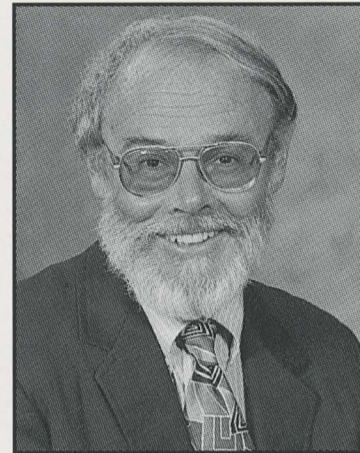
31 core competencies, including interpersonal, business, and self-management competencies.

**Gary Gardiner**, professor, presented a paper at the Fourth Annual Conference on Innovation in Instruction for Business and Related Disciplines in Orlando, Florida, April 13, 1999. The paper was coauthored by **Claudia Santin**, associate dean; **Preston Jones**, associate dean and assistant professor; and **Randolph A. Pohlman**, dean and professor.

**Jane Whitney Gibson**, professor and director, business and administrative studies at the Farquhar Center for Undergraduate Studies of NSU, **John C. Hannon**, assistant director of business and administrative studies at the Farquhar Center for Undergraduate Studies of NSU, and **Charles W. Blackwell** SBE associate professor, recently published "Charismatic Leadership: The Hidden Controversy" in *The Journal of Leadership Studies*, fall 1998. This article is one of seven nominated as best article of the year by the journal.

Gibson had a book review published in the same journal titled, "The Management Team Handbook: Five Key Strategies for Maximizing Group Performance." Gibson is the book review editor for the journal.

Gibson presented a paper titled "Creating a Sense of Community in the Online Class" discussing



Gary Gardiner

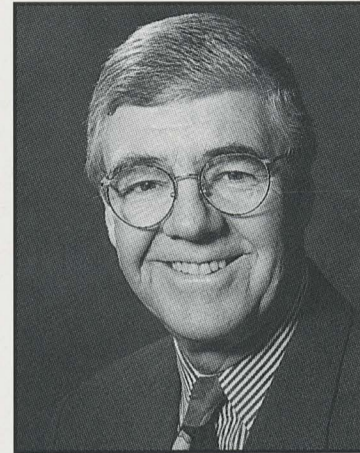
online education at the University of South Carolina's annual conference, Stop Surfing, Start Teaching.

**Cathy Goodwin**, professor, recently published, *Making the Big Move*, a new book that addresses how to transform relocation into a creative life transition.

**William Harrington**, associate professor, recently completed the doctorate-level specialization in human resource management. Also, Harrington presented a research paper at the Eighth International Conference on Productivity and Quality Research at Vaasar University in Vaasar, Finland, June 13–16, 1999. The refereed abstract titled, "The Relationship Between Employee/Organization Values and Total Quality Improvement" was coauthored with **Robert Preziosi**, professor, and **Jean Gordon**, adjunct faculty.

Harrington conducted a comprehensive long-range planning retreat for the officers and executive board of directors of ThinkLife, Inc., a not-for-profit organization with a mission of offering housing for men and women infected with the AIDS virus. Harrington is also a member of the executive board of directors.

Harrington facilitated a series of strategic planning sessions at the request of the Archdiocese of Miami. These sessions were directed to the executive board of Catholic Charities and were focused on the topic of child



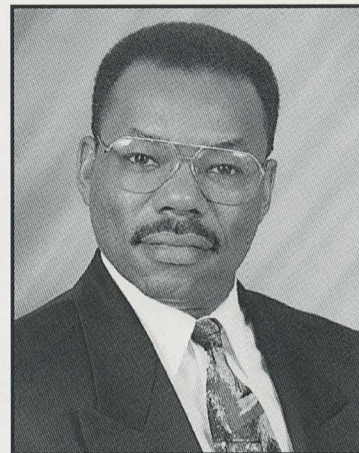
Bill Harrington

welfare, strategic direction, and planning for privatization of child welfare programs throughout South Florida. Final recommendations were presented to the Archbishop of Miami.

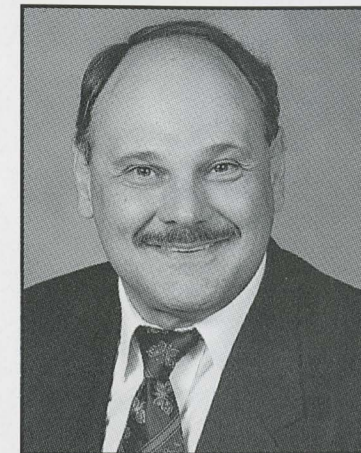
Harrington designed and implemented a Compensation and Benefits Survey Study for the Marine Industries Association of South Florida (MIASF), one of the largest marine industry associations in the U.S. This project, in conjunction with **Robert Preziosi**, was conducted for 740 South Florida businesses that are members of the MIASF.

Harrington conducted an abbreviated course and program orientation for students in the *Virtual* (online) M.B.A. Program in Manaus, Brazil. Business professionals from Phillips, Sony, Coca-Cola, and a major university participated in the program.

**Pedro Pellet**, associate professor, presented the papers "Internal Management and Socioeconomic Environment of the Japanese Pharmaceutical Enterprise" and "A Case in Point: International Development Law Institute" at the Seventh Annual Conference of the Global Awareness Society International in Istanbul, Turkey. He also presented "Investment Performance of Multinationals in Relation to New Product Development" and "Multimedia Instruction: The Happy Medium" at the Meeting of the Association of the Egyptian-American Scholars,



Preston Jones



Pedro Pellet

in Cairo, Egypt. Additionally, with **Robert Preziosi**, professor, he presented "The Relationship between Values Consistency and Productivity" at the Seventh International Conference on Productivity and Quality Research in Miami.

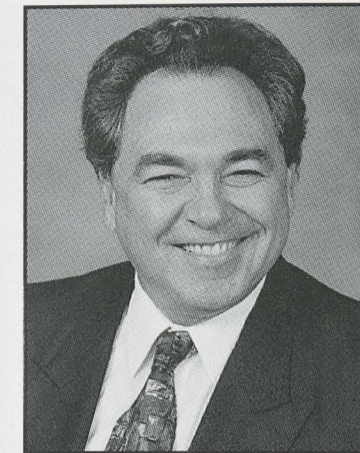
Pellet also presented a refereed paper with **Edward M. Pierce**, professor, and Mohammed R. Ahmed titled, "A Process Model for Sustaining Learning Improvement in Web-Based Finance Education" at the Meeting of the Global Finance Association Conference, April 9, 1999, Istanbul, Turkey.

**Robert Preziosi**, professor, copresented a one-day workshop, Games that Teach, at the American Society for Training and Developments' international conference in San Francisco, California.

Preziosi copresented a workshop at the Training International Conference in Atlanta on, Games that Teach: How to Energize Dry Material.

Preziosi coauthored "What is Your Level of Managerial Control?" with former SBE associate dean Ken Kraft, that appeared in *The 1999 Training and Performance Sourcebook*. Additionally, in the same issue, Preziosi coauthored with SBE alumna, Bob Losyk, "How to Recognize and Reward Employees for Transfer of Training."

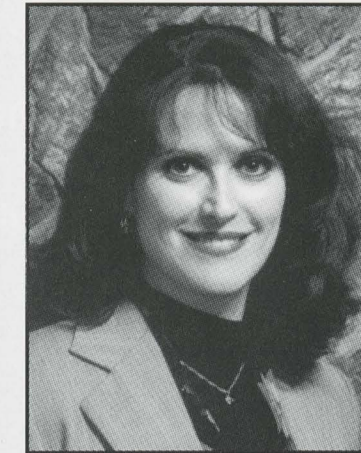
Preziosi coauthored with SBE assistant professor **Barry Barnes** a paper titled,



Bob Preziosi

"Values Consistency and Human Resource Department Orientation," presented at the Institute for Behavior and Applied Management national conference. The paper was chosen for the proceedings. Additionally, he presented and coauthored a paper with SBE professor **Tim McCartney** titled "Customer Service Management Practices in the Bahamas" at the Second World Customer Service Congress. The paper was chosen for the proceedings.

Preziosi presented a paper at the International Productivity and Quality Research Conference in Vaasar, Finland, titled "The Relationship between Values Consistency and Total Quality Management in Panama." Also, he was the coauthor of "Nurses' Perception of the Relationship between Values Consistency and Total Quality Management in a Public Hospital Setting," with **William Harrington**, associate professor, and **Jean Gordon**, adjunct faculty. Both papers were chosen for the



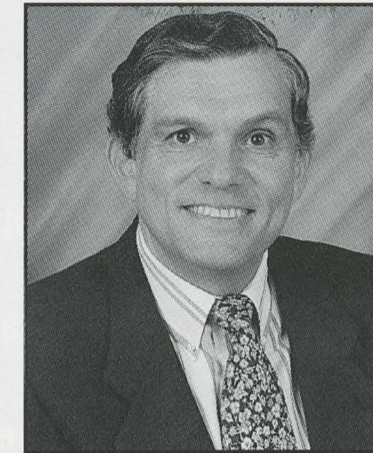
Claudia Santin

proceedings and broadcast live on international television.

Preziosi was elected to the board of directors of the International Society for Productivity and Quality Research. Additionally, Preziosi was elected chairman of the board for Junior Achievement of Broward County for 1999-2000.

Preziosi was the guest speaker for the 19th annual corporate luncheon of the Metropolitan Orlando Urban League. He spoke on "The Three Cherished Values for Success." Additionally, Preziosi made a presentation to the Greater Miami Chapter of the American Society for Training and Development on "How to Determine the Return on Investment of Training."

**Claudia Santin**, associate dean, conducted a series of workshops on Executive Presentation and Communication Skills for managers at the Codina Group, Inc. in Coral Gables, Florida in May and June of 1999.



Pan Yatrakis

On August 19, 1999, Santin participated as a judge for the South Florida Business Journal's Small Business of the Year Award. Businesses were judged on their financial performance, employee improvement and benefits, and community involvement. Winners in the different categories will be announced in the fall.

Santin also coauthored a paper with Professors **Gary Gardiner** and **Robert Preziosi** and **Rimal Slaoui** titled, "An Initial Applied Study of Value-Driven Management in a Nontraditional M.B.A. Program," presented by Gardiner at the Association of Private Enterprise Education's 25th International Convention in Las Vegas, Nevada, April 1999.

**Pan Yatrakis**, professor, presented "Relationships Between Growth and Inflation in the Caribbean Basin," at the 45th International Atlantic Economic Conference in Rome, Italy.

ALUMNI AND STUDENT UPDATE ▶▶▶

**Yolande H. Rolle (M.B.A. '98)** has been appointed public relations officer by Commonwealth Brewery Limited (CBL).

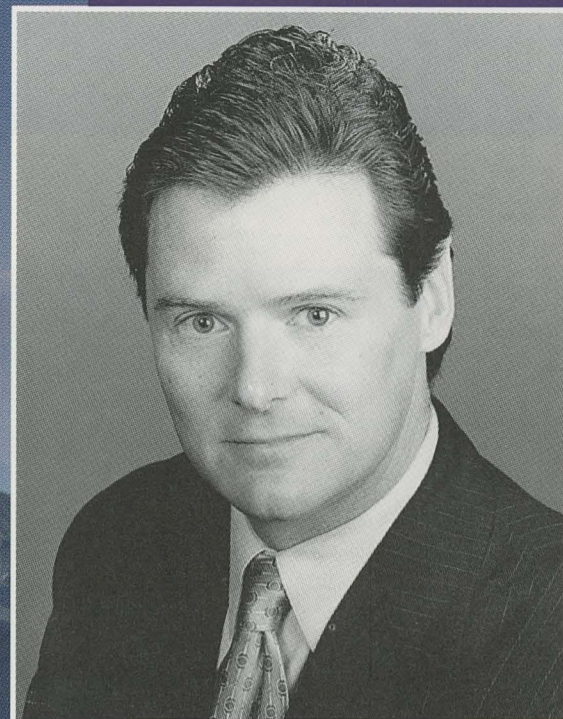
Student Update

**Robert DiLaura (D.B.A. '2000)** and alumna **Michelle Augustine (D.B.A. '99)** have started a new Internet-based business, "What2trade.com, Inc." The company provides daily buy-and-sell trading signals for individual U.S. stocks. A monthly subscription service is also available, offering this information via proprietary artificial intelligence and neural network technology.

**Jeff Ritter (D.B.A. '2001)** is president and CEO of Strategic Consulting, Inc. The company provides consultancy in the areas of sales, operations, and organization.

## *Under Development— Shanghai China*

A corporate M.B.A. will begin at the Zhenhua Port Machinery Company this fall, Claudia Santin, associate dean, comments. More to come in the next issue of *Foresight*.



Paul M. Sallarulo was named to the board of the North Broward Hospital District by governor of Florida, Jeb Bush. Sallarulo, a 1988 NSU M.B.A. alumnus and senior vice president with Raymond James and Associates will serve on the board into mid 2003.

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