



**Chamber South Goal-Setting Conference**

**Given by Mark B. Rosenberg  
on February 27, 2015**



*This speech was presented to attendees of Chamber South's  
Annual Goal-Setting Conference on February 27, 2015.*

Good morning! Thank you for the opportunity to speak about what's next as it relates to our FIU!

What's next relates to the broader national and international question informed by the *World Economic Forum* in its Global Competitiveness Report. Education and training have emerged as key drivers of competitiveness, ensuring that the labor force has access to new knowledge and is trained in new processes and the latest technologies. A country's ability to absorb new technologies, to produce goods and services that can reach standards of quality and performance acceptable in international markets, to engage with the rest of the world in ways that are value-creating, is intimately linked to the quality of its schools, to the priority given to training in mathematics and science, and to the existence and accessibility of specialized research and training centers.

Who will forget that at the height of the great recession, January 2010, the jobless rate was 9.7%. For individuals with a bachelors degree or higher, the rate was 4.9%, and for individuals who lack a high school diploma, the rate was 15.2%. We all want this dynamic region to be a world-class place to live, work, establish a business, raise a family, and leave a legacy. We all want the same thing, and our FIU plays an important role.

In the next few moments, I will spend some time on who we are, what our product is, on our community strategy, on the research and development we do and on our plans for growth and expansion. We see our university as a solutions center for the community. Our mission is intimately linked to our geography and our demography. Indeed, our geography and our demography are our destiny.

We understand that we are a beacon of hope and opportunity for this community. We see ourselves as a force for good! We understand that we have a sacred obligation to prepare our students to make a good living. To either take a great job or to create a great job. But, we also understand that we must prepare our students to make a good life and that the life of the mind is also about aesthetics, ethics, civic engagement and social responsibility.

As an anchor institution, we are willing to take responsibility for our community. We are committed to providing access to higher education and to provide high quality educational opportunity to all young people in our community who have the preparation, drive and determination to pursue a university degree. There are 45 high schools in Miami Dade County; we want graduates from each of these schools. We

cannot turn our backs on some students because of the accident of birth in zip codes that have low-income populations.

So what does FIU look like today in terms of students? We enroll nearly 54,000 students. We are the country's fourth largest public research institution in terms of enrollment. We are the country's largest majority-minority university. We are the shape of things to come for public universities in the US. We graduate nearly 12,500 students annually. In the next ten years, nearly 130,000 students will graduate from FIU. Most will stay here in Miami.

Our graduates are among the best paid in the State University System. According to the latest figures we have, most of our students who graduate with bachelor's degrees find jobs within a year of graduation. On average they earn close to \$40,000 a year at those jobs. Most of our master's degree graduates find jobs as well. Their earnings after graduation average \$60,000 a year. We hold the #1 ranking for the percentage of IT-related graduates employed in the state of Florida in their first year after graduation. We award more bachelor's degrees to minorities than any other university in the country. We're a national leader in awarding STEM degrees to minorities. We award more than \$170 million dollars each year in scholarships and financial aid. We spend more than \$85 million dollars each year on goods and services from local businesses.

For FIU, education means jobs. In another important way, we create jobs. With more than 8,000 faculty and staff, we are one of the top 10 employers in Miami-Dade County. We have created 1,000 new, high-paying jobs in the last five years. Including over 500 new faculty members. For this academic year, we have hired 74 incremental faculty and 131 new administrative employees and staff. The average annual salary for our new 9-month faculty is \$76,067 (\$66,845 average for 12-month faculty). The average salary for our Administrative employees is \$56,527 (\$33,018 for new staff members). Our new professors at the Herbert Wertheim College of Medicine average \$169,600 a year. 35 percent of Miami-Dade County public school teachers are FIU graduates. 37 percent of Miami-Dade County public school administrators are FIU graduates. All of these are people who live, work and spend right here in South Florida, adding to our prosperity.

We have also helped create jobs within the community. Since 2009, we have started and completed or started and/or have under contract \$349 million in construction, including nearly 250,000 feet of state-of-the-art science research facilities. The \$349 million translates into about 6,000 construction jobs. Also, consider that the \$349 million includes investments in health care, research labs and classrooms. Those investments are expected to create permanent jobs because of greater student access, improved retention and graduation rates, research enterprise development and innovation. This could mean another 2000 to 3000 jobs over the next few years. Those are just some of the ways FIU is having a positive impact on our community and our workforce.

One of my commitments when I was named president was to grow and link research to local economic development and problem-solving emphasis on community priorities. I also committed to tying instructional and creative initiatives to local needs and long-term community priorities, especially in the professional schools. In essence, how to make FIU into a solutions center for our community. As a solutions center for our community, we believe in the power of what we call win-win partnerships!

Let me highlight four partnerships:

- ACCESS
  - With Miami Dade County Public Schools
  - 20 working groups
  - Dual Enrollment expanded
  - Education Effect – partnerships with Northwestern and Booker T.
  - Teach for STEM
  - New MAST Academy at BBC
- Ultimate Software
  - Over 50 internships of students from Engineering and Computing
- RCL
  - A 120,000 sq. ft. facility at BBC that will enable our Theater and Music departments to work with RCL in training and preparing their shipboard entertainers.
  - Also brings 20 internships for FIU students.
- FPL
  - Opened a call center at FIU run by FIU students who will likely then be offered full time positions.

The predominant driver of GDP growth over the past 50 years has been scientific and technological advancement. Job creation on a large scale requires growing the nation's GDP. An essential element of our efforts as a university relates to research. The Federal Government is the major funder of research.

In the OCOG assessment prepared by Avalanche Consulting, residents were asked to describe the most desirable types of business operations for Miami. Headquarters and R&D operations ranked the highest. Both the target industry and business operations questions scores show that Miami Dade County residents are interested in clean businesses that complement the area's lifestyle and, for the most part, employ higher wage, well-educated, creative professionals.

At FIU, we are building new facilities. We recently completed two buildings that make up part of our Academic Health Center, the 136,000-square-foot Academic Health Center 4 and the 120,000-square-foot Academic Health Center 5. Although these buildings are not yet fully occupied, significant research is already taking place in them. The research includes areas such as:

- Mental health, including ADHD, Anxiety and Autism Disorders.
- Brain mapping, Alzheimer's and other brain-related research.
- Aging and neuro-cognitive disorders.
- Biomedical engineering.
- HIV/AIDS.
- Adolescent substance abuse
- Research by our Extreme Events Institute and International Hurricane Research Center.

For the current fiscal year this represents approximately \$54 million in research funding from federal agencies such as:

- The National Institutes of Health (NIH).
- The National Science Foundation (NSF).
- The US Department of Education.
- The National Oceanic and Atmospheric Administration (NOAA).
- The Coulter Foundation.
- The Ware Foundation.
- The Florida Department of Public Health.

We are also working on a strategic plan to support FIU's research growth goals while taking these elements into account. We are committing resources to strategic research areas.

We also recently inaugurated MANGO, the Management and New Growth Opportunities Building. MANGO is home to FIU Online. It is also home to the School of Accounting, and the Department of Management and International Business; all part of the College of Business. In this building, we have dedicated more than 17,000 square feet to our online programs. FIU Online is bringing a high quality education to students all over the world. In 2013 to 2014:

- Over 28,000 students attended at least one FIU class online.
- 23 percent of student credit hours were completed online.
- 755 instructors taught online courses.
- 37 degree programs were provided completely online.

More than 1,000 undergraduate students are currently pursuing their degrees completely online. When it comes to business programs in MANGO:

- We have approximately 1,400 students enrolled in our International Business program, and about 1,800 signed up as management majors.
- About 1,600 students are enrolled in the School of Accounting.

These are programs in which we give our students the tools to succeed. The students who attend classes in MANGO are among the most sought-after interns and job candidates in the nation. The four major accounting firms heavily recruit them, because they recognize the value of an FIU education.

Our hard-working faculty and students are also engaged in problem-solving research in MANGO. The volume of research coming out of the Management and International Business programs, for example, was more than \$167,000 in 2013-14. In the accounting

field, our faculty's research lends important guidance to the fields of accounting, strategy, management, leadership and international business. Our accounting professors have researched topics vital to top public companies. Technology transfer is key to our research efforts in all disciplines. We want to increase these efforts through faculty recruitment, fund raising, industry partnerships and the creation of an incubator.

We know that our win-win partnerships are the key to research growth and job creation. We seek to join the expertise of our faculty with the expertise of industry leaders to move groundbreaking research forward and change the lives of people in our community and beyond.

I'd like to take a moment to share with you one of the ways FIU is collaborating with our community partners to build a brighter future for our neighbors. A collaboration between the Miami-Dade Commissioner Juan Zapata and his office, the FIU School of Architecture, the FIU College of Engineering & Computing, the FIU Metropolitan Center, along with other departments within Miami-Dade County and key organizations in our community has resulted in the "West End Strategy: A Vision for the Future". This strategic action plan for the West End maps out a future for this thriving and important area.

The West End:

- Refers to the collection of communities within and adjacent to County Commission District 11.
- Is a unique regional community asset.
- An important element in Miami's sustainable future.
- A critical linchpin in the county's plan to diversify, expand and improve the regional economic base.

The FIU study team set out to identify ways to leverage the West End's many assets to:

- Grow the district as one of Miami's most distinctive and livable communities.
- Create new opportunity for its residents.
- Plan for the future.

The results of the study produced 15 action items in 6 areas:

- Brand the district and its neighborhoods.
- Create immediate employment and work opportunities in the West End.
- Leverage major assets for new employment opportunities.
- Reconnect the district using alternative transportation, place making, streetscape design, digital bandwidth and high-speed Internet.
- Transportation capacity investments and policy.
- Re-Think new and future development patterns.

For anyone who cares about the future of our communities, I encourage you to read the entire report. It is available through Commissioner Zapata's office and will soon be online. This report underscores FIU's role in helping our communities plan for the future and enhancing the lives of our neighbors.

As you can see, we are a public institution that forges win-win partnerships in our community, engages in problem-solving research, and prepares our graduates with the skills they need to compete. FIU's success is our community's success. FIU has made great strides in initiating and expanding programs in the areas identified by One Community One Goal as crucial to building the responsive 21st Century Workforce. We presented a 12-page summary on July 23, 2014 to the Beacon Council of our efforts this year, in 6 areas:

1. Creative Design.
2. Hospitality and Tourism.
3. Information Technology.
4. In International Banking and Finance.
5. In Life Sciences and Healthcare.
6. Trade and Logistics.

Working in partnership with ALC and OCOG, we have conceptualized and launched the One Community One Goal Talent Development Network. Its purpose is to stop brain drain and keep talent in our community. We know that attracting and retaining young, talented and creative people in Greater Miami will grow the economy faster than other more traditional measures of economic development. The Talent Development Network will build a shared technology infrastructure for students and employers. We have hired a program lead, Steven Rojas Tallon, and we are working to launch internships next summer.

According to the National Association of Colleges and Employers, 63% of 2013 college graduates who participated in a paid-internship received at least one job offer. Compare that to the 35% with no internships and 37% with unpaid internships who received job offers. 79% of interns accepted a full-time job offer with their internship employer. 75% of new college hires that had internship experience were still retained after one year. According to a Knowledge@Wharton report from July, the average starting salary of graduates with a paid internship was \$51,930. For graduates with no internship experience, it was \$35,721 and \$37,087 for graduates with unpaid internship experience. At FIU we have had success in expanding internship opportunities. In the past academic year, 4,737 students participated in internships. That's a 13 percent increase from two years before.

Our internship and career fairs attract top companies that include Marriot, Pepsi, Hertz, JPMorgan Chase, Deloitte, Ryder, Chrysler, Wells Fargo, and many more. We also are proud that federal employers such as the FBI, Peace Corps, NASA, the Secret Service, Department of Energy, Department of Defense and the Department of State, come to

campus to recruit our students. Miami-Dade County and local municipalities also recruit and hire our students. We are finding innovative ways to help our students secure internships. We have a university-wide internship portal. This portal provides students direct access to internships. It also allows employers to register and establish internship opportunities. This portal ([internships.fiu.edu](http://internships.fiu.edu)) is opening up opportunities to thousands of students. The education we provide to the young people of South Florida translates into jobs. Education means jobs.

As you can see, we are a public institution that forges win-win partnerships in our community that engages in problem-solving research, and prepares our graduates with the skills they need to compete. To increase our capacity to provide a world-class college education to a greater number of young men and women, we will soon grow.

Last fall, 65 percent of almost 500,000 Miami-Dade voters demonstrated their confidence in FIU and our future. They gave us a mandate to expand to the 64 acres contiguous to our Modesto Maidique Campus. This is about more and better educational and work opportunities for our community. Our proposed expansion onto the 64 acres adjacent to the FIU Maidique campus will enhance our ability to create new jobs for the South Florida economy. We'll be able to produce greater student talent in engineering, the sciences, and entrepreneurship. These are areas that are state priorities and keys to economic development. Our proposed use for the land includes expansion of our academic space, including the College of Engineering and Computing. Other uses being considered include research space, our academic health center, an incubator to support entrepreneurship, and student housing and support space, as well as parking. This initiative is important for our institution and our community.

Here's what FIU's expansion will mean:

- An initial economic impact of \$1.8 billion and an additional annual recurring economic impact of \$541 million to our community. That's above the \$8.9 billion FIU already provides.
- A \$900 million investment in construction.
- Job creation to support FIU's expanding student population.
- It will be done at no cost to Miami-Dade County or our students. We will raise funds for the expansion without affecting tuition.

I hope to have more news for you in the coming months as we continue to work with the county and The Fair on a win-win-win solution for relocating the fair. We're excited about FIU's future, which will impact the future of our entire community and our workforce. We won't do it alone.

We need the support of the leaders in this room. We need you to support the good work FIU is doing for our students and our region. Help us continue to be a beacon of hope and opportunity for South Florida, one that generates good jobs for South Florida and educates the talented people who will fill those jobs.

The consensus in our community is that world class cities deserve world-class universities. Help us build a world class university.