



**2011** Community Leaders Summit

**FINAL REPORT**



# Community Leaders Summit

October 25, 2011

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## Executive Summary

More than 100 leaders from around South Florida gathered on Oct. 25, 2011 at the Coral Gables Country Club for the third annual FIU Community Leaders Summit. For two hours, the leaders participated in detailed discussions about how the university can best:

1. **Improve student learning**
2. **Engage in new partnerships**
3. **Build affinity**
4. **Raise money**

FIU President Mark B. Rosenberg convened the first Community Leaders Summit in 2009, shortly after his inauguration. The objective is to engage local civic, educational and business leaders in a conversation about the future of the university as an anchor institution in

South Florida. Together, the university and the community leaders work to build partnerships and solve problems in the community. Over the years, the university has implemented a number of recommendations that have emerged from Community Leaders Summits, notably the establishment of the Office of Engagement to lead and nurture community partnerships.

In opening this year's summit, President Rosenberg emphasized the important role FIU plays in the local economy. FIU will graduate 100,000 new students in the coming decade, many of whom will live and work in South Florida. The university is also on track to add 20,000 new students and 1,000 faculty and staff in the next 10 years. By the 2019-2020 academic school year, FIU is expected to have 62,000 students, making it one of the largest universities in the country.

The need for FIU to be meaningfully engaged in the community as an anchor institution was a central theme of this year's summit. Participants stressed the need for engagement at multiple levels – engagement with the business community, with the local public schools, with alumni, with non-profits and social service organizations and with the healthcare industry. They encouraged FIU officials to cultivate reciprocal partnerships that strengthen the fabric of the community. Leaders also encouraged the university to promote the FIU Office of Engagement and the Office of Community Relations as resources for anyone seeking to be involved with FIU.

Telling the FIU story remains essential for the university's future, according to community leaders. They urged university officials to find ways to communicate the university's story and accomplishments, research and impact in the community. Community leaders indicated that the growing success of FIU's football program has been a strong catalyst for alumni and student engagement. The group praised the Worlds Ahead brand campaign, but emphasized that affinity building is grassroots. It must begin with each individual telling the FIU story.



Mark B. Rosenberg, President, FIU.



**Alex Villoch**, Sr. VP Advertising & Marketing, *The Miami Herald Media Co.* and **Jerry Santeiro**, Executive Director, Guardianship Program of Dade County, Inc.

In this era of decreased public funding, community leaders addressed the need for FIU to operate more like a business. The university should closely examine opportunities to commercialize research and monetize university assets, the community leaders said. In addition there was consensus on the need for FIU to work more closely with the business community on mutually beneficial partnerships in the areas of housing and technology. A partnership that enables FIU to offer affordable housing would assist the university in its effort to recruit top faculty and re-engage retired faculty and staff.

Attracting new faculty will be a major focus in the coming years with the university's enrollment growth. Community leaders urged the university to develop a minority recruitment plan for hiring and also to emphasize the positive aspects of Miami living with prospective faculty.

The community leaders felt it is important for FIU to develop a pipeline for students in science, technology, engineering and math (STEM) professions. Here again, they stressed that the university should have a proactive plan to engage with STEM industries in order to place FIU students in internships and jobs once they graduate.

President Rosenberg closed this year's summit by highlighting the comments of FIU Trustee Michael Adler, who spoke of a yearning for FIU to be deeply involved in the community. The better the university becomes, Rosenberg said, the better our community will be.



**Phillis Oeters**, Corporate VP of Government and Community Relations, *Baptist Health South Florida* and **Doug Bartel**, Director of Business Development, *Blue Cross and Blue Shield of Florida*.



## Generating Revenue: Finance, Fundraising and Infrastructure

**Overview:** State funding for public universities has been in decline for a number of years and now represents only 20 percent of FIU's budget. As a result, FIU is pursuing a number of strategies to support the university, including philanthropy, business programs and auxiliaries. Community leaders engaged in a conversation about new ways for the university to generate revenue.

### FIU Update:

**Funding:** State funding for the university is now equal to the amount the university receives from student tuition and fees.

**Growth:** Expanding student enrollment at a rate of 2,000 students per year for 10 years will generate additional funding.

**STEM:** FIU is currently working with business partners in Brazil to attract Brazilian students to FIU for STEM-related degrees (science, technology, engineering and math). The university is also working with Miami-Dade County Public Schools to nurture a pipeline for students to pursue STEM degree programs.

**Housing:** Providing housing for students and faculty remains a challenge for the university.

**Expansion:** The university is in need of more land to expand its footprint and has recently opened academic centers on Brickell and on South Beach.

### Community Leaders' Recommendations:

- Form a committee that will review the university as a whole to identify what areas could generate additional funds.
- Utilize certification programs to generate revenue.
- Expand enrollment for international students.
- Create public/private partnerships to develop new housing options. The university should consider being its own housing developer.
- Expand dual degree offerings.



**Jack Gonzalez**, Vice President, CBIZ; **Cynthia Dienstag**, Attorney, Cynthia J. Dienstag, PA and **Howard Lipman**, Senior Vice President, University Advancement FIU.



**Gonzalo Acevedo**, Senior Vice President, SunTrust Private Wealth Management, session facilitator, reviews what was discussed during his breakout session.



## Student Learning, Innovation and Collaboration

**Overview:** Community leaders in this session focused on a range of issues related to recruitment of faculty and students, job placement and the development of a pipeline of students in science, technology, engineering and math, or STEM fields. The community leaders stressed the importance of FIU being competitive, particularly in recruiting minority faculty and students.

### FIU Update:

**Faculty recruitment:** FIU faces a major obstacle in faculty recruitment because of real estate constraints. In addition, the university does not have enough minority faculty to represent the community it serves. This is part of a larger trend where universities are not graduating enough minority PhDs, therefore there are not enough minority faculty members available for hire.

**Graduation Success Initiative:** Undergraduate students will be required to select a major in their freshman year in an effort to keep them on track toward graduation.

### Community Leaders' Recommendations:

- FIU should become its own developer in the areas surrounding the FIU campuses in order to provide affordable housing.
- Partner with FIU volunteer boards in recruitment efforts in order to identify job placement opportunities for the family member of faculty recruits.
- Bring students and community leaders together for networking.
- Continue to expand the FIU footprint and provide flexible options for where students can take classes.
- Review the university's recruitment efforts to ensure FIU is making strategic hires.
- Establish a formal minority recruitment plan to target faculty and students.
- Focus on and communicate where FIU graduates are placed following graduation. Ensure that top firms are recruiting FIU students.
- Target local firms/industries for placement of FIU STEM graduates so this talent pool remains in South Florida.
- Establish a university-wide mentoring program. Explore the Catalyst Miami "ReServe" program for a source of professional mentors.



**Gloria Romero Roses**, *Managing Partner, Nexus Homes, LLC*, shares her thoughts during the session.



**Mark Trowbridge**, *President & CEO, Coral Gables Chamber of Commerce*, served as the facilitator for the Student Learning, Innovation and Collaboration breakout session.



## Building FIU's Affinity

**Overview:** Over the past decade, the university has made significant strides in building affinity through the growth of athletics, arts and student programming. The graduates of today are increasingly engaged and proud of FIU. The group discussed the university's branding campaign and emphasized the need for continued grassroots affinity building. They also reiterated the importance of giving students a positive experience so that they want to remain engaged when they graduate. The group indicated that there remains a strong need for FIU to tell its story in the community.

### FIU Update:

**Worlds Ahead brand campaign:** In 2011, FIU rolled out bus wraps, billboards, a faculty advertising series in The Miami Herald, a primetime television commercial, four mini-documentaries on research and engagement, dozens of video interviews with faculty, students and alumni on a new student website and a new Quickview mini-guide to FIU. All of the brand campaign materials highlight the multitude of stories that embody the attributes of FIU as a student-centered, global, community focused, vibrant and entrepreneurial university.

**Marketing research:** The university is now conducting a second phase of research to evaluate if and how the campaign has altered public perceptions.

**Pantherization:** FIU has successfully placed FIU gear in U.S. Century Bank offices around Miami-Dade and at least 20 more businesses surrounding the MMC and BBC campuses.



Session facilitator **Lily Chiu**, *Chair, The Mangrove Project*, leads conversation on building FIU's affinity.



**Olga Connor**, *Director of Communication and Legislative Affairs, Miami-Dade County Health Department*  
**Frank Peña**, *President, The FJP Group* and **Ralph Rosado**, *Director of Urban Planning, C3TS*.



### Community Leaders' Recommendations:

- Create and implement a public relations strategy to educate the community on FIU's accomplishments.
- Seek out editorials in The Miami Herald and The New York Times.
- Promote and encourage grassroots affinity building among alumni and community supporters.
- Create a signature event that is known nationwide, like Gator Growl, to build college-town ambience.
- Consider creating virtual alumni chapters that allow graduates to connect online.
- Better advertise and promote the Office of Community Relations and Office of Engagement so the public knows where to call when they want to be involved with FIU.



Michael Adler, Chairman and CEO, Adler Group, Inc. and Vice Chair of FIU Board of Trustees; Greg Viejo, Vice President, Wells Fargo Private Bank and Jack Gonzalez, Vice President, CBIZ.



Mark B. Rosenberg, President, FIU.

- Develop stories around the unique profile of FIU students – hardworking, living in multi-generational homes and coming from various cultures.
- Encourage business owners to hire FIU grads.
- Ask alumni to “Pantherize” their workplaces with FIU memorabilia and posters.
- Promote sales for license plates and season tickets for athletics and live theater events.
- Encourage alumni and friends to tell local retailers that they want to purchase FIU gear at their store if it’s not displayed. Thank retailers when they do sell FIU gear.
- Work with students prior to graduation on resume writing and job interviewing skills.
- Have the Department of Career Services monitor LinkedIn groups and activity.
- Be proactive about bringing community leaders to campus.





## Strategic Partnerships and Research

**Overview:** In 2010, FIU began the new Office of Engagement to foster partnerships that will provide results-oriented solutions in the community. The initiatives align with the university's Worlds Ahead Strategic Plan, with a focus on the following areas: arts and culture, economic development, education, environment, health, law and social issues. In January 2011, FIU received the prestigious Carnegie Foundation designation of a Community Engaged University.



Group discussion during the Strategic Partnership and Research session.

FIU President Mark Rosenberg shared with the group that a paradigm shift is underway at FIU. The model of teaching, research and service is being replaced by learning, discovery and engagement. The university, he said, must have a comprehensive engagement strategy in place as it sends students out into the community so their efforts are beneficial to all parties.

### FIU Update:

**ACCESS:** FIU and the Miami-Dade County Public Schools System have established an achievement-oriented partnership focused on improving student learning in the public schools. Through ACCESS, or Achieving Community Collaboration in Education and Student Success, a number of new programs have been launched.

**The Education Effect:** JPMorgan Chase, Miami-Dade County Public Schools and FIU have formed a partnership to improve learning and college readiness at Miami Northwestern Senior High School in Liberty City.

**Life Sciences partnership:** This partnership aims to develop an industry cluster around the life sciences and align research with economic development in South Florida. The partnership includes the Beacon Council, UM, FAU, NSU, the Broward Alliance and the Business Development Board in Palm Beach.

**Internships:** The Office of Engagement is actively involved in working with industry and business partners to create new internship opportunities for FIU students. New internships have been formed with Miami-Dade County Public Schools, Miami Beach Chamber of Commerce, local municipalities and federal government agencies in Washington, D.C.

**Florida Power and Light:** The new FPL customer care center on FIU's MMC campus employs FIU students and has outperformed other care centers.

**America's Venture Capital Conference:** FIU originated the conference in 2010 to bring together a community of innovative entrepreneurs and venture capitalists. The companies that participated last year have already raised \$40 million and a number are relocating to South Florida.

**Miami Herald/Sun-Sentinel:** This partnership provides FIU journalism students the opportunity to get real-world journalism experience.



## Community Leaders' Recommendations:

- Work with the public sector to develop internships in engineering and architecture, as students in those programs are required to have internships in order to graduate.
- Explore the possibility of public health internships in Miami-Dade County Public Schools.
- South Florida's aging population is a community-wide concern. Create an engagement project centered on care for the elderly. This public health initiative would involve the medical school, nursing and public health.
- Duplicate the on-campus employment model of FPL with other industries to provide students with valuable, paid work experience.
- Explore community engagement opportunities on the subjects of environmental responsibility and sustainability.
- Work with the Convention and Visitors Bureau to showcase FIU research at various professional and business conferences being held in South Florida.
- Continue to tell the FIU story through the FIU Magazine, the website and by sending students into the community as speakers for civic events.



**Richard Candia**, Partner, Fuentes Rodriguez Consulting Group and **Robert Goldszer**, Chief Medical Officer, Mount Sinai Medical Center.



**Javier Hernandez-Lichtl**, CEO Baptist Health South Florida, West Kendall Baptist Hospital; **Mark B. Rosenberg**, President, FIU; **Alfredo Mesa**, Executive Director, Marlins Foundation and **Gabriel Albelo**, Owner/President, TransAmerica Training Management, Inc.



## Appendix: Summit Attendees

Generating Revenue: Finance, Fundraising and Infrastructure			
First Name	Last Name	Organization	Title
Gonzalo	Acevedo	SunTrust Private Wealth Management	Senior Vice President
Howard	Lipman	FIU	Senior Vice President, University Advancement
Kenneth	Jessell	FIU	CFO
Stewart	Appelrouth	Appelrouth Farah & Co. Certified Public Accountants	Principal
Victor C.	Balestra	Espirito Santo Bank	Chairman
Doug	Bartel	Blue Cross and Blue Shield of Florida	Director of Business Development
Willy	Bermello	BAP Development	President & Chief Executive Officer
Pat	Bosch	Perkins + Will	Design Director
F. Otto	Busot	Morgan Stanley Smith Barney	Sr. Vp. Wealth Management & Sr. Portfolio Manager
John	Cal	FIU	Associate Vice President
Bob	Griffith	FIU	Director of Planning
David	Harper	HADP Architecture, Inc.	President & CEO
Jacqueline	Hodes	DLA Piper LLP	Partner
Danny	Katz	DBK Concepts, LLC.	CEO
Patricia	Lefebvre	BankAtlantic	President, Miami-Dade County
Ana L.	Martinez	Cherry, Bekaert & Holland, LLP	Partner
Amir	Mirmiran	FIU	Dean College of Engineering and Computing
Noelia	Moreno	Latin Builders Association	President
Jorge	Moros	Skanska USA Building Inc.	Project Executive
Rick	Rodriguez Piña	Rodriguez Piña & Associates	President
Judy	Rosenbaum	Catalyst Miami	Consultant
Russ	Sheppard	Skanska USA Building Inc.	Senior Vice President
Debra	Sinkle Kolsky	Redevco	Owner
Roberto	Smith	MGE Architects	Vice President
Daniel	Tapia	Senator Margolis' Office	Legislative Assistant
Mario	Trueba	Sabadell United	CEO and President
Student Learning, Innovation and Collaboration			
First Name	Last Name	Organization	Title
Mark	Trowbridge	Coral Gables Chamber of Commerce	President & CEO
Elizabeth	Bejar	FIU	Vice Provost
Rosa	Jones	FIU	Vice President for Student Affairs
Greg	Ault	AECOM	Principal
Roger	Bernstein	The Bernstein Law Office	Attorney
Eric	Czerniejewski	Miller Legg	Senior Engineer / Associate
Cynthia	Dienstag	Cynthia J. Dienstag, PA	Attorney
Delia C.	Garcia	FIU	Dean College of Education
Tere	Garcia	Bermello, Ajamil & Partners	Vice-President



Robert	Grillo	FIU	VP of Information Technology & CIO
Denise	Halpin	FIU	SGA President BBC
William	Hardin	FIU	Associate Professor of Finance
Michael	Kerwin	AECOM	Principal
Lillian	Kopenhaver	FIU	Dean, School of Journalism and Mass Communication
Donald	Lefton	The Continental Companies	Principal
Steven	Moll	FIU	Vice Provost
Amy	Morris	Catalyst Miami	Policy Associate (Intern)
Sean	Prospect	South Florida After School Allstars	Deputy Executive Director
Douglas L.	Robertson	FIU	Dean of Undergraduate Education
Gloria	Romero Roses	Nexus Homes, LLC	Managing Partner
Mary Scott	Russell	Chamber South	President
Jerry	Santeiro	Guardianship Program of Dade County, Inc.	Executive Director
Sanjeev	Udhnani	FIU	SGA Vice President MMC
Alexandra	Villoch	The Miami Herald	Sr. VP Advertising & Marketing

### Building FIU's Affinity

First Name	Last Name	Organization	Title
Lilian	Chiu	The Mangrove Project	Chair
Duane	Wiles	FIU	Alumni Relations, Interim Executive Director
Terry	Witherell	FIU	Vice President, External Relations
Gabriel	Albelo	TransAmerica Training Management, Inc	Owner/President
Ivette	Arango	The Beacon Council	VP Corporate, Governmental and Community Relations
Abbey	Chase	Chase Marketing Group	President and CEO
Olga	Connor	Miami-Dade County Health Department	Director of Communication and Legislative Affairs
Lori-Ann	Cox	FIU	Sr. Associate Athletic Director for Development
Carol	Damian	FIU	Director, Frost Art Museum
Jose Manuel	Diaz	Compass Office Solutions	Principal
Vicky	Garcia-Toledo	Bilzin Sumberg	Partner
Jack	Gonzalez	CBIZ	Vice President
Jaffus	Hardrick	FIU	Vice President, Human Resources
Barry	Johnson	Greater Miami Chamber of Commerce	President/CEO
Michael	Maher	Synergy Business Consulting	Director, Client Services
Howard	Miller	Howard R. Miller Communications	President
Frank	Peña	The FJP Group	President
Fatima	Perez	Akerman Senterfitt	Public Policy Advisor
Enrique	Pineiro	Ros Realty Group, Inc	President
Monica	Rabassa	Univision Radio	VP Marketing, Corp. Comm. & Public Affairs
Dania	Rivero	FIU	Assistant Vice President, Community Relations
Ralph	Rosado	C3TS	Director of Urban Planning
Brian	Schriner	FIU	Dean, College of Architecture + The Arts



Gregory	Viejo	Wells Fargo Private Bank	Vice President
Strategic Partnerships and Research			
First Name	Last Name	Company	Title
Javier	Hernandez-Lichtl	Baptist Health South Florida	CEO, West Kendall Baptist Hospital
Irma	Becerra-Fernandez	FIU	Vice Provost
Divina	Grossman	FIU	Vice President, Engagement
Modesto "Mo"	Abety-Gutierrez	The Children's Trust	President & CEO
Jessica	Burden	Catalyst Miami	Community Learning Coordinator, AmeriCorps VISTA
Rosemary	Canals-Suarez	Bermello, Ajamil & Partners	Director of Marketing
Richard	Candia	Fuentes Rodriguez Consulting Group	Partner
Raul	Carreras	Bermello, Ajamil and Partners	Project Manager
Guillermo	Castillo	JPMorgan Chase Bank	President, Middle Market Commercial Banking
Michele	Cicczazo	FIU	Interim Dean, Robert Stempel College of Public Health and Social Work
Robert	Goldszer	Mount Sinai Medical Center	Chief Medical Officer
Matt	Haggman	Knight Foundation	Miami Program Director
Larry	Harris	-	Freelance Consultant
Daniella	Levine	Catalyst Miami	President/CEO
Mandy	Llanes	Anheuser-Busch Companies	Region Director
Steven	Marcus	Health Foundation of South Florida	President & CEO
Aminda	Marques	The Miami Herald	VP/Executive Editor
Alfredo	Mesa	Marlins Foundation	Executive Director
Jacob	Solomon	Greater Miami Jewish Federation	President & CEO
Javier A.	Soto	The Miami Foundation	President and CEO
Eloy	Villasuso	FPL	Manager, External Affairs
First Name	Last Name	Organization	Title
Nelson	Adams	N.L. Adams, M.D. and Associates	President
Michael	Adler	Adler Group, Inc. / FIU Board of Trustees	Chairman, CEO / Vice Chair
Jorge	Arrizurieta	Arrizurieta and Associates / FIU Board of Trustees	President / Member
Lee	Fisher	CEO's for Cities	President and CEO
Sandra	Gonzalez-Levy	FIU	SVP External Relations
Albert	Maury	Leon Medical Centers / FIU Board of Trustees	President and CEO / Chairman
Phillis	Oeters	Baptist Health South Florida	Corporate VP of Government and Community Relations
Deborah	O'Neil	FIU	Editor, FIU Magazine
Jorge	Plasencia	Republica	CEO
Mark B.	Rosenberg	FIU	President
Maydel	Santana-Bravo	FIU	Director, Media Relations
Steve	Sauls	FIU	Vice President for Governmental Relations
Douglas	Wartzok	FIU	Provost and Executive Vice President



## **Summit Chairs:**

Nelson Adams III, Chairman, Department of Obstetrics and Gynecology at Jackson North Medical Center and President, N. L. Adams, M.D. and Associates

Phillis Oeters, Corporate Vice President of Government and Community Relations, Baptist Health South Florida

Jorge Plasencia, Chairman and CEO, Republica

## **Summit Facilitators:**

Gonzalo Acevedo, Senior Vice President, SunTrust Private Wealth Management

Lilian Chiu, Chair, The Mangrove Project

Javier Hernandez Lichtl, CEO, West Kendall Baptist Hospital, Baptist Health South Florida

Mark Trowbridge, President & CEO, Coral Gables Chamber of Commerce

## **FIU's Summit Coordinating Team:**

Sandra Gonzalez-Levy, Senior Vice President, External Relations

Desiree Rodriguez, Chief of Staff, External Relations

Melissa Puente Gonzalez, Assistant Director, Community Relations

Ayxa Vecino, Coordinator, Community Relations

Amanda Garcia, Assistant, Community Relations

Deborah O'Neil, Editor, Community Leaders Summit Reports

## **FIU's Summit Recorders:**

Ana Herrera, Chief of Staff, Governmental Relations

Lissette Lanza, Coordinator, Media Relations

Desiree Rodriguez, Chief of Staff, External Relations

Ayxa Vecino, Coordinator, Community Relations

**SAVE THE DATE**

A graphic of bowling pins with a blue ball. The pins are arranged in a standard bowling triangle, with a single blue ball in the foreground. The pins are white with black patterns, and the ball is a solid light blue. The entire scene is set against a white background with soft shadows and reflections on the surface below.

**4th Annual  
Community Leaders Summit  
October, 2012**

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