



**2012** Community Leaders Summit

**REPORT**



# Community Leaders Summit

October 25, 2012

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## Executive Summary

On October 25, President Mark B. Rosenberg convened more than 100 leaders from around South Florida to discuss higher education in the 21st century. This year marks the 150th anniversary of the public university system in the United States, which led to the founding of FIU in 1965. Since its launch, the university has grappled with new technologies, changing economies, student debt and disinvesting in public universities. How FIU handles these ongoing issues will determine future access to higher education in South Florida.

FIU's fourth annual Community Leaders Summit, held at the Coral Gables Country Club, elicited input from education, business and civic leaders on four critical issues that will shape the university's course of action:

1. Improving academic readiness and success
2. Growing the university's infrastructure
3. Generating entrepreneurship and jobs
4. Going global

The 2012 Community Leaders Summit addressed many of the same issues presented in a *TIME* magazine series, "Rethink College," published earlier in the month. *TIME* editors held their own summit with national leaders to discuss the future of public education. The three takeaways from *TIME*'s summit framed much of the discussions in the breakout sessions – college completion, innovate or die, and building better K-12 schools to improve college education. These issues resonated with South Florida leaders as relevant priorities for FIU's future.

This year, FIU's Community Leaders Summit participants continued to emphasize the importance of partnerships and communicating the FIU story. To fulfill the university's vision for infrastructure and master planning, leaders suggested an awareness campaign of FIU's needs and objectives. One participant stressed the importance of working at the grassroots level and asked the university to "continue [its] efforts to communicate to the general public its plans for the future." Another pointed at FIU's partnership with the City of Sweetwater as a "great model for generating excitement and buy-in" for the university's initiatives.

Community leaders praised FIU Global and FIU Online initiatives. The group supported potential partnerships and strategic alliances in other countries, specifically in Latin America, that would allow FIU to offer classes and degree programs. FIU Global would eventually offer degrees around the world. The group agreed: Go for it! Take full advantage of the expanding world of e-learning and global connectivity. But keep the quality of the FIU degree and the FIU brand intact.



Mark B. Rosenberg  
President, FIU



*FIU students Nick Aquart and Aaron Heria*

One recommendation requires immediate attention. The Entrepreneurship and Job Creation group called for the creation of a task force to include students, faculty and outside industry leaders. The task force would create an operational plan the university will use as a guide to create a culture of entrepreneurship. The plan should include a coordinated service to guide people through the beginning stages of the entrepreneurship process. One participant expressed concern about how many “great FIU ideas” are never realized because there is not a concerted approach to bring them to market.

Being more concerted or intentional was a common theme throughout the breakout sessions. Leaders were excited by the university’s initiatives but frequently pushed for more thoughtful planning and greater participation by the community leaders. A few expressed the impression that there seems to be a lack of coordination within FIU. The consensus, though, was that forums such as these were helping the university be more strategic. Since the first Community Leaders Summit in 2009, FIU has implemented a number of recommendations that have helped the university focus its efforts, notably the establishment of the Office of Engagement to lead and nurture community partnerships.

President Rosenberg closed this year’s summit by highlighting how important it is for FIU to reflect the community it serves. “Florida is a different state every four years,” he said. The university has to reinvent itself, if necessary, to continue to offer a quality public education. In the spirit of entrepreneurship and innovation echoed throughout the summit, Rosenberg closed with the words of former CEO of General Electric Jack Welch, “If the pace of change is slower inside your organization than the pace of change outside your organization, then the end is near.” Community leaders agree: FIU is setting the pace.

**Takeaways from the 2011 summit:**

- FIU is vitally important to the local economy (ongoing hiring, training new leaders, construction and expansion).
- Telling the FIU story is important for the future and that must be done at a grassroots level, each person telling the story.
- FIU must begin to operate more like a business with less dependence on public dollars.





## Academic Readiness and Success

### How can we do a better job of selling the importance of an education?

Advanced education is key to success. FIU is proud that more than half of all its graduates are able to complete a four-year degree with zero debt. Those students who do graduate with debt have on average \$17,000 – about the same amount South Floridians typically have in auto debt. Two-thirds of students are employed upon or immediately after graduation and another 20% pursue graduate degrees. Nonetheless, some reports in the popular press suggest that there is growing public sentiment that a college education is not worth the debt because jobs are not available. This in spite of the fact that the unemployment rate for college graduates is about one third that of individuals without a college degree. FIU is pursuing several initiatives to educate students about the value of a college education, as well as creating programs that will graduate students that are highly competitive in the 21st century job market. Community leaders discussed how best to prepare high school graduates for college.

### FIU Update

**STEM:** FIU launched the STEM Transformation Institute earlier this year. The multidisciplinary institute brings all of the university's efforts together into a collective mission to transform STEM (Science, Technology, Engineering, and Mathematics) education from preschool through graduate school. Currently, FIU has 7,500 undergraduate students majoring in STEM fields, is the largest producer of STEM baccalaureate degrees for minorities and STEM master's degrees for Hispanics. The university manages more than \$20 million in active STEM education grants.

**Mastery Math Lab:** This fall, FIU opened the Mastery Math Lab with more than 200 stations. The lab engages students in doing math with the support of 29 learning assistants, eight faculty from the Department of Mathematics and Statistics, and a comprehensive online

support package. Approximately 1,600 students currently attend sessions throughout the week. While still in the early stages of implementation, FIU's approach to improving pass rates for College Algebra is yielding positive results and could serve as a model for other universities nationwide.

**First Generation Scholarships:** FIU's First Generation Scholarship fund, matched by the state on a dollar-for-dollar basis, has supported more than 6,100 students, providing more than \$4 million in financial support and helping curb rising student indebtedness.

**GSI:** FIU has launched the Graduation Success Initiative, an extensive set of innovations dedicated to helping undergraduate students find their academic home as early as possible with a clear path to success. The new approach will help students explore new majors, stay on track and ultimately graduate on time.

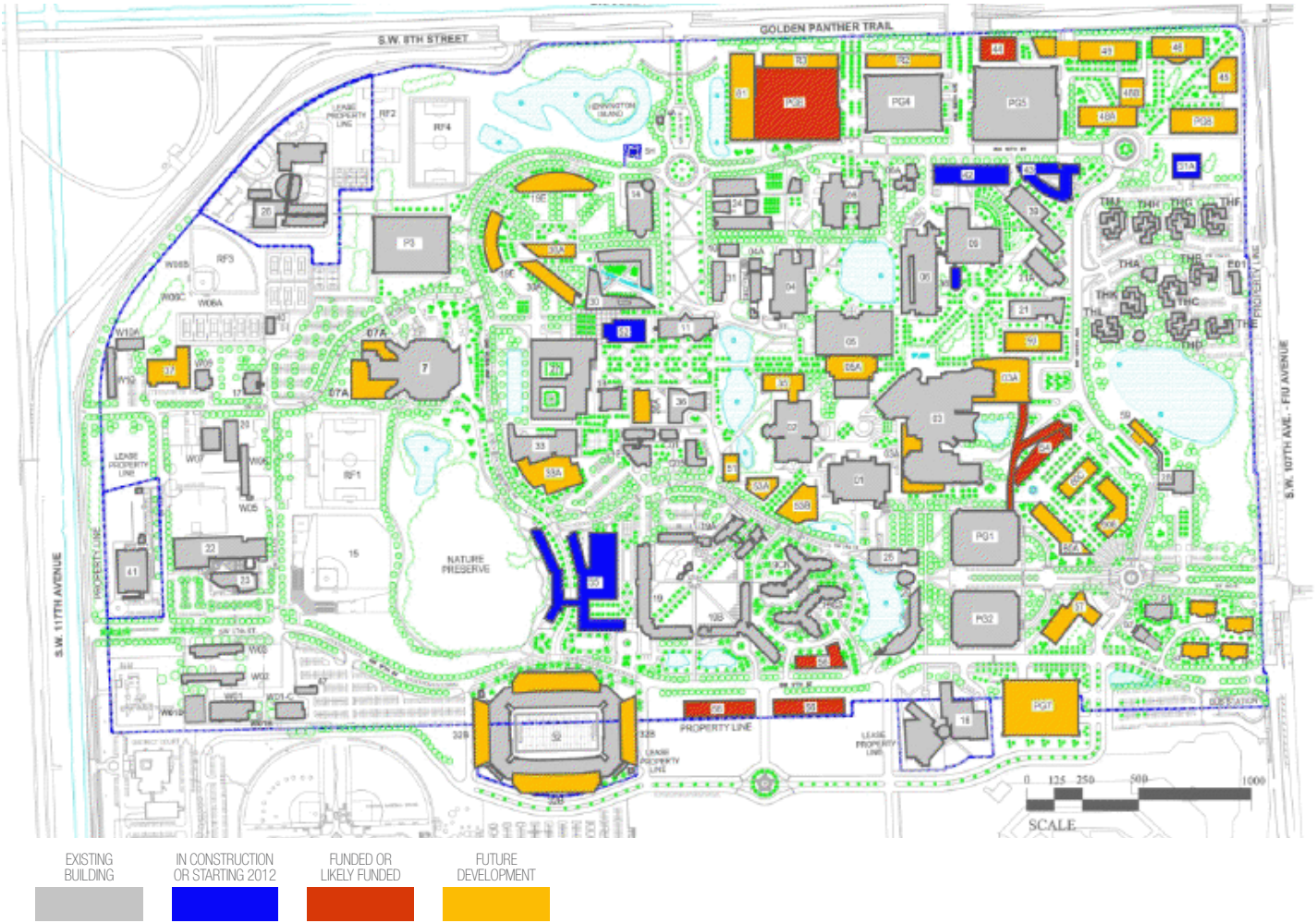
**ACCESS:** Spearheaded by the Education Effect partnership in Liberty City – part of ACCESS (Achieving Community Collaboration in Education and Student Success), the university's groundbreaking partnership with Miami-Dade County Public Schools – FIU held its first Golden Scholars summer bridge program, through which the university supports students making the transition from high school to university life. Thirty-nine Golden Scholars are now part of FIU's freshman class and eight of them earned 4.0 GPAs over the summer.

### Community Leaders' Recommendations:

- Offer financial literacy and entrepreneurship courses that all FIU students would be required to take
- Communicate better the return on investment of a college education
- Use university expertise to impact early childhood development and education programs
- Expand programs like those FIU is conducting at Miami Northwestern



Modesto A. Maidique Campus construction map



## Master Plan and Infrastructure

### What should FIU look like in 20 years?

There has been a significant reduction in state funding that has resulted in a reversal in the level of state support FIU has received in the last five years. General revenue for university operations has been cut \$90 million and Public Education Capital Outlay (PECO) funds used to build buildings have been reduced over 90%. There are major concerns about how FIU will grow. The university is partnering with several public and private entities to face the challenge of building a much more urban plan. FIU has also held several charrettes that have generated ideas for future growth. Summit participants addressed the expansion of the Modesto A. Maidique Campus; FIU's relationship with the Fair and the City of Sweetwater; and the growth of the Biscayne Bay Campus with or without a new access road.

### FIU Update

**University City Initiative:** In collaboration with the City of Sweetwater, FIU is considering the benefits and challenges of turning Sweetwater into a college town where FIU students can live and conduct business. Some of the plans under consideration include a new privately funded housing facility on 109th Avenue and SW 7th Terrace. The facility would have 600 beds and would be available for faculty, staff and students. This community would be pedestrian oriented, allowing members of the university community to walk to and from FIU for banking, alternative dining and more.

**Current Building Construction Program:** FIU currently has construction projects (in-progress and ready to be built) totaling more than \$200 million. Looking forward, the future is bleak as FIU has not received any state funding



*Ken Jessell, CFO and senior vice president of FIU Finance and Administration, leads the Master Plan and Infrastructure session.*

for new facilities in the past two years and new state funding is not anticipated until after 2016. Since it takes several years from funding appropriation to design to construction, FIU's capital program will be significantly reduced unless alternative sources of funding, such as public-private partnerships and philanthropy, become available.

A 620-bed residence hall combined with a 300-car parking garage is being built on the site just east of the nature preserve and next to the FIU Stadium. When the project is finished, the university will have approximately 3000 beds on the MMC campus to serve our students.

The new Science Classroom Complex/Academic Health Center 4 is slated to open early in 2013. And Academic Health Center 5, which will be home to the Robert Stempel College of Public Health and Social Work, the Extreme Events Institute, and the Department of Earth

and the Environment, is expected to open in 2014. The Management and New Growth Opportunities (MANGO) facility is getting ready to break ground in late December, and our Student Academic Support Center is currently under design.

### **Community Leaders' Recommendations:**

- Build a Welcome Center to share the FIU story
- Craft stronger messaging to create awareness of FIU's vision, needs and the university's economic impact on South Florida
- Foster partnerships to facilitate progress
- Relationships must be created and found for FIU
- Focus on acquiring The Fair grounds. Community leaders felt this was crucial to the university's growth
- Create private/public partnerships to reach maximum potential





*Left: David Klock, dean of the College of Business, leads the Entrepreneurship and Job Creation session. Right: George Torres, vice president of Ticket Sales & Retention at Miami Dolphins and Patricia Lefebvre, senior vice president of BB&T, shared their thoughts on entrepreneurship and job creation with FIU administrators.*

## Entrepreneurship and Job Creation

### We can train our students to take good jobs, but can we train them to create good jobs?

FIU is working on creating a culture of entrepreneurship. The university is a natural breeding ground for creativity, exchange of ideas, and new ways of looking at and studying things. Student and faculty entrepreneurial activity can play a dominant role in the South Florida economy in the years to come. Also, FIU cannot survive on state allocations, and therefore, needs to develop new businesses. The university is working on a comprehensive approach, including teaching entrepreneurship to students, creating incubators and partnering with local industries.

### FIU Update

#### Entrepreneurship Empowerment Workshop

**series:** The College of Business is spearheading the university's entrepreneurship initiative, offering workshops such as the Entrepreneurship Empowerment series, sponsored by the Pino Global Entrepreneurship Center and

SCORE Miami Dade, to support entrepreneurs and small business owners through every aspect of their venture.

**Americas Venture Capital Conference:** The College of Business held its third annual Americas Venture Capital Conference on December 13 and 14, 2012. Entrepreneurial firms doing business in Latin America and South Florida were invited to apply to present their businesses to an audience of leading venture capitalists and other strategic investors.

### Community Leaders' Recommendations:

- Create a task force within 90 days that would provide an operational plan the university can use as a guide to creating a culture of entrepreneurship. The plan should include a coordinated service to guide people through the beginning stages of the entrepreneurship process.
- Build support for the brand through College of Business alumni
- Highlight and better communicate successes





## Globalization and FIU Online

### How can FIU deepen and strengthen the “I” in its mandate?

FIU will one day have 100,000 students but not all these students will be in Miami. They will be in Latin America, Europe or China, taking online courses. FIU cannot do this alone. FIU’s global initiative will be based on partnerships. The university will be delivering degrees in other languages, such as Spanish and Portuguese. It’s all about access and inclusion. FIU Online is continuously working on how to deliver classroom instruction using different technologies. Mobile options will never replace what the classroom offers, but it is a new opportunity to offer social mobility, specifically in Latin America. Community leaders discussed different companies and platforms that could help offer FIU’s Worlds Ahead education around the globe.

### FIU Update

**International visitors:** FIU has become a go-to institution for international thought leaders who have something to say, strengthening the university’s international brand. Recent speakers have included former U.S. Secretary of State Madeleine K. Albright, and U.S. Agency for International Development (USAID) Administrator Dr. Rajiv Shah. In October, the university welcomed a senior-level delegation of educators and administrators from FIU’s partner, the Tianjin University of Commerce. Members of the delegation participated in a two-week higher education program offered by the College of Business in partnership with University College.

**FIU Online:** Currently, FIU offers several undergraduate and graduate degrees fully online. In the Fall of 2012, FIU Online began using a new version of Blackboard, the university’s Learning Management System, providing more logical, visually impactful and active learning opportunities. In addition, FIU Online will be introducing



*Joyce Elam, dean of University College, leads the Globalization and FIU Online session.*

Blackboard Mobile Learn that will bring interactive teaching and learning to mobile devices.

**FIU Global:** FIU is considering partnering with other organizations that would help FIU form strategic alliances in other countries, specifically in Latin America. The university will offer classes and eventually degrees around the world.

### Community Leaders’ Recommendations:

- Leverage the university’s existing market position and market to the middle class in Latin America
- Invite more distinguished professors from other countries
- As the university expands around the globe, FIU should be vigilant about quality control

## Appendix: Summit Attendees

### Entrepreneurship and Job Creation ATTENDEES

Last Name	First Name	Title	Organization
Alkadry, Ph.D.	Mohamad	Director, Master of Public Administration Program	FIU
Becerra-Fernandez	Irma	Interim Vice President, Office of Engagement	FIU
Canals-Suarez	Rosemary	Business Deveploment	Bermello Ajamil & Partners
Castro	Alex	SGA Vice President, MMC	FIU
Cox	Lori-Ann	Senior Associate Athletics Director for Development	FIU
Diaz	Jose Manuel	Principal	Compass Office Solutions, LLC
Diggs	William	President and CEO	Miami-Dade Chamber of Commerce
Fariñas	Anabel	Member	FIU President's Council
Gil	Andres	Vice President of Research	FIU
Gonzalez	Joaquin	Director	BDO USA, LLP
Hardrick	Jaffus	Vice President of Human Resources	FIU
Hoelle, Esq.	Mary	Partner	Fowler Rodriguez Valdez Fauli, LLP
Horstmyer, MD, FAAN	Jeffrey	Chairman	Neuroscience Centers of Florida Foundation
Johnson	Barry	President and CEO	Greater Miami Chamber of Commerce
Kaufman	Nicole	Sr. Director, Corporate and Foundation Relations	FIU
Klock	David	Dean, College of Business	FIU
Koenig	Phillip	Student	FIU
Lefebvre	Patricia	Senior Vice President	BB&T
Martinez	Christy	Coordinator, Commencement Ceremonies	FIU
Medina	Manny	Medina Capital Partners, Inc.	Founder, Chairman and CEO
Nero	Frank	President and CEO	The Beacon Council
Pozo, Esq.	Celeste	Attorney	Hughes Hubbard & Reed LLP
Rosenberg	Mark B.	President	FIU
Torres	George	Vice President, Ticket Sales & Retention	Miami Dolphins
Valverde	Fernando	CEO, FIU Academic Health Center Health Care Network, Herbert Wertheim College of Medicine	FIU
Zakharia	Toufic	Student	FIU

### Globalization and FIU Online ATTENDEES

Last Name	First Name	Title	Organization
Alonso	Humbert	Vice President	Atkins North America, Inc.
Anding	Volker	Chairman of the Board	Miami Bach Society
Balestra	Victor C.	Director	Espirito Santo Bank
Beardsworth	Richard	Professor of International Relations Theory	FIU
Burchard	Gretha	Student	FIU
Duane	Raul	Student	FIU
Elam	Joyce	Dean, University College	FIU
Fernandez	Ahiza	Assistant Director, Administrative Operations	FIU
Fernandez	Jorge	Student	FIU
Finzi-Smith	Amanda	Student	FIU
Gazitua	Ralph	President and CEO	WTDC A Logistics Infrastructure Company
Heria	Aaron	Student	FIU
Leiva	German	CEO	MFZ Management Corp
Lopez	Jorge Luis	Governmental Affairs Counsel	Jorge Luis Lopez Law Firm, LLC
McLune	Makeda	Student	FIU
Mitrani	Hilda	Principal	Multilingual Media & Marketing
Perez	Carmen	President	FPL FiberNet
Pizarro	Pete	President and Chief Executive Officer	Whitney International University System
Prymakova	Palina	Ph.D. Student	FIU
Romero Roses	Gloria	Managing Partner	Nexus_Living, LLC
Villamil	Marielena	President and CEO	The Washington Economics Group, Inc.
White	Jaheera	Community Learning Coordinator	Catalyst Miami
Wiles	Duane	Assoc. Vice President, Alumni Relations	FIU
Witherell	Terry	Vice President, External Relations	FIU



### Master Plan and Infrastructure ATTENDEES

Last Name	First Name	Title	Organization
Aguila	Percy	Managing Director, Public Finance	Raymond James/Morgan Keegan
Aquart	Nick	Student	FIU
Balepogi	Luly	President	Luly B., Inc.
Barrantes	Renzo	Student	FIU
Cal	John	Associate Vice President	FIU
Carreras	Raul	Project Manager - Architecture	Bermello Ajamil & Partners
Corton	George	Assistant Vice President, Development	FIU
Garcia	Anastasia	Sole Practitioner	Law Office of Anastasia M. Garcia
Gil	Augusto	President	Gil Development, Inc.
Goldszer	Robert	Chief Medical Officer	Mount Sinai Medical Center
Grant	Stuart	Facilities Planning Coordinator	FIU
Hernandez	Michael	Sr. Director, Public Affairs	Penn Schoen Berland
Hollander	Morris	Partner	Marcum LLP
Jessell	Ken	Senior Vice President, Administration & CFO	FIU
Kluesner	Gene	Associate Principal	Perkins+Will
Marques	Javier	Chief of Staff, Office of the President	FIU
Mirmiran	Amir	Dean, College of Engineering and Computing	FIU
Nyman	Kristin	Student	FIU
Piersol	James	Principal	McHarry and Associates
Puig	Claudia	Senior Vice President & Eastern Regional Manager Trustee	Univision Radio FIU Board of Trustees
Rendeiro	Carolina	CEO	Right Space Management, LLC
Rosado	Ralph	Executive Director	South Florida Community Development Coalition
Sauls	Steve	Vice President, Governmental Relations	FIU
Tapanes Llahues, Esq.	Melissa	Partner	Bercow Radell & Fernandez, P.A.
Tassy	Jessica	Student	FIU
Vecino	Ayxa	Coordinator, Community Relations & President's Council	FIU

### Academic Readiness and Success ATTENDEES

Last Name	First Name	Title	Organization
Acosta	Alex	Dean, College of Law	FIU
Albelo	Gabriel	President	TAM TransAmerica Training Management
Alonso	Maria	SVP, CSR Market Manager	Bank of America
Bartel	Doug	Director of External Relations	Florida Blue (BlueCross BlueShield)
Catoggio	Monique	Director, College Relations (College of Business)	FIU
Fariñas	Laura	SGA President, MMC	FIU
Ferradas	Sal	Senior Vice President, Private Client Advisor	U.S. Trust
Fine	Sharon	Vice President	Northern Trust Bank
Furton	Kenneth	Dean, College of Arts and Sciences	FIU
Hamilton	Phillip	Executive Assistant	FIU
Hernandez Lichtl	Javier	Chief Executive Officer West Kendall	Baptist Health South Florida
Lawrence, Jr.	David	President	The Early Childhood Initiative Foundation
Levine	Daniella	President and CEO	Catalyst Miami
Martinez	Ana L.	Partner	Cherry, Bekaert & Holland, LLP
Busot	Otto	Senior Vice President Wealth Management Senior Portfolio Manager Financial Advisor	Morgan Stanley Wealth Management
Peña	Frank	Founder and President	FJP Group, Inc.
Prospect	Sean	Deputy Executive Director	South Florida After-School All-Stars
Rock, M.D.	John	Founding Dean & Sr. Vice President, Herbert Wertheim College of Medicine	FIU
Rodriguez	Idaykis	Student	FIU
Rodriguez	Manny J	Regional Director	FPL
Sol	Gloria	Student	FIU
Strickland	Ora	Dean, College of Nursing and Health Sciences	FIU
Wartzok	Douglas	Provost, Executive Vice President and COO	FIU















**SAVE THE DATE**



**5th Annual  
Community Leaders Summit**  
**October 2013**

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