



**Address at the Greater Miami Hotel & Lodging Association's  
Annual Meeting**

**Given by Mark B. Rosenberg  
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Mr. Nardi, Mr. Singh, the Board of Directors, and Ms. Wendy Kallergis- thank you for the invitation to speak to you all today. You have a long and distinguished history in this community. Your properties and companies are key partners for us: you hire our graduates; many of whom are now in senior management positions, and there are more to come. We are very pleased to be carrying out your sustainable practices survey to enhance Green Hotel management practices. Your properties have also been key agents of change in our community.

My earliest professional experience was a reception for President Rafael Caldera at the old Dupont Plaza, later I brought 2,000 scholars to the Intercontinental for a for day international congress, and the most memorable is the Presidential Summit of the Americas at the Biltmore; And there are many more events to come. Also, my wife had the privilege of working at the Americana, then Sheraton Bal Harbour, for over a decade, we both have a lodging sentiment deep in our souls. But the fact that neither the Dupont Plaza nor the Sheraton Bal Harbour stand today – well that is a metaphor for our 21<sup>st</sup> century and my theme today: that change is now the norm, and we have to prepare for it or be bypassed.

Today I would like to speak about the New Normal. We live in uncertain times. We are in a period of slow economic growth for our country and Europe; We are in a period characterized by a Flat world; where the “Rise of the Rest” is real – dynamic economies in Brazil, China, India are having a real impact on our hopes and dreams; We live in a boundary-less world thanks to technological change: high speed wireless communication is now the norm. We live in a world where human and machine cognition is seamless; we live in a world where you need to expect the unexpected: Would any of you have predicted that people would use passenger jets as terrorist

torpedoes, and nearly destroy the financial nerve center of our country? Would any of you have expected the nuclear meltdown to occur in Japan? Would any of you have predicted the serious earthquake in Washington DC? Are any of you not worried about the collapse of our water and sewer infrastructure – predicted as imminent? So in this new normal era, **expect the unexpected**. That should guide a lot of your strategic and tactical planning for our very dynamic marketplace!

So having said that, what do we need to know about our circumstances today and how we are confronting this volatile environment at FIU? Knowledge will be a key driver of 21st century change and progress. It is the knowledge economy where we must compete to generate the high value added necessary for job creation and global competitiveness. At FIU, we see ourselves as a key community asset, one that is critical for our long term competitiveness. Our human and material resources – including our graduates-- are key assets for you and for the rest of the community. We have just finished a new strategic plan. It has been approved by our Board and is being reviewed by the Board of Governors.

Today, here is where we are as an institution: we have a student body of 48,000, by 2019, we will be 62,000 students. Our budget is now \$1.1 billion. We are now starting about \$200 million in construction projects. We had 10,000 graduates last year – including A World War II combat veteran who just got his Ph.D. in History and 250 Chinese students from our Marriott School of Hospitality and Tourism Management in China. By 2019, we will have graduated into this economy nearly 100,000 students, about 85,000 from our community.

Last year, 38 companies came to campus interviewed 850 graduate and undergraduate students, and hired 136 of those students. FPL itself established a major partnership to recruit our graduates. Another 41 companies selected over 100 students to participate in internships. Nearly 25% of all Dade County Public High School

Teachers are FIU graduates. Four of the six finalists for Teacher of the Year were FIU graduates—including the Teacher of the Year who is studying for his Ph.D. at FIU.

This is what we do, you should expect this. Many of you are FIU graduates or rely upon our graduates. Indeed, from a job creation perspective our growth means the following for our community: We will hire about 1200 new faculty during the next eight years. Each new faculty member will bring on average about 180,000 dollars in grant funding. We will hire another 1200 new staff professionals, with an average salary of 60K with benefits. You will see fundamental change on our two campuses, Modesto Maidique and Biscayne Bay, home of our Chaplin School of Hospitality and Tourism Management. And we just opened 60,000 feet on Brickell and 16,000 feet on Lincoln Road. For us, this is not business as usual. Our hope and expectation is to align our hiring with community issues.

So let's step back and examine the philosophy behind this. We firmly subscribe to the notion that we must build a new American university. One that is benchmarked forward, against future challenges rather than backward, against metrics that were for an earlier time or era. When we benchmark forward, we firmly believe that we must engage our community, understand its challenges, and develop win-win partnerships with public and private organizations in the community who are confronting similar challenges.

Let me give you an example: Superintendent Carvalho asked me at a football game in Fall 2009 to waive the costs of dual enrollment partnerships. Then, there were less than 500 students from MDCPS enrolled in FIU classes, in their schools or at FIU. I felt good about an immediate yes; then, after I made the decision, I wondered if I had the authority to do this. This request from Superintendent, has led to the formation of ACCESS, simply stated we meet four times a year with our entire leadership teams to find ways to enhance student achievement and completion. And yes, today dual enrollment has mushroomed. Today, we have over 3,000 students taking dual

enrollment, nearly ten times the number than just three years ago. We understand that the better MDCPS gets, the better we get as a university and community. Forward facing also means that we are working closely with sister institutions to create a new Life Science South Florida alliance. UM, FAU, FGCU, MDC, BCC are sitting together with economic development organizations, including the Beacon Council, to develop a larger life sciences activism for South Florida. We have developed a state of the art partnership with MDX. We are working to develop bus rapid transit along the East-West corridor and to understand how to reduce traffic bottlenecks in our community. And we also understand the importance of being more firmly anchored around the production of degrees that are directly needed in the workforce, particularly in the STEM area.

So, as you can plainly see, I am excited about the role that we are playing at FIU in getting this country back to work. We can close the gap! It will take hard work, but working with other educational institutions, we can get this done. Can we address the structural issues surrounding the competitiveness of our economy? We do not have to cede our leadership in science. Can our institutions become engines of change? We see FIU as an engine of change, but we can do more and better if you will raise your expectations about how we can work together more efficiently and effectively to address the most challenging issues of our times. We have every reason to be optimistic about the Hospitality industry!

We are pleased that a new national strategy for travel and tourism is now evolving. South Florida and our university can be major beneficiaries. The Chaplin School of Hospitality and Tourism Management is stepping up to the challenge. It is playing an important role in South Florida's economic competitiveness. The Beacon Council has recommended hospitality and tourism as one of the target industries for Miami-Dade County's future economic development initiative, one Community One Goal. In its One Community One Goal target industries report the Beacon Council noted that Miami-Dade County is positioned to be a global leader in year-round

tourism in the years to come. As one of the nation's top hospitality and tourism management schools, the Chaplin School is providing its students a cutting edge education that gives them the tools and skills they need to succeed in this competitive industry that is key to our community's prosperity. We are now developing new product lines in tourism, beverage and culinary management. We are listening to our partners and our board members!

Globalization is one of the pillars of our strategic plan and the Chaplin School is a key component. The School of Hospitality and Tourism Management has led FIU's collaborations with partners in China to increase educational opportunities for students in the United States and students in China. We are especially proud of the groundbreaking program established by FIU's Chaplin School of Hospitality and Tourism Management in partnership with the Chinese government at the Tianjin University of Commerce. This program has been successful in increasing opportunities for students in China to pursue careers in this competitive industry. At the same time, it has allowed FIU students from Miami to study in Tianjin as well, giving them the opportunity to learn firsthand about China's emerging tourism industry. Our mutual success in Tianjin has sparked a number of exciting and promising opportunities, including expanding our academic programs at Tianjin University of Commerce and other institutions in China. It also has led to innovative partnerships, such as the Academy for Sino-Latino Trade that will allow us to explore economic development opportunities between China, Latin America and the United States.

Building on that success, the Chaplin School is working actively to establish programs in Europe -Italy and Latin America – Argentina and possibly Brazil. We also are taking steps to improve career placement for our graduates. In the past year we launched a new portfolio system to help manage a comprehensive career development model that integrates academic and applied components that prepare students conceptually and practically for the transition from the classroom to the workplace. The Chaplin School is also preparing our students for the newest opportunities in the

industry, such as the potential growth in the gaming industry. The school has a collection of five courses specific to gaming that always have been part of the curriculum. We also are preparing our students with the skills they need for the 21<sup>st</sup> century hospitality and tourism industry: Skills to meet the increasing demand for financial management ability, information analytics, marketing acumen, critical thinking capabilities, and preparedness to perform in the global business environment.

FIU as an institution is ready for the challenges of the 21<sup>st</sup> century global marketplace. The hospitality and tourism management industry is a vital part of that marketplace. We are excited about meeting those challenges and preparing our students to compete, innovate and take this industry to the next level.