



Board of Trustees

PRESIDENTIAL SEARCH DOCUMENTATION

Submitted by the Florida International University Board of Trustees
To Board of Governors Chair Sheila McDevitt and the Board of Governors

April 30, 2009



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PROCESS SUMMARY TO SELECT FIU'S FIFTH PRESIDENT

December 11, 2008* (Thursday) – Kick-off Meeting BOT Presidential Search Advisory

- Initial meeting with Board of Trustees Presidential Search Committee (BOT PSC)

Mandate of the BOT PSC: Select the executive search firm, establish the required candidate qualifications needed to lead the university, determine the presidential search process, approve employment terms and complete contractual negotiations.

Members of the BOT PSC:

Chairman David Parker
Trustee Albert Dotson
Trustee Patricia Frost
Trustee Kirk Landon
Trustee Albert Maury
Trustee Claudia Puig

Named Presidential Search Advisory Committee composition discussed and members finalized on December 18, 2008*.

January 12, 2009* (Monday) – Search Firm Selection

- Executive Search Firm selection from an RFP process to conduct a national search for qualified Presidential Candidates – Greenwood / Asher & Associates

January 16, 2009* (Friday) – Kick Off Meeting Presidential Search Advisory

- Initial meeting of the Presidential Search Advisory Committee (PSAC), a group of 26 representatives of the university community including students, faculty, staff, alumni, Board of Governors and the community at large.

Mandate of the Presidential Search Advisory Committee: To identify two to five qualified candidates for consideration by the BOT Presidential Search Committee.

To accomplish this, the Presidential Search Advisory Committee undertook daily interaction with the executive search firm to identify qualified candidates,

gathered internal and external community input regarding presidential qualifications, wrote the job description, decided marketing strategy to attract candidates, and determined an interview process for themselves to screen candidates.

January 29 & February 5, 2009* (Thursday) – **Open Forums for Feedback**

- Open Forums at Biscayne Bay Campus (BBC) and University Park Campus (UP) to receive university community input of desired presidential qualifications

January 30, 2009* (Friday) - **Search Process Outlined**

- BOT PSC and PSAC meetings
- Search process outlined, university strategic priorities confirmed and preliminary constituency feedback reviewed from Open Forums

February - March, 2009 – **Candidate Pool Identification & Compensation Study**

- Position profile created and finalized
- Nominations requested from University and external community
- Potential candidates identified
- Online ads placed in Women in Higher Education, Chronicle of Higher Education, Diverse Education and Hispanic Outlook
- Compensation Study commissioned. Mr. Ray Cotton of ML Strategies was contracted to perform this compensation study.

March 31, 2009* (Tuesday) – **Compensation Study**

- BOT PSC meeting, including BOD officers, to review compensation study results

April 13, 2009* (Monday) – **Term Sheet**

- BOT PSC final approval of contract terms with input from Officers of the FIU Foundation Board of Directors

April 14, 2009 (Tuesday) – **Term Sheet Distribution**

- Employment term sheet sent to Greenwood/Asher for distribution to prospective candidates

April 16, 2009 (Thursday) – **Board of Governors' Approval***

- Approval of FIU's Presidential Search Process received from Board of Governors
- **Numerous discussions with the Board of Governors took place throughout the entire presidential search process.*

April 17, 2009* (Friday) – Prospect Review

- PSAC met with executive search firm to review leading prospects and select candidates for preliminary interviews. The committee reviewed the resumes of 34 candidates choosing to advance 13. Two candidates subsequently withdrew.

April 19-20, 2009* (Sunday-Monday) – Screening Interviews

- PSAC conducted interviews of 11 leading candidates and selected four candidates for recommendation to BOT PSC for interviews

Four candidates:

Ronald Berkman
Brooks Keel
Mark Rosenberg
Carlos Santiago

April 21, 2009* (Tuesday) – BOT Committee Interviews

- BOT PSC conducted four interviews of the candidates recommended by the PSAC and identified three candidates for campus interviews

Three candidates:

Ronald Berkman
Mark Rosenberg
Carlos Santiago

April 22-24, 2009* (Wednesday through Friday) – On-Campus Interviews

- On-campus interviews conducted for the three candidates with an identical schedule. Participants asked to complete a candidate feedback form for collection by the executive search firm.

- 9:00-10:00 am Faculty and Staff, BBC Campus
- 10:15-11:00 am Students and Alumni, BBC Campus
- 12:00-1:30 pm Dean's Lunch
- 1:45-2:30 pm Students & Alumni, UP Campus
- 2:45-3:45 pm Vice Presidents
- 4:00-5:00 pm Faculty and Staff, UP Campus
- 6:00-7:30 pm Community Reception (Alumni Board, FIU Foundation, President's Council, etc.), Frost Art Museum
- 8:00-10:00 pm Board of Trustee dinner, Marc 530

April 25, 2009* (Saturday) – BOT PSC Final Selection

- BOT PSC received reference check and campus interview feedback from executive search firm.
- Recommendation of one candidate to the Full Board: Dr. Mark B. Rosenberg

April 25, 2009* (Saturday) – Board of Trustees Selection

- Board of Trustees ratification of presidential search process
- Board of Trustees selected president : Dr. Mark B. Rosenberg

May 7, 2009* (Thursday) – BOG Ratification of BOT Presidential Selection

- Board of Governors meeting to ratify selected candidate

**All meetings noticed and conducted in accordance with Florida's Government in the Sunshine Law.*

THE POSITION:

Title:

President

Florida International University is searching for its fifth President. Following the leadership of its current President, Modesto Maidique, and its Founding President, Charles Perry, the University has benefited from Presidents with great vision, bold leadership, entrepreneurial spirit, and a capacity to build on the unique character and excitement of the Greater South Florida area. The faculty and staff have exhibited the same characteristics and have built a very unique research university with an international commitment. Students are drawn not only to the academic excellence, but also the unique character of Florida International University. A commitment to academic quality within the rapid growth and development of FIU are characteristics that describe the leadership, management, and resource development opportunities.

Salary:

Salary is competitive and commensurate with experience.

Duties:

The President is the principal representative of the University and responsible for maintaining effective working relationships with the Board of the FIU Foundation, Board of Trustees, Board of Governors, accrediting agencies, alumni, and the community-at-large.

The President will work closely with all constituencies of the University to uphold its core values and implement the University's strategic themes to:

- Fulfill the mission of promoting international understanding;
- Provide programs that will assist in addressing both local and global environmental issues;
- Partner with the local community to provide the research and innovation required to address social and economic problems and enhance economic development;
- Continue FIU's role as a provider of health professionals and researchers dedicated to addressing the health needs of the local community;
- Create opportunities to understand and appreciate different artistic and cultural traditions and modes of artistic expression, recognize the interplay of culture and expression, and celebrate diversity; and
- Address a need for new or additional programs in adult learning, continuing executive and professional education, and technology based education programs.

THE ORGANIZATION:

Profile:

Florida International University (FIU), one of Florida's 11 state universities, was founded in 1965. As of fall 2008, the University is ranked by the Carnegie Classification System as Research University-High Research Activity with \$108 million in research expenditures.

The University has three campuses: the 344-acre University Park Campus in western Miami-Dade County, the 200-acre Biscayne Bay Campus in northeast Miami-Dade County, and a major research facility, the 40-acre Engineering Center, located near the University Park campus. In addition, there is an academic site in Broward County, the FIU Broward-Pines Center in Pembroke Pines, as well as the Patricia & Phillip Frost Art Museum on the University Park Campus, and the Wolfsonian Museum, located in Miami Beach.

FIU opened the doors of its College of Law in 2002 and is opening a College of Medicine in 2009. FIU is authorized to offer 70 baccalaureate programs, 78 master's programs, three specialist programs, 29 doctoral programs, and one law program. Since its inception, the University has awarded more than 146,000 degrees. Additionally, the University sponsors two museums, 58 centers and institutes, four arts and culture festivals or events and is host to the NOAA National Hurricane Center.

FIU is the youngest university to have been awarded a chapter of Phi Beta Kappa, the nation's oldest and most distinguished academic honor society. The School of Accounting is one of the largest in the country. *U.S. News & World Report's "America's Best Colleges" (2005-2008)* ranks the undergraduate international business programs among the 15 best in the nation, three times in the top 10, and the Chapman Graduate School of Business among the top 25 for excellence in international business. The School of Hospitality & Tourism Management at FIU has maintained a consistent ranking as one of the top hospitality management schools in the United States and has won international recognition. As a result of the School's strong international reputation for excellence, the government of the People's Republic of China selected FIU from a group of elite hospitality schools in the U.S. and Europe as its partner in establishing a hospitality and tourism management campus in Tianjin, the third largest city in China, which serves as the seaport for the capital, Beijing. The \$100 million center, which was fully funded by the Chinese government, sits on 80 acres of land and contains more than 450,000 square feet of air conditioned space, including a dormitory tower 20 stories high, which can accommodate 1,000 students. The Center, however, has total capacity for 2,000 students. The Marriott Tianjin China Program opened in September 2006.

In 2008, the University ranked 81 in a survey conducted by Kiplinger Magazine as one of the top 100 best values in public colleges. The University also was ranked in the top 100 as the best value for out-of-state and international students. FIU emphasizes research as a major component of its mission.

The University's more than 124,000 alumni constitute the largest university alumni group in Miami-Dade County. FIU's intercollegiate athletic teams compete in the National Collegiate Athletic Association (NCAA) Division I, the Sun Belt Conference, and Conference USA. Seventeen sports programs are offered, including football (Division I-A), basketball, track and cross-country, soccer, volleyball, softball, and baseball.

The Libraries: Within the Green Library and Biscayne Bay Library, collections total 2,053,860 volumes; 43,420 serials; 3,586,524 microform units; and 152,374 audio visual units.

Location:

Florida International University is located in Miami, Florida. Miami is one of the most international cities in the hemisphere, Florida's largest urban center, and a major transportation and business hub. The University is situated in a geographic area that comprises the city of Miami and surrounding Miami-Dade County, including Miami Beach, Coral Gables, Hialeah, and many smaller communities.

Budget:

The 2007-2008 operating budget was \$648.9 million, and the University has an economic impact of more than \$1.7 billion on the South Florida economy. During the last three fiscal years, FIU has been appropriated over \$175 million for capital projects related to the construction of new teaching, research, administrative and student infrastructure.

Enrollment:

Florida International University enrolls approximately 11,000 lower division students, 19,800 upper division students, 5,000 master's students, 1,000 doctoral students, 530 law students, and 2,100 non-degree students. As of fall 2008, FIU has more than 39,000 students enrolled in 19 colleges and schools. The student population is about 57% female and 43% male, and

international students make up approximately 6% of the student body. FIU's student enrollment is over 75% minority and the University is the top producer of minority baccalaureates in the nation. In addition, FIU ranked first in the nation among four-year colleges for awarding bachelor's and master's degrees to Hispanic students in the 2008 survey conducted by the *Hispanic Outlook in Higher Education Magazine*.

Faculty & Staff:

For the 2007-2008 academic year, the University had 4,050 full- and part-time faculty and staff. The more than 1,800 full-time and adjunct faculty members have backgrounds that reflect both quality and diversity with nearly 90 percent holding terminal degrees in their fields. The faculty members work across disciplinary boundaries with issues central to the five key strategic themes that guide the University's development: International, Environmental, Urban, Health, and Information. The University gives primary consideration to selecting faculty members who have a strong sense of commitment to teaching, research, and counseling students.

Accreditation:

The University is currently accredited by the Southern Association of Colleges and Schools, and enjoys 30 specialized and professional accreditations for its academic and professional programs, including business, art, law, journalism, music, computer science, engineering, and nursing.

QUALIFICATIONS:

Minimum Experience:

Essential qualifications for the President include successful experience in a complex university, industry, or government environment with a distinguished record of leadership, management, and resource development.

Education:

It is preferred that applicants and nominees possess an earned doctorate, appropriate terminal degree, or academic credentials sufficient to engender respect from the academy and the community at large.

Knowledge and Characteristics:

FIU's President will be an experienced and successful visionary leader with significant academic accomplishments sufficient to command the professional respect of the academic communities of Florida and to provide educational/administrative leadership for Florida International University.

Additional desirable qualities include significant, relevant, and successful experience in a comparable administrative leadership position(s), preferably in higher education. Candidates should possess an understanding of the diverse missions of public higher education institutions and commitment to those missions.

Applicants should demonstrate outstanding abilities in establishing effective communication and sound relationships with and among diverse constituencies including faculty, students, alumni, the public, and government.

Specifically, the President should possess the following skills and attitudes:

- Exceptional leadership with global vision;
- Experience in senior administration of large, complex organizations;
- Ability to work effectively with local, state, and national legislators and legislative staff ;
- A demonstrated track record in securing substantial philanthropic gifts and tapping alternative funding sources;

- Ability to work in a multi-ethnic, multi-diverse community;
- Understanding of the academic environment and processes of a major research university;
- Demonstrated fiscal management;
- Knowledge of student development and the issues that affect students outside the classroom;
- Commitment to diversity and equity, including support for international programs;
- Resourceful mindset;
- Ability to be seen as a community leader.

TO APPLY:

The Search Committee will accept applications and nominations until the position is filled. For best consideration, applications and nominations should be provided by March 31, 2009. An application should include a letter describing relevant experiences and interest in the position; a resume; and the names of five references with titles, addresses, business and home telephone numbers and e-mail addresses. The submission of materials as Microsoft Word attachments is strongly encouraged. Individuals who wish to nominate a candidate should submit a letter of nomination, including the name, position, address and telephone number and email address of the nominee. Greenwood/Asher & Associates, an executive search firm, is assisting the University in the search.

Drs. Jan Greenwood or Betty Turner Asher
 Greenwood/Asher & Associates, Inc.
 42 Business Center Drive, Suite 206
 Miramar Beach, Florida 32550
 Phone: 850-650 2277 / Fax: 850-650-2272
 Email: jangreenwood@greenwoodsearch.com
 Email: bettyasher@greenwoodsearch.com

The "government in the sunshine" laws of Florida require that all documents relating to the search process, including letters of application/nomination and reference, be available for public inspection.

A member of the State University System of Florida, Florida International University is an Equal Opportunity/Equal Access/Affirmative Action Employer For information about FIU, see <http://fiu.edu/>





Presidential Search Committee

The mandate of the Board of Trustees Presidential Search Committee is to identify FIU's presidential candidate for recommendation to the full Board of Trustees. Upon selection by the full board, the candidate will appear before the Board of Governors for consideration of ratification.

In order to accomplish this, the BOT Presidential Search Committee will select the executive search firm, establish the required candidate qualifications needed to lead the university, determine the presidential search process, approve employment terms and complete contractual negotiations.

The Committee Members:

Chairman David Parker
Board Chair

Trustee Albert Dotson
Board Vice Chair
Chair, Athletics Workgroup

Trustee Patricia Frost
Chair, Academic Policy Committee

Trustee Kirk Landon
Chair, Finance & Audit Committee

Trustee Albert Maury
Member, Finance & Audit Committee

Trustee Claudia Puig
Co-Chair, External Relations Workgroup



Presidential Search Advisory Committee

The mandate of the Presidential Search Advisory Committee is to identify two to five qualified candidates for consideration by the BOT Presidential Search Committee.

In order to accomplish this, the Presidential Search Advisory Committee will undertake daily interaction with the executive search firm to identify qualified candidates, gather internal and external community input regarding presidential qualifications, write the job description, decide marketing strategy to attract candidates, and determine an interview process for themselves to screen candidates.

The Committee Members

Faculty Administration

Joyce Elam

Committee Chair & Executive Dean, College of Business

Ken Furton

Dean, Arts & Sciences

Rosa Jones

Vice President, Student Affairs

John Rock

Dean, College of Medicine

Faculty

Tom Breslin

Professor, & Chair, Faculty Senate

Dorothy Brooten

Professor, Health Sciences - Nursing

Florentin Maurrasse

Professor, Arts & Sciences - Earth Sciences

Madhavan Nair

Professor, Medicine

Gustavo Roig

Director, Engineering - CAEPCE

Wendy Silverman

Professor, Arts & Science - Psychology

Enrique Villamor

Professor, Mathematics

Student

Ana Maria Silva

President, Student Government Association, Biscayne Bay Campus
Member, FIU Foundation Board of Directors

Internal Administration & Staff

James Mickle

Chair, USPS Senate
Employee, Facilities

Danielle Miller

Director, Strategic Development
Administration

Board of Governors

John Dasburg

Governor, SUS Board of Governors
President, ASTAR Air Cargo

Carolyn Roberts

Governor, SUS Board of Governors
President, Roberts Real Estate

Community

Michael Adler

Chair, Development Committee Board of Directors
President, The Adler Group

Sheldon T. Anderson

President, Northern Trust Bank

Joe Caruncho

Chair, FIU Board of Directors
CEO, Preferred Care Partners

Morris Hollander

FIU President's Council Chairman
Rachlin LLP

Gerard Kaiser

Executive Vice President & Chief Medical Officer, Jackson Health Systems

Narendra Kini
CEO, Miami Children's Hospital

Jack Lowell
Managing Director, Flagler Real Estate Services

Carmen M. Perez
President, FPL FiberNet, LLC

Ninoska Perez Castellon
Anchor, Univision Radio

Jose Perez de Corcho
President, Alumni Association
Financial Insurance Brokers

**SUMMARY OF BACKGROUND/REFERENCE CHECKS
For Dr. Mark B. Rosenberg**

**Conducted by:
Greenwood/Asher & Associates & KROLL**

I. Summary of personal and professional references

Results: 26 calls were completed and shared individually with the Board of Trustees Presidential Committee Members.

II. KROLL completed background work:

- Driving Record
- Bankruptcy Records Search
- County or Statewide Criminal Record Search
- Education Verification
- National Law Enforcement Submission
- Newspaper and Periodical Search
- Online Public Record Research
- Sex Offender Registry Search
- Social Security Number Trace and Address Locator Base
- State and Federal Tax Lien Search
- U.S. Criminal Records Indicator Search
- Federal Civil Record Search
- Financial Institutions Sanctions
- County Civil Records Search
- Federal Criminal Record Search
- Corporate Affiliations
- Credential/Membership Verification
- Recorded Judgments Search

Results: There were no adverse factors discovered in any of the reported background check areas.

III. KROLL IN-PROGRESS*

- Employment Verification – *pending verification from the Monterrey Institute of Technology and Superior Studies in Mexico; the Institute is closed until Wednesday, May 6, 2009, due to the effects of the swine flu.*

***(No adverse factor expected)**

Mark B. Rosenberg, Ph.D.
Curriculum Vitae
April 2009



1. Education

Ph.D., Political Science, University of Pittsburgh, 1976
Graduate Certificate in Latin American Studies, 1976, University of Pittsburgh
Advanced Spanish Language Training, CUAUHNAHUAC, Cuernavaca, México, Summer 1974
Intensive Spanish Language Training, CIDOC, Cuernavaca, México, Summer 1973
M.A., Political Science, University of Pittsburgh, 1972
B.A., Political Science, Miami University (Ohio), 1971, Phi Beta Kappa, Cum Laude, Honors Program, Omicron Delta Kappa, Pi Sigma Alpha, Phi Eta Sigma

2. Positions

Distinguished Visiting Research Professor in the Department of Leadership, Policy and Organizations of the Peabody College at Vanderbilt University, March – May 2009
Chancellor, State University System of Florida, 2005-2009
Provost and Executive Vice President for Academic Affairs, Florida International University (FIU), 1998-2005
Acting President, Florida International University, February-July 1999
Vice Provost for International Studies, 1996-1998
Honorary Member of the Public Administration Faculty, College of Urban and Public Affairs
Acting Dean, College of Urban and Public Affairs, 1994-1997
Visiting Professor, Monterrey Institute of Technology and Superior Studies (Instituto Tecnológico y de Estudios Superiores de Monterrey – ITESM), June 1992
Professor of Political Science, Florida International University 1988-2005, 2009-present; (on leave 2005-2009)
Associate Editor, Hemisphere magazine, 1987-2005
Acting Director, International Affairs Center, December 1986-June 1987
Associate Dean, International Affairs Center, 1983-1987
Associate Editor, Caribbean Review, 1982-1986
Associate Professor of Political Science, Florida International University (with tenure), 1981-1988
Director, Latin American and Caribbean Center, 1977-1998; (on leave May 1994-August, 1996)

Assistant Professor of Political Science, Florida International University, 1976-1981
Research/Teaching Fellow, University of Pittsburgh, 1971-1976

3. Awards, Honors, Grants

Monty Trainer Chairman's Award, 2009 Miami Dade County Days Awards, 2009
Distinguished Africana Service Award, African New World Studies Program, Florida International University, 2007
Honorary Member of 4-H, Univ. of Florida Institute of Food & Agricultural Sciences, 2006
Council on Foreign Relations (continuing member)
Premio Jean Cartier, Consulate of Argentina, Miami, 1997
FIU Distinguished University Service Award, 1992
FIU Foundation Excellence in Research/Scholarship Award, 1988
Fulbright Research Grant for Honduras, August-January 1982-1983
FIU Foundation Seed Grant for Research in Honduras, 1981
Social Science Research Council Summer Grant, 1978, declined
National Endowment for the Humanities Summer Stipend, 1978
Florida International University Summer Research Grant, 1977
Appointed "Scholar" by U.S. Department of State to attend "Scholar-Diplomat" Seminar, 1977
Social Science Research Council Latin American Training Fellowship in México City, 1975
Organization of American States Field Research Award, 1974, declined
Field Research Grant, University of Pittsburgh, 1974-1975
Research and Teaching Fellowships, University of Pittsburgh, 1971-1976
Miami University Undergraduate Teaching Fellow, 1970-1971

4. Leadership

Chancellor, State University System of Florida (2005-2009)

Dr. Rosenberg was invited to be Chancellor for the Board of Governors (BOG) of the State University System (SUS) of Florida in November 2005. As Chancellor, he had leadership responsibility for system strategy, policy and finance, and worked closely with state and federal legislators to secure funding for system priorities for Florida's 11 public universities. The SUS enrolls over 300,000 students, has 10,000 faculty, and operates on an \$8 billion annual budget, including nearly \$1.5 billion in sponsored research. Florida's Board of Governors is the constitutional body created by voters in 2002 to provide leadership and coordination of Florida's public universities.

As the BOG's second Chancellor, Dr. Rosenberg was instrumental in raising the visibility and credibility of the nation's newest higher education governing board. During his tenure, Chancellor Rosenberg developed and implemented a strategy to create and fund new public medical schools in the state at the University of Central Florida and Florida International University. In addition, he fostered strong working relationships with Florida's Governor, Charlie Crist, leading to a major new multi-year university initiative to enhance funding and need-based financial aid for students.

He raised private support (\$5 million) for a new state-funded scholarship program from the Helios Foundation to assist first-generation (in college) students, and he developed a

statewide coalition of business and public affairs leaders to support enhanced quality and competitiveness in the state's public universities.

During his tenure, he advocated for invigorated student and faculty engagement in education policy. He developed operational protocols to facilitate closer relations between the BOG and the eleven Boards of Trustees who manage the day-to-day operations of each state university. One of his signal accomplishments involved organizing and leading a high profile yearlong review to restore operational and financial integrity to FAMU. This review followed a series of difficult state audits leading to significant legislative and public concern about FAMU's viability as an institution of higher education.

Working with community stakeholders throughout the state and with the Board of Governors and each institution, he developed a new multiyear strategic plan that focused the State University System on quality, expanded baccalaureate production to meet rising student demand, as well as appropriate and predictable funding.

Dr. Rosenberg played a key role in the development and execution of a media strategy that generated significant positive editorial support during his tenure for the BOG and the SUS in every media market in the state. Positive editorials in the St. Petersburg Times, the Orlando Sentinel, the Palm Beach Post, the Ft. Lauderdale Sun Sentinel, the Tallahassee Democrat and the Miami Herald, among other state newspapers, helped to build a climate leading to Governor Crist's major public university initiative during the 2009 legislative session.

Provost and Executive Vice President for Academic Affairs (1998-2005)

Dr. Rosenberg served from May 1998 to November 2005 as Provost and Executive Vice President for Academic Affairs at FIU. In February 1999, he was appointed Acting President of the University and held both positions until July 1999, when he resumed his duties as Provost and Executive Vice President.

Under Rosenberg's leadership, FIU initiated and completed its 10 year reaccreditation through the Southern Association of Colleges and Schools; it was invited to initiate a chapter of Phi Beta Kappa – the nation's most prestigious scholarly honorary society, and the University was designated as a Carnegie Research Extensive university. A two-year faculty salary initiative enhanced the salaries of meritorious faculty over and above normal raises; tenure and promotion standards were reviewed and raised in collaboration with the Faculty Senate; faculty governance was improved through an enhanced role and visibility for the Faculty Senate, record levels of sponsored research were achieved; doctoral degree production nearly doubled, and student retention goals were set and exceeded.

In addition, Dr. Rosenberg led initiatives to create new schools of law, medicine, public health, computing and information sciences, and a new marine sciences facility and program. The Honors College was enhanced and expanded, new teaching and research centers in Transnational and Comparative Studies, European Studies, and Asian Studies were funded and initiated, and a state of the art nano-fabrication laboratory was funded and opened. University education sites were established in Tianjin and Madrid and study abroad opportunities for FIU students were expanded. During his tenure as Provost, the institution opened, initiated and completed or initiated 26 major campus construction

projects. With responsibility for 80% of the institution's budget, Dr. Rosenberg served as the institution's senior official in the absence of the President.

Vice Provost for International Studies (1996-1998)

Dr. Rosenberg was appointed as Vice Provost for International Studies in March 1996. In this position, Dr. Rosenberg had responsibility for reorganization of the institution's entire international studies program, and for the development of a plan to expand international studies beyond Latin America and the Caribbean (which he subsequently implemented when he was Provost). Steps were taken to initiate plans and design for a new building to house international studies programs and faculty (now under construction), the development of a comprehensive international student marketing and recruitment effort, and the development and enhancement of study and research abroad opportunities for faculty and students.

During the 1996-1997 academic year, Dr. Rosenberg served concurrently as Acting Dean of the School of Public Affairs and Services, and as Director of the Latin American and Caribbean Center.

Acting Dean, College of Urban and Public Affairs (1994-1997):

In May 1994, Dr. Rosenberg assumed responsibility for FIU's School of Public Affairs and Services as acting dean. In August, the School was closed, and a new College of Health and Urban Affairs was created with two major constituent units, a School of Policy and Management and a School of Social Work. A new mission for the College was developed by the faculty – to serve the urban public in South Florida, the Latin American and Caribbean area and other urban settings by enhancing people's ability to lead, manage, and deliver services in public, private, non-profit and health institutions. Through the college, both schools offered a total of ten degree programs to some 1,500 majors in public administration, criminal justice, health services administration and social work.

Under Dr. Rosenberg's leadership, a new College Constitution was written that gave a significant role to faculty in governance matters; a faculty review of curriculum led to new core classes in ethics and information technology in the School of Policy and Management. The doctoral program in public administration was completely revised to focus it more on South Florida needs and capabilities; a university-wide faculty committee, under the aegis of the acting dean, was convened to develop a master plan for urban studies; a new service-oriented organizational framework was established in the College, and a campaign to promote student service – *Every student counts* – initiated.

Acting Dean Rosenberg also found the resources to create new positions for student services coordinators in each of the Schools to ensure that students could receive advising in a timely and professional manner. New leadership was named for the key positions in the dean's office and the two Schools, and new college-wide operating procedures designed in part to contain costs, were implemented. A fundraising plan was established – the first ever for the College and its predecessor unit – and a contributing Community Advisory Board, consisting of 14 senior executives, was developed. Barnett Bank, AT&T, ABN*AMRO, Credit Suisse, FannieMae, and Lennar were among the companies actively supporting the college's mission. Key community constituents were

identified and new relations established with Health and Rehabilitative Service, Metro-Dade County, the Urban League, Tools for Change, and Citizens Crime Watch.

Dr. Rosenberg was succeeded in his duties by Dr. Ronald Berkman, formerly Dean of the School of Public Affairs at Baruch College in New York, and now Provost at Florida International University.

Latin American and Caribbean Center (1977-1994; 1997-98):

Dr. Rosenberg served as founding director of the Latin American and Caribbean Center (LACC) (1979-1993) – one of the US' premier federally supported research and teaching centers in the region. In this leadership position, Dr. Rosenberg raised millions of dollars from the federal government, private foundations, multinational companies and individual donors to underwrite program expansion, faculty travel, library acquisitions, graduate stipends, and a state-of-the-art web-based information system in the region's movement toward hemispheric integration.

Under his leadership, LACC developed nationally competitive research programs on Central America, the Caribbean, and Cuba, which were funded by the Ford, Tinker, Mellon and MacArthur foundations, and that were recognized by the New York-based Social Science Research Council. Public education programs for national and international journalists, for US Congressmen/women and for secondary school teachers were also developed and implemented, many in partnership with non-profit and for-profit organizations (e.g. Microsoft, Hewlett Packard, Sprint, Bell South International, American Airlines, AT&T, Citibank) throughout the State of Florida and the nation.

LACC's largest and most ambitious project was Americas, a ten-part \$7 million prime-time telecourse that was produced by WGBH Educational Foundation in Boston. Conceived in LACC by Dr. Rosenberg and his colleagues in 1982 as a telecourse on the Caribbean, Dr. Rosenberg and Dr. Al Stepan of Columbia University raised nearly \$7 million in support from The Annenberg/CPB Fund and the Carnegie Corporation to underwrite most program costs, with co-production support was also provided by Channel 4 of Great Britain. The telecourse was narrated by Raúl Juliá, and original music was composed and performed by the internationally acclaimed Juan Luis Guerra of the Dominican Republic. Americas materials (telecourse, ancillary texts) are now used in college classrooms throughout the United States.

Dr. Rosenberg also played a leading role in local and state public affairs circles in advocating for greater state activism in the development of international commercial and trade policy as a means to improve business competitiveness. A bill passed by the Florida legislature (the Florida International Affairs Commission Act) to improve the state's international competitive position in trade and commerce issues was developed in part from testimony that he gave at the Florida House of Representatives in February 1989.

LACC's success, credibility, and capacity led it to be selected by the Latin American Studies Association to organize and convene the XV International Congress of the Association in 1989. As program chair, Dr. Rosenberg met and exceeded all of the strategic objectives that the program committee had set for the gathering. This included

an unprecedented fund-raising effort – which included nearly \$200,000 in private sector donations, one of the largest and most diverse Congresses ever held in terms of participation from Latin America and the Caribbean, and the development of the association’s first computerized data base that served to provide the information necessary to manage the conference. The San Juan-based Congress had the unexpected inconvenience of being postponed at the last minute because of Hurricane Hugo. It was immediately reorganized for Miami and had only limited participant attrition when it was held three months later. A Miami Herald editorial subsequently praised the seamless organizational efforts and the prestige of bringing such a conference to Miami.

5. Professional and Community Service

- Board of Governors, Executive Committee, Greater Miami Chamber of Commerce, 1992-1998; 2009-present.
- Dr. Rosenberg has served in a variety of leadership positions as a volunteer for the Greater Miami Chamber of Commerce. He has recently been named to the GMCC’s Board of Directors and will be appointed to the GMCC’s Board of Governors this Spring. From 1993-95, he served as Vice Chair of the Executive Committee for International Economic Development, responsible for the work of 25 committees, 600 private sector volunteers, and five full time staff members. Subsequently, he served as the Founding Vice Chair of the International Service Division of the Chamber. In 2003, he was asked Chamber Chair Jack Lowell to co-chair the Chamber’s strategic planning committee, and led the process to write a strategic plan that is still operative for the Chamber.
- Board Member, Leroy Collins Institute, Florida State University, Tallahassee, 2009
- Member, South Florida Commission on the Nursing Shortage, 2009-
- Regional Book Review Leader, the Council on Foreign Relations, 2005-present. In this role, Dr. Rosenberg leads periodic book reviews for South Florida members of the Council on Foreign Relations. Books recently reviewed include Reza Aslan, No God but God: The Origins, Evolution and Future of Islam; Paul Collier: The Bottom Billion: Why the Poorest Countries are Failing and What Can Be Done about It; Niall Ferguson, Colossus: The Price of America’s Power; and Michael Walzer, Just Wars: A Moral Argument with Historical Illustrations
- Chair, 21st Century Task Force, Latin American Studies Association, 1990-1992. Dr. Rosenberg was named to chair the 21st Century Task Force of the Latin American Studies Association – the world’s largest association of professional Latin Americanists. The responsibility of this task force was the development of a plan to enhance the association’s ability to take advantage of advanced information technology in order to expand its services to members and the profession.
- Member, Business Network, 1997-present. The Business Network is a group of 30 community business leaders who represent diverse sectors of the South Florida economy. Dr. Rosenberg was asked (January 1997) to join in representation of the academic sector. .
- Founding Chair, Dade County FreeNet Advisory Committee, 1994-1995. Dr. Rosenberg served as the first chair of the Dade County FreeNet Advisory Committee from July 1994 to March 1995. In this capacity, he worked closely with community leaders to develop and implement a plan to offer free internet services

throughout Dade County in conjunction with the Southeast Florida Library Information Network (SEFLIN).

- Organizer and Chair, Government-Private Sector Dialogue on Haiti, 1993.
At the invitation of the US Senate, Dr. Rosenberg and LACC helped to organize a two-day private meeting between then-in exile President Jean-Bertrand Aristide of Haiti and the country's private sector in July 1993. Dr. Rosenberg moderated the entire two-day meeting, which featured an historic reconciliation between Aristide and members of the Haitian business community, many of whom helped to put President Aristide in exile. The meeting took place in Coral Gables, Florida.
- Board of Contributing Economists, Florida Trend magazine, 1994-96
Dr. Rosenberg served on Florida Trend's Board of Economists for a four-year period in the 1990s. In this capacity, he frequently wrote columns on the state's international economic competitiveness for the award-winning, statewide monthly publication.
- Co-Director, Florida-Caribbean Institute, 1988-98.
Funded by the legislature of the State of Florida throughout the late 1980s and early 1990s, the Institute's mission was to promote commercial and cultural exchange between Florida and the countries of the Caribbean. As co-director, Dr. Rosenberg had responsibility for the promotion of closer commercial and educational relations between the Caribbean and Florida. He also had responsibility for the promotion and administration of the Florida-Caribbean Scholarship Program, which provided out-of state tuition remission grants to eligible students from the Caribbean to attend Florida's state universities and community colleges.
- Co-Director, Florida-México Institute, 1988-98.
On the heels of the success of the Florida-Caribbean Institute, the state legislature funded a new institute in 1993 to promote enhanced commercial and cultural exchange between Florida and Mexico. Dr. Rosenberg served as a co-director of this new institute. Major accomplishments included the development of a close working relationship between the Florida State University System and the Monterrey Institute of Technology and Superior Studies (Instituto Tecnológico y de Estudios Superiores de Monterrey – ITESM), Mexico's most important university; the promotion of enhanced relations between the City of Orlando and Monterrey; and the facilitation of a new multi-state organization, the Gulf States of Mexico. Through the Florida-Mexico Scholarship Program, similar to the Florida-Caribbean Scholarship Program, Dr. Rosenberg and the ITESM quintupled the number of Mexican students studying in Florida universities and community colleges.
- Member, Consultative Working Group on Democratic Development and Administration of Justice for the U.S. Agency for International Development (U.S. AID), 1986-1988.
The U.S. Agency for International Development created an enhanced strategy for the promotion of democracy in Latin America during the 1980s. The strategy was developed by an independent "consultative group" of former AID officials and one academician – Dr. Rosenberg. Through the strategy developed by the group, about \$135 million in assistance funds in Latin America were allocated in the late 1980s.
- Co-Chair, Miami Congressional Workshop on Hemispheric Political, Economic and Security Affairs, (1984-1990).
The academic portion of this annual gathering was co-chaired by Dr. Rosenberg. Each January for almost a decade during the 1980s, nearly 20 parliamentarians from throughout the Americas, including ten U.S. congressmen/women, and numerous

specialists from the public and private sector from throughout the hemisphere met to discuss critical issues affecting inter-American affairs. The workshop was a cooperative project of FIU, the University of Miami, and the Greater Miami Chamber of Commerce.

- Co-Chair, General Accounting Office Program Review on Central America (1989). The General Accounting Office carried out a review of U.S. foreign policy during the Reagan Administration. As a co-chair of the review (Dr. Mark Lindenberg of Harvard was the other co-chair), Dr. Rosenberg led a team of scholars and policy specialists in a critique of President Reagan's foreign policy toward Central America. The critique received widespread news coverage.
- Chair, U.S. Institute of Peace – Latin American Studies Initiative, (1989-1990). The U.S. Institute of Peace initiated a new grant-making program focusing on Latin American affairs in 1990. To set the research agenda for the effort, Dr. Rosenberg was invited to chair a working group of academics and policy specialists who helped to outline the issues that should be addressed.

6. Miscellaneous

Military Service:

Advanced Program, Army ROTC, University of Pittsburgh, 1971-1973

Physical Fitness Proficiency Award, ROTC, 1972

Distinguished Military Student, 1973

Honorable Discharge, May 1973

7. Major Teaching and Research Areas

Dr. Rosenberg is an enthusiastic teacher whose student evaluations are consistently in the excellent/good range. While serving as Acting Dean, he taught a graduate course through the School of Policy and Management on globalization and its implications for public managers and decision-makers. In LACC, Dr. Rosenberg taught graduate and undergraduate courses in the fields of comparative and international politics, including the politics of development, Latin American and Caribbean politics, inter-American relations, and comparative political theory. While serving as Provost, he periodically team-taught a course on "Global Affairs after 9-11." Having recently completed a book on US-Central American affairs after the Cold War, he is now turning his attention to the completion of on-going projects focusing US-Central American affairs during the 1980s, one of the most turbulent periods in US-Latin American relations in the 20th century.

8. Books

- The United States and Central America: Geopolitical Realities and Regional Fragility (co-authored with Luis Guillermo Solís) (New York & London: Routledge, 2007) 128 pp.
- Poverty or Development: Global Restructuring and Regional Transformations in the US South and the Mexican South (co-edited with Richard Tardanico) (New York & London: Routledge, 2000) 304 pp.
- Americas: An Anthology (co-edited with A. Douglas Kincaid and Kathleen Logan) (New York: Oxford University Press, 1992) 380 pp.

- The Changing Hemispheric Trade Environment: Opportunities and Obstacles (editor) (Miami,: LACC/FIU, 1991)
- Honduras: Realidad Nacional y Crisis Regional (co-edited with Philip Shepherd) (Tegucigalpa: CEDOH, 1986) 474 pp.
- Honduras Confronts its Future: Obstacles and Opportunities (co-edited with Philip Shepherd) (Boulder: Lynne Rienner Publications, 1986) 286 pp.
- Las luchas por el seguro social en Costa Rica (San José: Editorial Costa Rica, 1980) translated by Jorge Cornick. (Second Printing in 1984, Third Printing in 1992)

9. Articles/ Manuscripts

- "The International Business Environment in Greater Miami," in Fred W. Becker and Milan J. Dluhy, eds. Solving Urban Problems in Urban Areas Characterized by Fragmentation and Divisiveness (Stamford, CT., and London: JAI Press Inc. 1998).
- "Democratization and the Role of the Armed Forces in Honduras," (co-authored with J. Mark Ruhl) in Jorge Domínguez and Abe Lowenthal, Democratization in Latin America (Johns Hopkins University Press, 1996).
- "Democracy in Honduras: The Electoral and the Political Reality," in Mitchell A. Seligson and John A. Booth, eds. Elections and Democracy in Central America (Chapel Hill: The University of North Carolina Press, 1995).
- "Changing Trading Patterns of the Caribbean Basin," (with Jonathan Hiskey), ANNALS, AAPSS, (May 1994), Vol. 533.
- "Florida and the Caribbean Basin Countries in the 21st Century: Is Geography Destiny?" (LACC/Miami: Occasional Papers Series Dialogues No. 137, 1993).
- "Florida-Mexico: Strategies and Recommendations for an Expanding Market," (co-authored) (LACC/Miami and the Greater Miami Chamber of Commerce, Occasional Papers Series Dialogues No. 136, 1993).
- "Honduras," in Howard Wiarda and Harvey F. Klein, eds. Latin American Politics and Development (Third edition) (Boulder: Westview Press, 1990).
- "Le gouvernement des casernes: les militaires au Honduras, 1963-1986," (with Forrest D. Colburn) Les Temps Modernes No. 517/518 (Aout/Septembre 1989), pp. 226-250.
- "Honduras in the Central American Context," in Abe Lowenthal, ed. Latin America and Caribbean Contemporary Record (New York: Holms and Meier, 1989).
- "Toward a Redefinition of U.S.-Honduran Relations? Alternatives and Options," (Prepared for the Inter-American Dialogue, September 1988) unpublished.
- "Central American Studies: Toward A New Research Agenda," Occasional Papers Series Dialogues (editor) (Miami: Florida International University, 1988).
- "Narcos and Políticos: The Politics of Drug-Trafficking in Honduras," Journal of Inter-American Studies and World Affairs, Vol. 30, Nos. 2-3 (Fall 1988).
- "Honduras: An Introduction," in Honduras Confronts its Future: Obstacles and Opportunities (co-edited with Philip Shepherd) (Boulder: Lynne Rienner Publications, 1986), pp. 1-19.
- "Honduras: The Reluctant Democracy," Current History, Vol. 85, No. 515 (December 1986).
- "Political Obstacles to Democracy in Central America," in James M. Malloy and Mitchell Seligson, eds., Authoritarians and Democrats: Regime Transition in Latin America (Pittsburgh: University of Pittsburgh Press, 1986), pp. 193-218.

- "Central America: Toward a New Research Agenda," Journal of Inter-American Studies and World Affairs, Vol. 26, No. 1 (February 1984), pp. 145-153.
- "Nicaragua and Honduras: Toward Garrison States," Current History, Vol. 83, No. 490 (February 1984), pp. 59-62, 87.
- "El Salvador," in Jack W. Hopkins, ed., Latin America and Caribbean Contemporary Record (New York: Holms and Meier Publisher, 1984).
- "The Current Situation in Honduras and U.S. Policy," Statement before the Subcommittee on Western Hemisphere Affairs, Committee on Foreign Affairs, U.S. House of Representatives, Washington, DC, March 15, 1983 (testimony of 33 pages).
- "Honduras: Bastion of Stability or Quagmire?" in Donald E. Schulz and Douglas H. Graham, eds., Revolution and Counterrevolution in Central America and the Caribbean (Boulder: Westview Press, 1984).
- "Obstáculos en los Estados Unidos a la Política de Reagan en Centroamérica," in Donald Castillo Rivas, ed. Centroamérica: Más Allá de la Crisis (México: Ediciones SIAP, 1983), pp. 311-330.
- "Honduran Scorecard: Military and Democrats in Central American," Caribbean Review, Vol. XII, No. 1 (Winter, 1983), pp. 12-15, 39-42; translated and reprinted in "El indicador hondureño: militares y demócratas en la América Central," in Víctor Meza, Honduras: pieza clave de la política de Estados Unidos en Centro América (Tegucigalpa: Centro de Documentación de Honduras, 1986).
- "El Salvador," in Jack W. Hopkins, ed., Latin America and Caribbean Contemporary Record (New York: Holms and Meier Publishers, 1983).
- "The New Nicaragua," Caribbean Review (Editor), Vol. X, No. 1 (Winter 1981).
- "Social Reform in Costa Rica: Social Security and the Presidency of Rafael Angel Calderón Guardia," Hispanic American Historical Review, Vol. 61, No. 2, (May 1981), pp. 278-196; (reprinted in Marc Edelman and Joanne Kenen, eds., The Costa Rica Reader (New York: Grove Weidenfeld, 1989).
- "State Intervention and Presidential Control in Costa Rica: The Role of the Partido Liberación Nacional," in Secolas Annals, Vol. X (March 1979), pp. 95-108.
- "The Politics of Social Security in Costa Rica: A Research Report," Latin American Research Review, vol. XIV, No.1 (1979).
- "Participation and Social Security Policy-Making in Latin America," in John Booth and Mitchell Seligson eds., Participation in Latin America, Vol. 1 (New York: Holms and Meier, 1978) co-author.
- "La política social y el conflicto político: la huelga médica como preludeo a la Guerra Civil de 1948 en Costa Rica," Revista de Historia, ano 3, no. 2 (1978).
- "La política social, el estado, y la cuestión social en Costa Rica: 1845-1939," Revista de Historia (San José, Costa Rica) año 2, no. 4 (1977).
- "Desarrollo de la Seguridad Social en Latinoamérica: El Caso de Costa Rica," Caja Costarricense de Seguro Social (San José, Costa Rica) febrero 1977.
- "Thinking About Costa Rica's Political Future: A Comment," Inter-American Economic Affairs, Vol. 31, No. 1 (1977).
- "Military Professionalism and Political Intervention," Society, Vol. 12, No. 4 (May/June 1975), co-author.
- "Military Professionalism, Delayed Dependent Development and Political Involvement in Developing Areas," Council on International Studies, State University of New York at Buffalo, Special Studies, No. 68.

- "Grupos de presión y la política del seguro social," Estudios Sociales Centroamericanos (San José, Costa Rica) año 2 no. 10 (1975).
- "Argentina and Juan Perón (1946-1955)," Panorama Latinoamericano, año 2, no. 2 (1973).
- "A Preliminary Note on the Military Mind," Bulletin of the Inter- University Seminar on Armed Forces and Society, No. 2 (December 1972), co-author.

10. Manuscripts in Preparation

- Coalitions and Coups: The Struggle for Democracy and Social Justice in Honduras (book manuscript with three chapters completed).
- "Cash on Monday?": Inside US-Central American Affairs in the 1980s (book manuscript with Cresencio Arcos, former US Ambassador to Honduras).

11. Book Reviews

- Review of Timothy Ashby's The Bear in the Backyard: Moscow's Caribbean Strategy in Vista Magazine, November 1987.
- Review of Bernard Diederich's Somoza: and the Legacy of U.S. Involvement in Central America in The Miami Herald, December 20, 1981, p. 7E.
- Review of Ian Roxborough's Theories of Underdevelopment in The American Political Science Review, Vol. 74, No. 4 (1980)
- Review Essay: "The Panamanian Connection: David McCullough," The Path Between the Seas: The Creation of the Panama Canal, 1870-1914 (Simon and Schuster, 698 pp.) Caribbean Review, Vol. VII, No. 3 (1978).
- "Brief Notice" of C. H. Grant's The Making of Modern Belize: Politics, Society and British Colonialism in Central America in The Journal of Politics, Vol. 40, No. 2 (1978) pp. 563-64.
- "Brief Notice" of Eric Nordlinger's Soldiers in Politics: Military Coups and Governments in The Journal of Politics, Vol. 40, No. 3 (1978) p. 857.

12. Newspaper/Magazine Articles

Numerous articles on Higher Education throughout 2000s and earlier as listed below.

- "The Forgotten Gulf," Florida Trend, July 1995.
- "Geography is our destiny," Florida Trend, May 1994.
- "Civil Military Relations and the Administration of Justice in Panama," (with Luis Salas) Christian Science Monitor, January 15, 1990.
- "Latin America in the 1990s: The Risk of Irrelevance," The Miami Herald, January 6, 1990.
- "Quick Panama Pullout Best for U.S.," The Palm Beach Post, Dec. 24, 1989
- "Centroamérica pasa de moda en los Estados Unidos," Boletín Informativo (Honduras), October 1989. (This article served as the basis for an editorial on November 21, 1989 in La Tribuna, a daily newspaper published in Honduras.)

- "Life (and death): An Andean Saga," The Miami Herald, October 22, 1989 (reprinted from Hemisphere, Vol. 1, No. 3 (1989).
- "Vargas Llosa en la encrucijada," Diario de las Américas, June 27, 1989.
- "Un empeño considerable," El Nuevo Herald, May 12, 1989.
- "Florida's universities are not for sale," The Orlando Sentinel, May 7, 1989.
- "Florida must do better job to win big Latin market," The Palm Beach Post, June 4, 1989.
- "La vocación democrática venezolana," El Nuevo Herald, July 2, 1988.
- "Arias y los Hispanos de Miami," El Nuevo Herald, October 8, 1988.
- "America's Own Steps for Human Rights Aren't Perfect, But Help Control Conflict," The Miami News, September 9, 1983, p. 11A.
- "Salvadorans Have Lost Control Over Their Fate," The Miami Herald, February 28, 1981, p. 7
- "Will Costa Rica Pull Through? Creativity Will Tell," The Tico Times, (San José, Costa Rica) April 20, 1979, p. 15.

13. Panel Participation/Paper Presentation

- Participant: Midwest National Security Training Workshop, May 1974, Chicago.
- Paper: "Military Professionalism, Delayed Dependent Development and Political Intervention in the Developing Countries," co-presented at the Inter-University Seminar Conference on Civil Military Relations in the Developing Countries, October 1974, Buffalo.
- Paper: "The Politics of Social Security Policy in Costa Rica," SSRC Research Training Seminar, Summer 1975.
- Participant: ISA Consortium on International Studies Education, Summer Institute, Colorado College, 1976.
- Paper: "Explaining Social Welfare Policy in Latin America: The Case of Costa Rica," presented to the Tenth Annual Duquesne Forum, October 22, 1976, Pittsburgh, Pennsylvania.
- Paper: "Politics, Participation and Social Security in Latin America," (co-authored) presented to the seminar on the Faces of Participation in Latin America: A New Look at Citizen Action in Society, November 12-13, 1976, University of Texas at San Antonio, Texas.
- Paper: "Latin America and U.S. Foreign Policy: Toward the Future," at the Florida Political Science Association, 1977 meeting.
- Paper: "Inter-American Relations: A Look Beyond," presented at the "Hispanic Week Conference," Florida International University, October 12, 1977.
- Discussant: Panel on Social Policy in Latin America, Latin American Studies Association Conference, November 1977.
- Paper: "Cooperation and Conflict in the Circum-Caribbean: Whither Central America?" presented at the Caribbean Studies Association Annual Meeting, Santiago, Dominican Republic, January 1978.
- Lecture: "Cooperation and Conflict in the Caribbean Area," presented at the Foreign Service Institute, January 1977.
- Paper: "Transgovernmental Relations and Social Security Policy Making in Latin America: A Preliminary Assessment," presented at the 19th Annual Meeting of the International Studies Association, February 22-26, 1978, Washington, DC.

- Paper: "State Intervention and Presidential Control in Costa Rica: the Role of the Partido Liberación Nacional," presented at the XXV Annual Meeting of the Southeast Conference of Latin American Studies, April 6-8, 1978, The Citadel, Charleston, SC.
- Paper: "Bureaucracy and State Control in Latin America: Social Security in Costa Rica, Bolivia, and Peru, presented at the Panel on Bureaucracies in Modern Society, American Historical Association, December 1978, San Francisco.
- Panel Organizer and Chairperson: "Public Health in Latin America: Historical and Contemporary Issues," at the Latin American Studies Association Annual Meeting, April 1978, Pittsburgh, Pennsylvania.
- Paper: "Context and Conjuncture in Central America: Are the Dominoes Falling in Honduras and Costa Rica?" presented at the Illinois Association of Latin Americanists, December 1980, University of Northern Illinois.
- Paper: "The Limits of Social Reform in Nicaragua," presented at the Southeast Conference on Latin American Studies, April 1981, University of Alabama.
- Paper: "U.S. Foreign Policy and Central America: The Internationalization of a Struggle," presented at the "Conference on U.S.-Central American Relations," sponsored by CSUCA, held in San José, Costa Rica, May 1981.
- Paper: "The Military in Politics: From Populism to National Security in Honduras," presented at the Latin American Studies Association Meeting, Mexico City, October 1983.
- Paper: "Small States and Hegemonic Powers: The Caribbean and Central America," invited paper given at the Superior Confederation of Central American Universities Foreign Policy Conference, San José, Costa Rica, May 1985.
- Paper: "Ruling from the Barracks: Honduras' Military," (with Forrest Colburn) presented at the Southeast Conference on Latin American Studies Annual Meeting, April 1986, Clemson, S.C.
- Invited Speaker: "U.S. Foreign Policy and Central America: The Changing Policy Environment," paper presented at the Annual Meeting of the Caribbean Studies Association, Caracas, Venezuela, May 1986.
- Paper: "Can Democracy Survive the Democrats? From Transition to Consolidation in Honduras," presented at the Latin American Studies Association Annual Meeting, Boston, October 1986.
- Paper: "Understanding the Honduran Military," presented at the SAIS Round Table on Honduras, Johns Hopkins University, February 1987.
- Invited Speaker: "Honduras: A Policy Briefing," in the Mansfield Room of the U.S. Capitol hosted by the Washington Office on Latin America, May 15, 1987.
- Commentator: Conferencia sobre las políticas exteriores de Centroamérica, San José, Costa Rica, May 1987.
- Paper: "The Democratic Party and Central America: New Approaches or More of the Same?" (co-author with David Kyle) presented at the Caribbean Studies Association Annual Meeting, Belize City, Belize, May 1987.
- Paper: "Constraints on U.S. Foreign Policy toward the Caribbean," (co-author with Darío Moreno) presented at the INVESP-AVECA-FIU Meeting in Caracas, Venezuela, March 1988.
- Testimony: "The Hemisphere is at our Doorstep: Is Florida Prepared?" (Florida International University, Occasional Papers Series Dialogues #127, July 1989 (presented at a Joint Session of the House Commerce and Education Committees, February 1989, Florida House of Representatives)

- Invited Speaker: "Honduras: Regional Security and Domestic Politics," in the Dirksen Office Building of the U.S. Senate, hosted by the Washington Office of Latin America, December 7, 1989 (broadcast live on C-SPAN).
- (Dozens of other presentations since 1989)

14. Other Related Activity

- Lecturer: at the Seventh Annual Professional Development Seminar, sponsored by the Dominican-American Cultural Institute and the U.S. International Communication Agency, Santo Domingo, Dominican Republic, April 14-18, 1979.
- American-Participant ("Am-Part") for travel and lecture through South America (Paraguay, Uruguay, Peru, Venezuela) during May 1984.

15. Consultancies

Dr. Rosenberg has served as a consultant for the Ford Foundation (Mexico City), the Agency for International Development, the Center for Privatization, the Orkand Corporation, Development Associates, Inc. (Washington, D.C.), the United States Apparel Industry Council, the US Department of State, and the General Accounting Office, among others. In higher education, he has most recently served as a consultant to the State of Louisiana and to the University of Alabama at Birmingham.

16. Family

Dr. Rosenberg has been married to Rosalie for 34 years. They are parents to two children, Ben and Ginelle, who are both students at FIU.

Statement on how Dr. Mark B. Rosenberg meets the needs of Florida International University

The Presidential Search Committee, with the approval of the Board of Trustees, developed the following qualifications necessary to fulfill the requirements of the position and by which candidates would be evaluated.

FLORIDA INTERNATIONAL UNIVERSITY PRESIDENT

Qualifications

- **Successful experience in a complex university, industry, or government environment with a distinguished record of leadership, management, and resource development.** Dr. Rosenberg served as Chancellor of Florida's State University System from 2005 to 2009. As Chancellor, he had leadership responsibility for system strategy, policy and finance, and worked closely with state and federal legislators to secure funding for system priorities for Florida's 11 public universities. The SUS enrolls over 300,000 students, has 10,000 faculty, and operates on an \$8 billion annual budget, including nearly \$1.5 billion in sponsored research. Prior to his appointment as Chancellor, Dr. Rosenberg served as FIU's Provost and Executive Vice President for Academic Affairs for nearly eight years (1998-2005). In January 1999, the Florida Board of Regents named Dr. Rosenberg as Acting President of FIU. He held both senior leadership posts simultaneously for seven months that year.
- **Doctorate or appropriate terminal degree preferred.** Dr. Rosenberg received his Ph.D. in Political Science (Comparative Politics) and a graduate certificate in Latin American and Caribbean Studies from the University of Pittsburgh in 1976.
- **Significant academic accomplishments sufficient to command the professional respect of the academic communities of Florida and to provide educational/administrative leadership for Florida International University.** Dr. Rosenberg initiated his academic career at FIU in 1976 as an assistant professor of political science. He served as founding director of the Latin American and Caribbean Center (LACC) (1979-1993)—one of the U.S.' premier federally supported research and teaching centers on the region. Dr. Rosenberg was recognized for his leadership by being named Chair of the XV Congress of the Latin American Studies Association held in San Juan, Puerto Rico in 1989, which brought together nearly 2,000 scholars for a four-day international conference. He subsequently served as Founding Dean of the College of Urban and Public Affairs at FIU (1994-1997), and as Vice Provost

for International Studies (1996-1998). He has been a Visiting Professor at the Instituto Tecnológico y de Estudios Superiores de Monterrey (Estado de México campus) and was a Fulbright Research Scholar in Central America in 1981-82. Rosenberg is currently Distinguished Visiting Research Professor in the Department of Leadership, Policy and Organizations of the Peabody College at Vanderbilt University. Dr. Rosenberg has written or co-edited seven books and numerous scholarly articles. His latest book, *The United States and Central America: Geopolitical Realities and Regional Fragility* is a Harvard University project co-authored with Luis Guillermo Solis of Costa Rica. It was published by Routledge (New York & London) in 2007. He has published articles in leading field journals, including the Latin American Research Review, and the Hispanic American Historical Review.

- **Demonstrate outstanding abilities in establishing effective communication and sound relationships with and among diverse constituencies including faculty, students, alumni, the public, and government.** As Chancellor, Dr. Rosenberg fostered strong working relationships with Florida Governor Charlie Crist, leading to a major new multi-year university initiative to enhance funding and need-based financial aid for students. During his tenure, he advocated for invigorated student and faculty engagement in education policy. He developed operational protocols to facilitate closer relations between the BOG and the eleven Boards of Trustees who manage the day-to-day operations of each state university. Working with community stakeholders throughout the state and with the Board of Governors and each institution, he developed a new multiyear strategic plan that focused the State University System on quality, expanded baccalaureate production to meet rising student demand, as well as appropriate and predictable funding. Dr. Rosenberg played a key role in the development and execution of a media strategy that generated significant positive editorial support during his tenure for the BOG and the SUS in every media market in the state. As FIU's Provost, Dr. Rosenberg restructured tenure and promotion guidelines, raised faculty salaries, initiated and completed a major revision of the core undergraduate curriculum, improved faculty governance through an enhanced role and visibility for the Faculty Senate, developed and implemented a university-wide compliance system.
- **A demonstrated track record in securing substantial philanthropic gifts and tapping alternative funding sources.** As founding director of FIU's LACC, Dr. Rosenberg raised private support (\$5 million) for a new state-funded scholarship program from the Helios Foundation to assist first-generation (in college) students, and he developed a statewide coalition of business and public affairs leaders to support enhanced quality and competitiveness in the state's public universities. To accelerate LACC's growth, Dr. Rosenberg raised millions of dollars from the federal government, private foundations and individual donors to underwrite program expansion, faculty travel, library acquisitions, graduate stipends and an early state-of-the

art web-based information system on the region's movement toward hemispheric integration. His fund-raising efforts led to first-time support for FIU from leading national foundations including Ford, Tinker, Mellon, and Carnegie—all based in New York City, and from prominent Fortune 500 companies, including Dow Chemical, Rohm and Haas, Exxon/Esso, ABN-AMRO, American Express, Hewlett-Packard, Microsoft International, Bell South International, ATT Latin America, and United Brands. As Chancellor, he built bridges into the Florida Chamber of Commerce, the Florida Association of Industries, Enterprise Florida, and the Florida Council of 100 to establish a university-business coalition to improve Florida's global competitiveness. One of the consequential outputs of this coalition has been legislative funding for centers of excellence in advanced scientific research in the SUS. Over \$150 million have been appropriated since 2006 by the Florida Legislature.

- **Ability to work in a multi-ethnic, diverse community.** Dr. Rosenberg has traveled extensively throughout Western and Central Europe, Russia (when it was the Soviet Union), Latin America and the Caribbean. He has studied and lived in Luxembourg, Mexico (Cuernavaca and Mexico City), Central America and Latin America (Costa Rica, Honduras, Nicaragua, Perú, and Bolivia). He is bilingual in Spanish, which he learned at Miami University in Ohio and then in living with native speaking families in Mexico, Costa Rica, Nicaragua, and Peru. Dr. Rosenberg has been active with the Jewish Federation of Greater Miami and was a founding contributor and lecturer of OLAM, the Organization for Leadership Advancement in Miami. Firmly committed to community service, Rosenberg is a member of the New York-based Council on Foreign Relations—the nation's premier, by invitation-only, think-tank. He has been a resident of Miami for more than 30 years.
- **Understanding of the academic environment and processes of a major research university.** As Provost, Dr. Rosenberg spearheaded FIU's successful efforts to establish a law school (2002) and a medical school (2006). While he was Provost, FIU was invited to join Phi Beta Kappa—the nation's leading honorary society—and moved into the top tier of research universities by being named a Carnegie Research I institution. He also provided leadership in the development of a new state-of-the-art nano-materials laboratory in the College of Engineering and Computing. Drawing on his international experience, he was an early architect of the pioneering plan for FIU's School of Hospitality and Tourism Management campus in Tianjin, China. The University's College of Business Administration experienced significant growth during this period, and moved into national leadership in undergraduate international business education. During his tenure as Chancellor, Dr. Rosenberg developed and implemented a strategy to create and fund new public medical schools in the state at the University of Central Florida and Florida International University.

- **Ability to be seen as a community leader.** Dr. Rosenberg is active in state economic development issues. He served as a member of the leadership team of the Greater Miami Chamber of Commerce for nearly a decade. During his tenure as a volunteer with the Chamber, he was a co-founder of the Miami Congressional Workshop on U.S. Security and Economic Relations with Latin America, a multi-year conference held in Miami for members of the US Congress. He also was the founding Vice Chair for the Professional Services Initiative of the Chamber, and he co-chaired the Chamber's strategic planning process in 2004-2005 that led to a major reorganization of the Chamber. Following his assignment as Chancellor, Dr. Rosenberg has been named to the Board of Directors of the Leroy Collins Institute at Florida State University, to the Board of Directors (and then Governors in June 2009) of the Greater Miami Chamber of Commerce, and to the South Florida Commission on the Nursing Shortage.