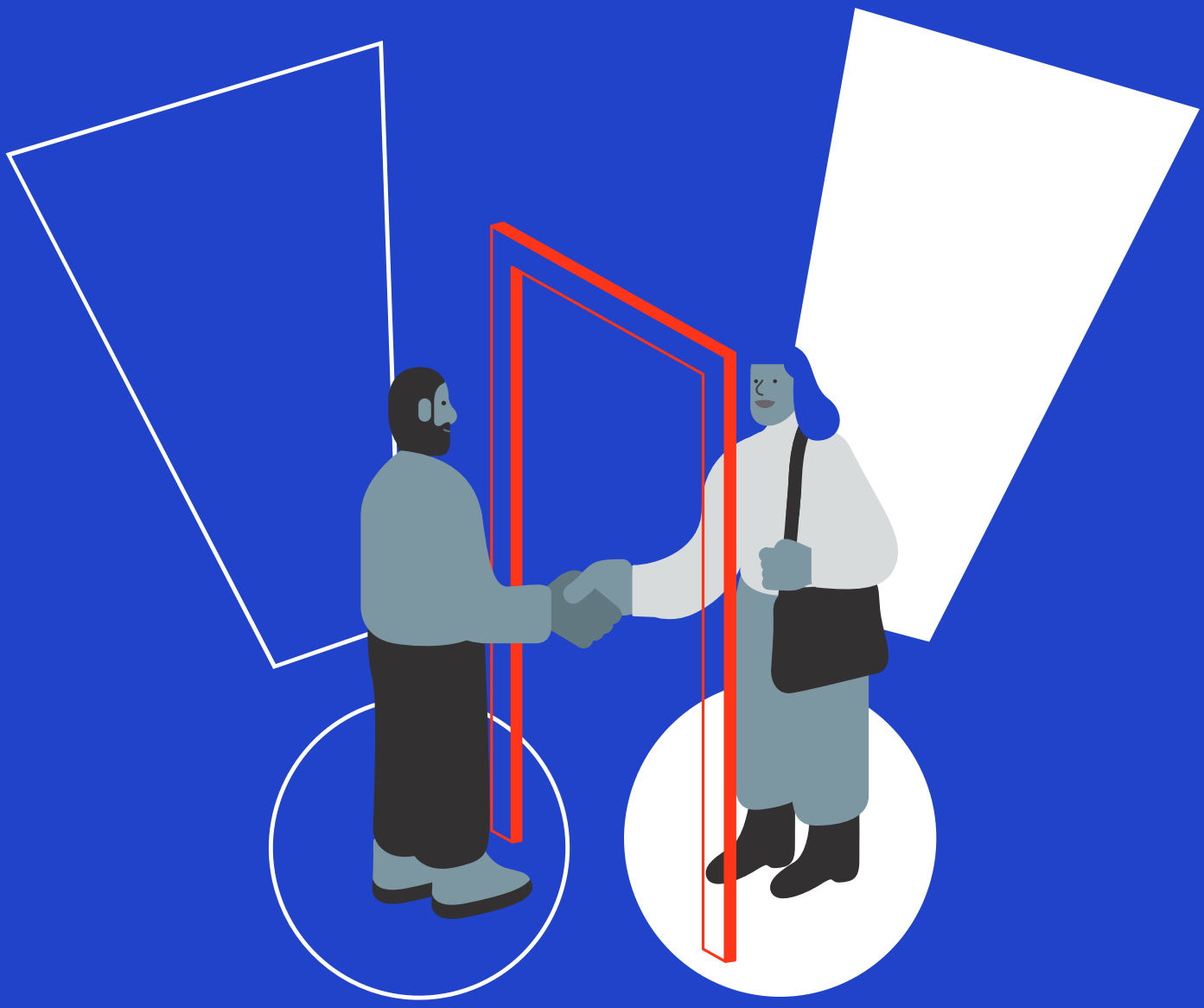
opportunity : miami

REPORT

Miami-Dade County **2040 Talent Development Goals**



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Published February 2024
Designed by Gusto Mendoza

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Executive Summary

A uniquely diverse, skilled workforce

There are countless challenges Miami must address from affordable housing to public transit. But in thinking about the Miami of 2040, when the child today will be readying to enter the workforce, talent development sits atop the list. Other than climate change, it's hard to think of a more important issue for Miami's future.

This is true for two reasons. One, talent development is so important because the future is so uncertain. Due to the increasing pace of technology and innovation, our economy could go in any number of directions in the years to come. The ability to adapt - by individuals and the community at large - will be critical. The places best able to adapt will, in all likelihood, be the places with the most broadly educated workforce. This is because our economy will shift and jobs change in years to come. The key is building a workforce that is broadly educated, resilient and adaptable.

Two, education and talent development are among the most powerful tools to drive social mobility. The more people with a good education, the more have a shot at a better, more prosperous life. For Miami, talent development is a primary way to shrink the wide opportunity and income gap that persists across the metropolitan area.

Today, the Miami metropolitan area has become one of the most diverse and cosmopolitan regions in the U.S. More than half of Miami-Dade County residents were born outside the US. More than eight in ten Miami-Dade residents today identify as Hispanic or Black.

This leads us to a generational opportunity – the opportunity to build a uniquely diverse, skilled workforce unlike any regional workforce in the western hemisphere. This can be the Miami of 2040. This can be the engine that propels Miami for decades to come.

Our educational institutions will play a pivotal role. The Academic Leaders Council (ALC) is composed of the presidents of the six major colleges and universities in Miami and the Superintendent of Miami-Dade County Public Schools. This includes Miami Dade College, Florida

International University, University of Miami, Florida Memorial University, St. Thomas University and Barry University. Miami-Dade County Public Schools is now the third largest public school system in the country. Together, this group is responsible for educating more than 500,000 people this year.

65 percent by 2040

It's with this in mind that Opportunity Miami and the Academic Leaders Council present talent development goals for 2040. This document sets a North Star, explains why it is important for our community, shares efforts already underway, offers ways to measure progress and, in doing so, hopefully stirs further action to reach the goal.

It's also important to say what this document is not. This is not a document that lays out an end-to-end solution. Instead, it establishes an important, specific, and measurable objective to align our academic leaders and the community at large, and begins us on the road to getting there.

The solution we propose here is centered on achieving broad educational attainment across the community. Specifically, the key metric we are establishing is the percentage of adults in Miami-Dade County with an associates degree or higher.

Today that number is 45.5 percent in Miami-Dade County. In this report, the ALC sets a goal of 65 percent of Miami-Dade County adults having at least an associates degree or quality career credential by 2040. That is, to increase by 20 percentage points over the next 16 years.

Greater Miami has been making significant strides. Since 2009, it has increased by 8.2 percent from 37.3 percent more than a decade ago.

But Greater Miami is behind and needs to move faster. For context, the United States is currently at 54.3 percent. Florida is 54.5 percent. Metropolitan areas range from San Francisco and Oakland at 61.3 percent or Greater Boston at 60.8 percent to the Atlanta metro region at 50.9 percent, Austin and its suburbs at 56.3 percent, and the Los Angeles area at 44.8 percent.

Why it's important

The focus on increasing the number of adult workers with an associates or higher has been spearheaded by Lumina Foundation, one of the largest private philanthropies funding educational initiatives. They

launched a national campaign to get the entire country to 60 percent. Lumina CEO Jamie Merisotis spoke at Opportunity Miami Academic Leaders Council luncheon in September 2022. You can see national, state and local data - which were recently updated - at: luminafoundation.org/stronger-nation.

The reason why this benchmark is so important is that it directly correlates to income and prosperity. For instance, according to Florida College Access Network, the average associate's degree earns more than $70,000 annually in comparison to $35,400 for a high school diploma. The average salary for a person with a bachelor's degree stands at nearly $90,000.

Three ways to build talent

For a community, there are three ways to build talent and to increase its percentage of workers with an associates degree or higher. One, import it. Two, nurture it from early childhood education onward. And, three, upskill and re-skill through adult learning.

As it happens, and perhaps no surprise following the recent waves of people moving to Miami during COVID, Greater Miami is doing well in attracting educated workers. According to the latest census figures, 58 percent of people who moved to South Florida had an associates or higher. Efforts to recruit professionals to Miami, including Miami natives who live elsewhere, are important.

But the other two areas are places the ALC has a direct and proximate impact. The imperative is not just to improve the overall number of residents getting college degrees, but doing so in every neighborhood across the community. The reason is that there are dramatic disparities from neighborhood to neighborhood. There are disparities between racial and ethnic groups as well. For instance, 65 percent of non-Hispanic white residents in Miami-Dade County hold associates or higher compared to 40 percent of Hispanic and 30 percent of Black residents.

This highlights the need to both identity and remove barriers getting in the way of students and residents from getting a degree. This includes tuition and fees, transportation, childcare, and also an awareness of the educational opportunities available.

Efforts underway, need for more

There are efforts underway aimed at addressing barriers such as these.

For instance, as it relates to financial barriers, in October 2023 Miami Dade College and Miami-Dade County Mayor Daniella Levina Cava partnered to launch the Future Ready Scholarship, which allows any Miami-Dade County resident to get an associates degree tuition-free. As another example, the City of Miami Gardens has launched the City University Partnership with St. Thomas University, Florida Memorial University and Miami Dade College. Miami Gardens is the largest city in Florida with a majority Black population. The program aims to help Miami Gardens residents become aware of educational opportunities and improve skills through upskilling.

Meanwhile, Miami-Dade County Public Schools has 11,000 students participating in dual enrollment programs with colleges and universities that include Miami Dade College, Florida International University, St. Thomas University, Florida Memorial University, Embry Riddle University, University of Florida, and will be adding Barry University in 2024-25.

But there needs to be more efforts across Miami-Dade County to help people see and realize the opportunities a college degree will bring, and achieve the goal set forth in this report.

It's important to acknowledge there is a view that college isn't as important as it once was. But the data is clear that an associates degree or higher significantly improves chances for success. From a community perspective, the more educated our workforce is, the more adaptable, resilient and impactful it will be for years to come.

To do it, the goal we set is to build a Miami by 2040 - just 16 years from now - in which 65 percent of our working population has an associates degree or higher. This will require every part of our community - from large corporations, entrepreneurs and small businesses to the nonprofit sector, government and individual residents. By having a specific and measurable goal, the hope is it will stir action across the community. Doing so presents the opportunity to drive social mobility that can dramatically shrink Miami's wide income gap and build a uniquely diverse, skilled workforce unlike any regional workforce in the hemisphere.

This can be Miami's future, if we seize it.

Matt Haggman

Executive Vice President, Opportunity Miami, Miami-Dade Beacon Council

Rodrick Miller

President & CEO, Miami-Dade Beacon Council

Miami's opportunity: building a uniquely diverse, skilled workforce unlike any in the hemisphere

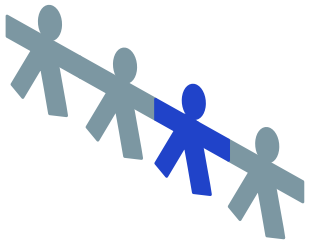
Miami is a stand-out among world-class cities. As an international hub of innovation and a magnet for business, Miami is well positioned in the rapidly evolving global economy.

How can Miami continue to build on this foundation in an increasingly knowledge-based and technology-enabled economy?

What will distinguish Miami from peer cities, nationally and internationally, while increasing the quality of life for residents?

In a word: **Talent.**

Talent is the currency of economic development. Talent, the collective human capital of a city or region, grows economies, attracts new companies, drives business innovation, and improves communities. Regions flourish when they develop and deploy their people in ways that maximize their productive potential. By investing in talent development, Miami optimizes its ability to compete in the global marketplace and create a community in which all Miamians can flourish.

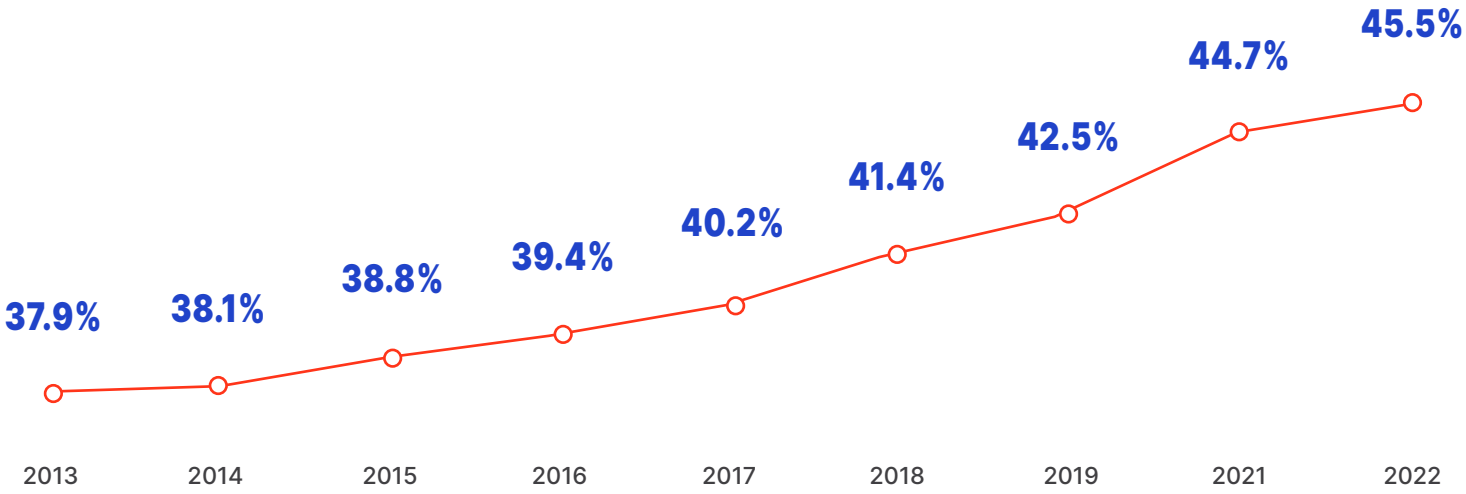


How can Miami strengthen its talent pipeline? The answer is educational attainment. More Miamians with college degrees and quality career credentials translate to a talented workforce contributing to Miami's growth as a global economic powerhouse. While on a positive trajectory, currently, less than half of Miami's working age population holds an associates degree or higher.

That's why the Opportunity Miami Academic Leaders Council is

Educational Attainment Rate of population 25-64

Two-year Degree +



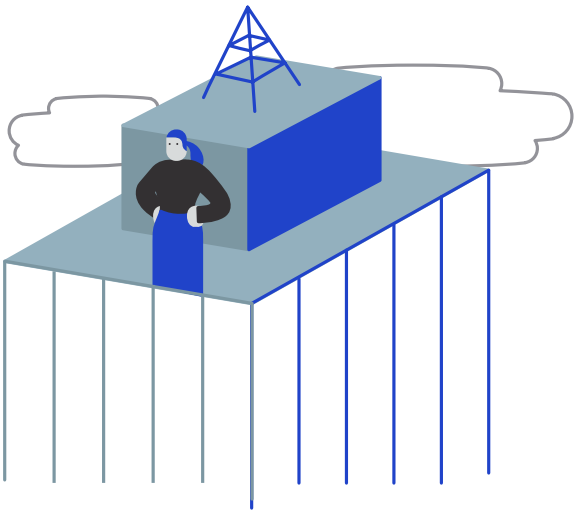
proposing a goal: for at least 65 percent of Miami's working-age adults to hold a quality college degree or career credential by the year 2040. Achieving this goal will cement Miami as an economic juggernaut in the global marketplace due to having the most uniquely skilled and diverse workforce in this hemisphere.

It starts with the "North Star" goal. It requires an understanding of Miami's current landscape. It builds on a framework with success measures to track progress. It expands on Miami's current talent development innovations through a creative mix of collaborative strategies grounded in best practices and tied to statewide and national efforts. And perhaps most importantly, it takes a shared commitment of Miami's leaders in government, education, and economic development to partner around shared strategies to achieve the 65 by 40 goal.

By working together as a region to achieve this goal, Miami has an opportunity to align policies, programs, and resources to deepen the region's talent pool and with it, build stronger pathways to economic mobility for all Miamians.

Miami is up to the challenge.

Where Greater Miami stands today



Miami's Talent Landscape

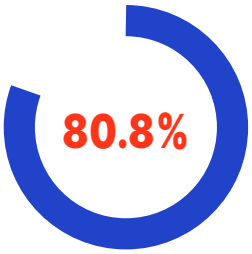
To underscore the challenge, it's projected that two-thirds of American jobs will require career-connected education or training beyond high school by 2030. Yet only 45.5% of working-age Miamians currently hold a postsecondary credential. This places Miami among the lowest of peer metropolitan areas around the U.S.

An adaptable workforce is key

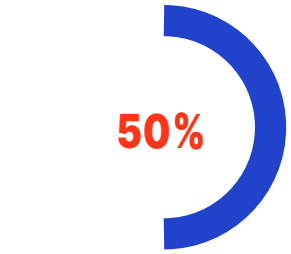
Miami, the state of Florida, and the nation are facing a talent crisis. Namely, there is a mismatch between job seekers and employers. According to the Florida Scorecard, as of September 2023, Florida had almost 470,000 open jobs and 295,000 unemployed workers. That amounts to 63 unemployed people per 100 open jobs.

Businesses are reporting a talent gap, with fewer qualified candidates to fill their labor needs. Technological advances like artificial intelligence and automation are resulting in an unprecedented pace of business disruption and innovation, which in turn requires a better prepared workforce with the skills to nimbly adapt. This rapidly changing labor landscape is exacerbated by the pressures of globalization and demographic changes, including an aging workforce. The more broadly educated a workforce is, the better it will be able to adapt.

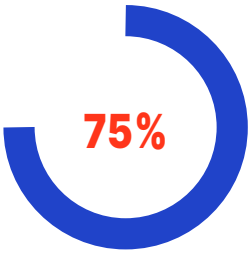
Florida's business community also reports a workforce skills gap. According to the Florida Chamber Foundation's Florida Workforce Needs Study (2021)



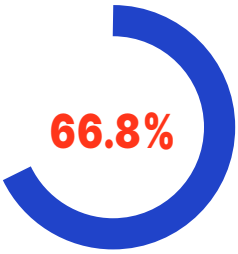
Florida business leaders and human resources professionals surveyed expected to hire new employees in the next year.



Reported that new hires need additional skills training.



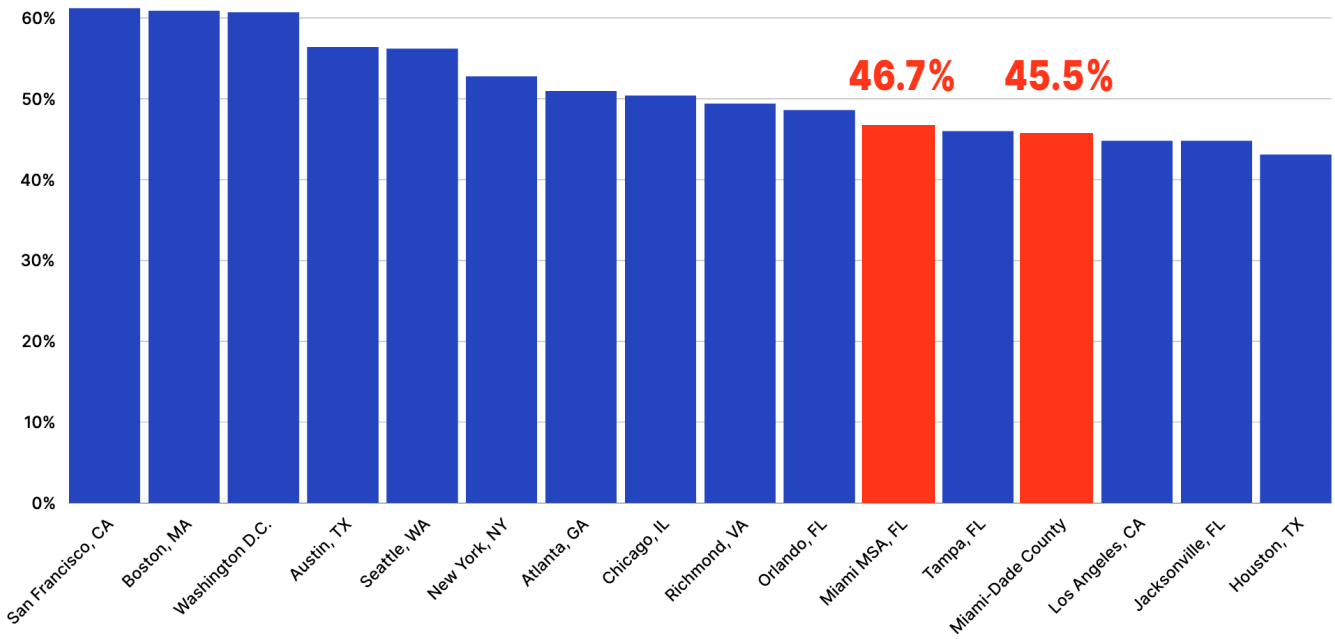
Expressed concern about new employees' lack of key skills



Were not aware of the state and federal training available to them

Educational Attainment Rate, Population Age 25-64 2022

*With the exception of Miami-Dade County, all numbers below represent Metropolitan Statistical Areas, which are the broad regions. 2022

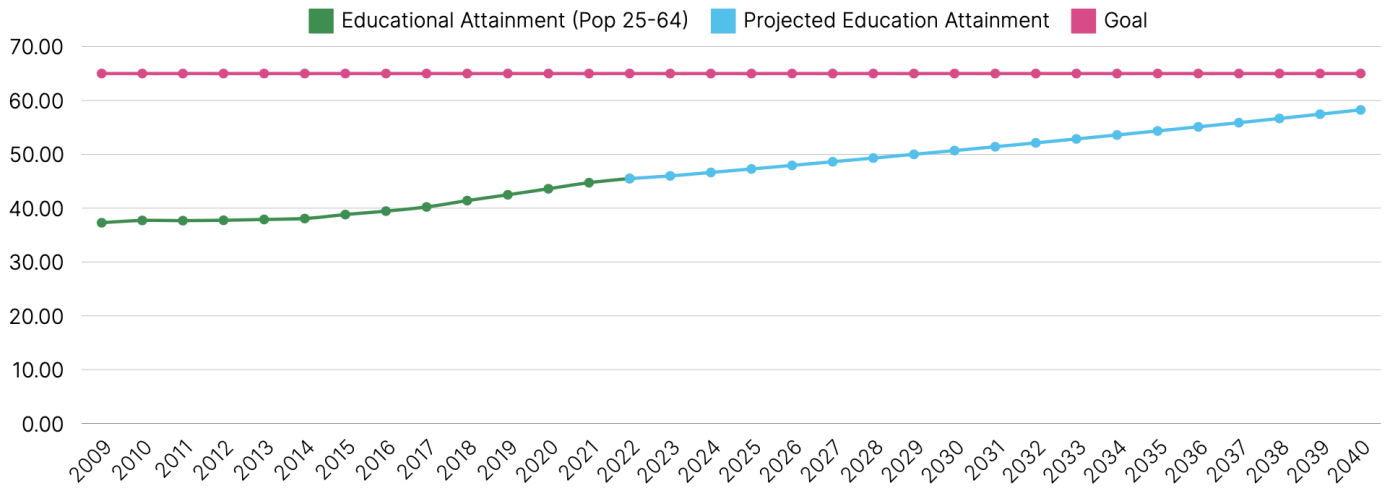


Source: Lumina Foundation, Stronger Nation Report Card. Accessed February 2024

Why broad educational attainment is key to Miami's future

Miami's talent challenge presents an enormous opportunity. Reaching the goal of 65 percent will place Miami among the most educated communities in the nation by 2040. Given current projections, however, Miami will fall short of the 65% goal by 2040. Therefore, Miami needs to accelerate the rate at which the proportion of its residents hold degrees and quality career credentials.

Projected Educational Attainment Rate of population age 25-64, Two Year Degree +



Source: Historic data and peer comparison data from Lumina Foundation National Report Card, accessed January 2024. Projections based on forward projections of historic rates of change.

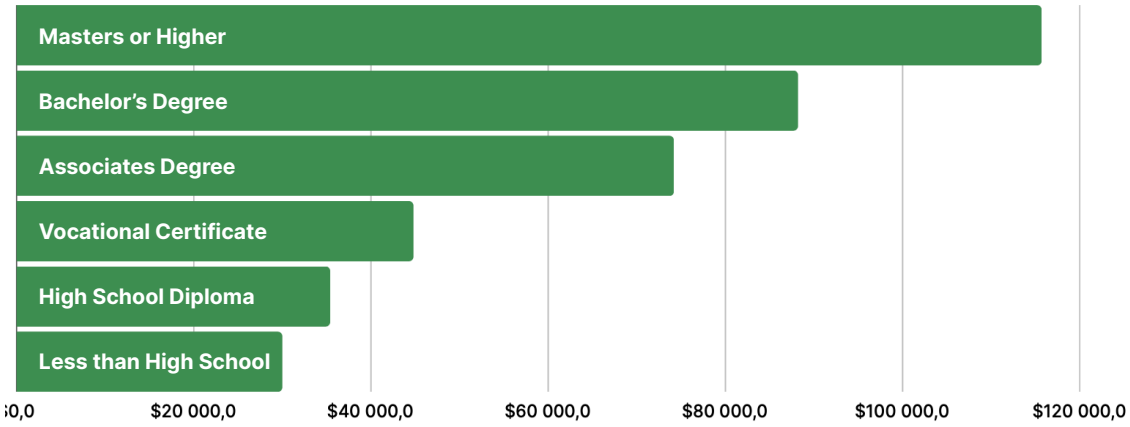
The impacts of educational attainment

Higher educational attainment has many positive impacts for individuals and communities:

- There is a correlation to higher income. Average annual earnings for Miami-Dade residents was $74,233 with an associate's degree, compared to just $35,444 for those with no more than a high school diploma and nearly $88,171 for those with bachelor's degrees, according to Florida College Access Network.
- It drives economic growth and innovation as better skilled workers help create new businesses, innovate new products and services, and increase productivity.
- It makes for a more adaptable, resilient workforce in response to changing economic conditions and jobs.
- It increases competitiveness globally: A talented workforce is a competitive advantage. A strong talent pipeline creates a virtuous cycle of growth by attracting new businesses and more highly skilled workers.
- Results in more thriving communities. U.S. adults with degrees and career-connected credentials not only enjoy higher earnings but experience better health, are more fulfilled by their work, and contribute to their communities through increased civic engagement, volunteerism, and charitable giving (Lumina Foundation and Gallup, 2023).

Focusing on increasing educational attainment, especially by targeting particular communities and individuals with lower educational attainment rates, will help increase the prosperity of all of our residents.

Average Earnings by Education/Training Level 2023



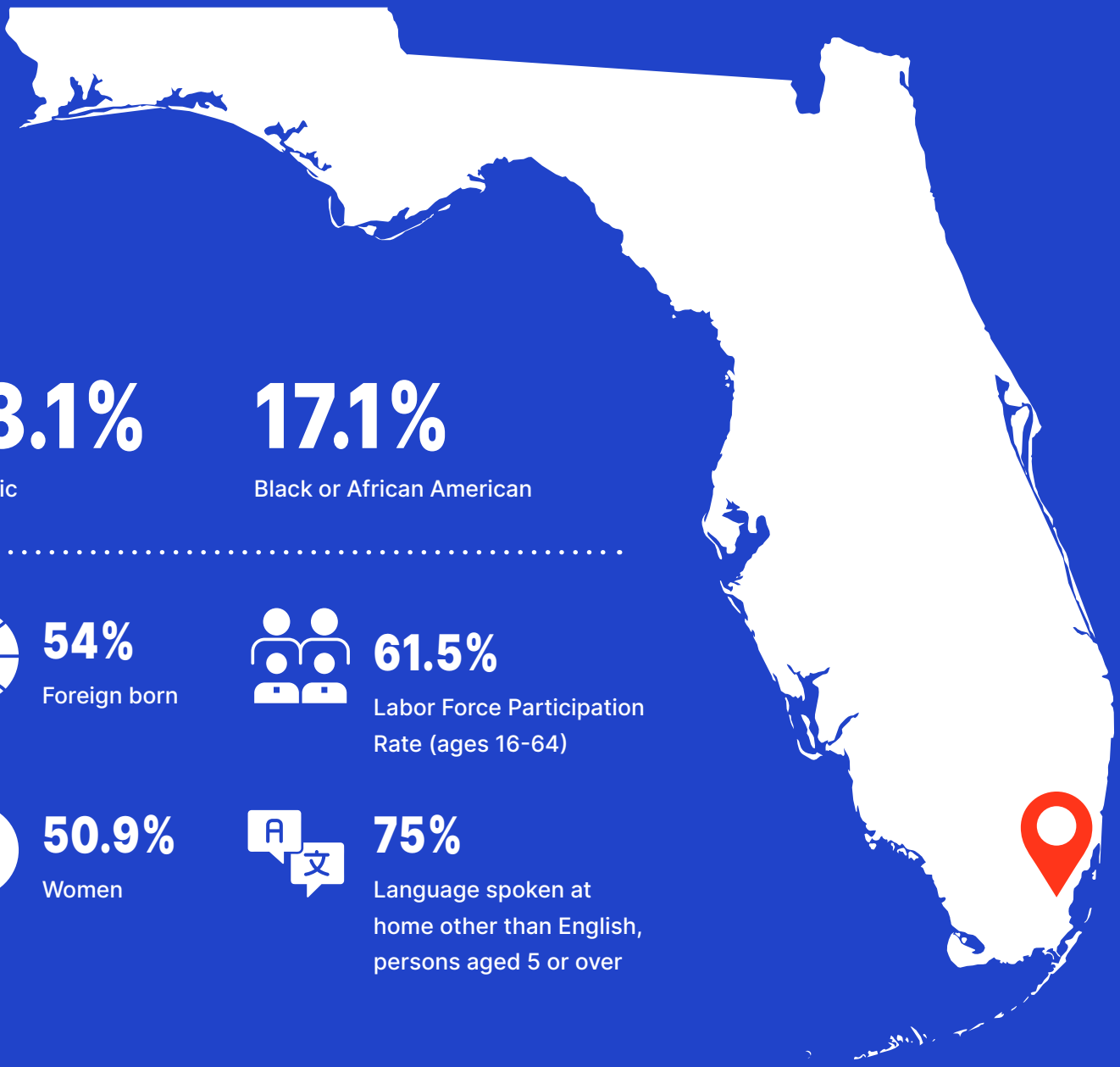
Source: Florida College Access Network, Miami Dade Degree Attainment Profile, 2023

Miami's unique potential as a global talent mecca

MIAMI-DADE COUNTY DEMOGRAPHICS

2.7 M
(2020 #1 IN FLORIDA)

3.1 M
(POPULATION ESTIMATE IN **2040**)



68.1%
Hispanic

17.1%
Black or African American

54%
Foreign born

61.5%
Labor Force Participation Rate (ages 16-64)

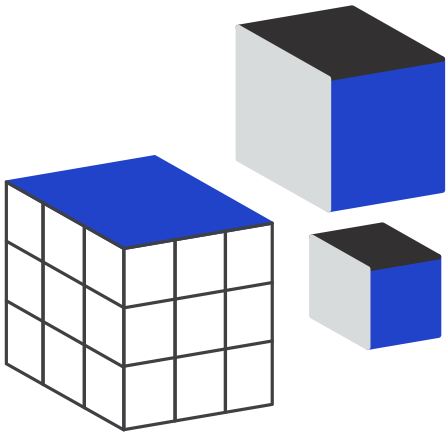
50.9%
Women

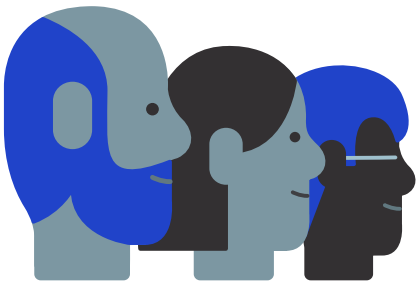
75%
Language spoken at home other than English, persons aged 5 or over

Miami-Dade County is an emerging global region. As “the capital of the Americas,” it boasts a diverse and innovative economy and is a safe and desirable place to invest, live, work and play. With a population of about 2.7 million, it is the most populous county in Florida. Its gross domestic product, at more than $151,000,000 in 2021, represents almost 15% of the state’s GDP. Key industries such as aviation, healthcare, financial services, trade and logistics, and technology attract new residents and businesses nationally and abroad, especially from Latin America.

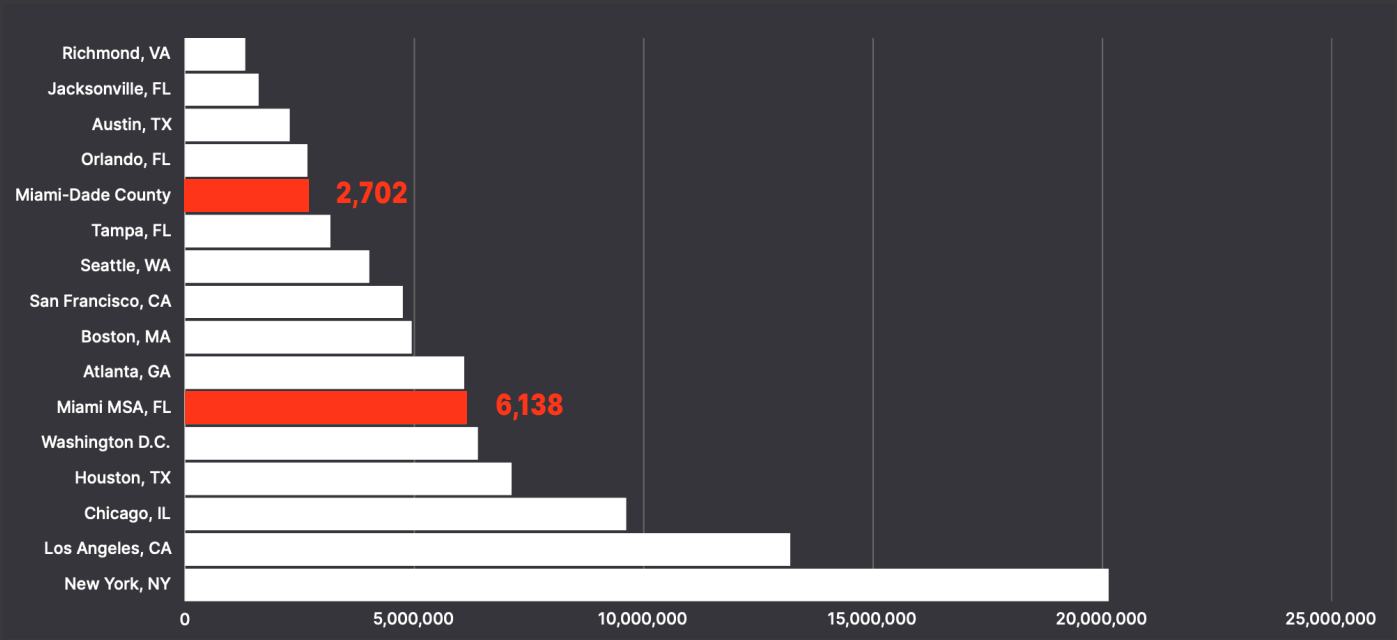
Miami-Dade County stands out as one of the most diverse and international communities in the U.S., with 85 percent of the population identifying as Hispanic or Black. This includes 68% of the population identifying as Hispanic or Latino and additional as 17% Black or African American. Meanwhile, 54% of Miamians were born outside the U.S., 75% speak a language other than English at home, and Miami public school students represent more than 160 countries.

Miami’s diversity is one of its greatest strengths. Its people are a vital resource for building the diverse talent needed to cement Miami as a leader in the global marketplace. Studies show that diverse work teams increase a company’s ROI and lead to greater innovation, adaptability, and resiliency. By investing in Miamians’ eeducational attainment, Miami will build a talent pool unique in its ability to work productively across nations and cultures throughout the Americas and the world.

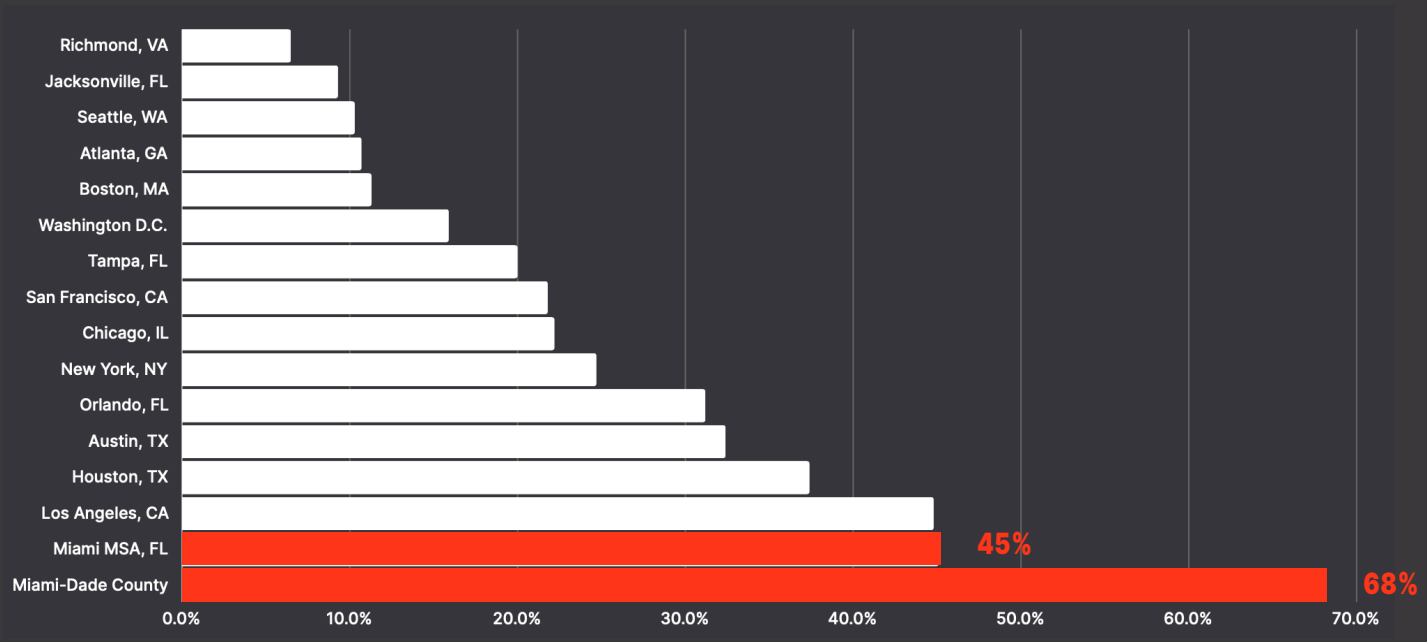




Population (in thousands) 2020

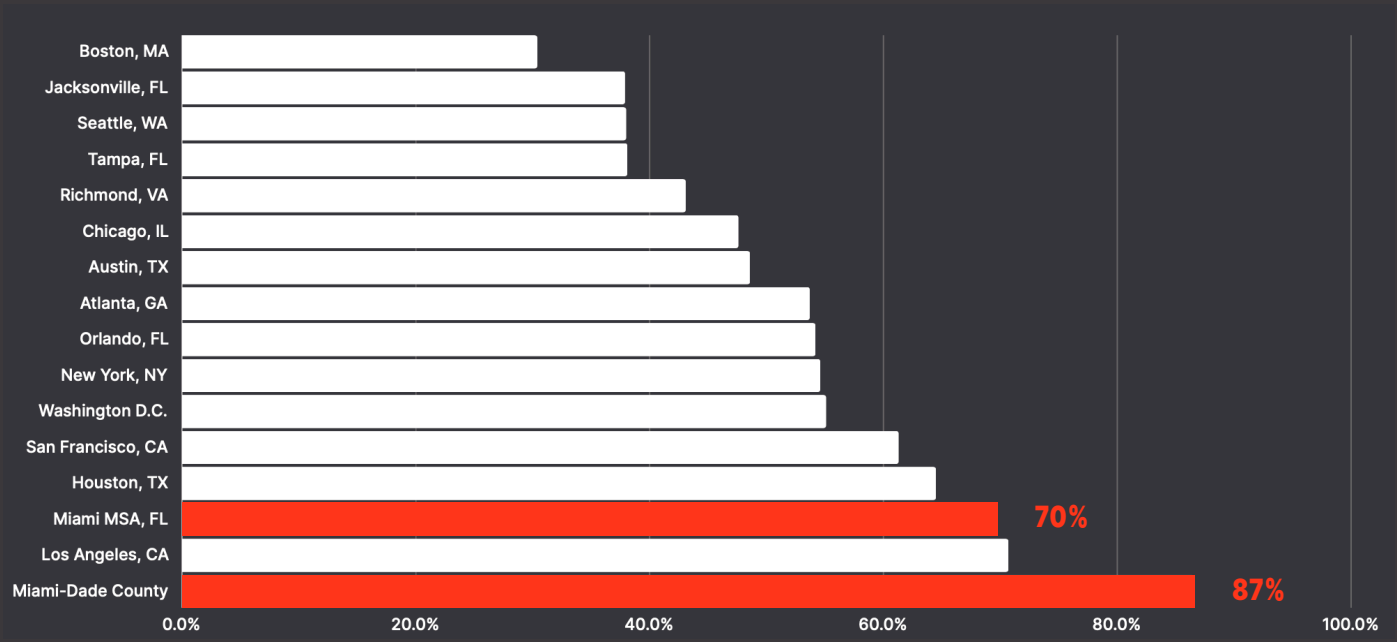


Percentage of population that is Hispanic or Latino 2020

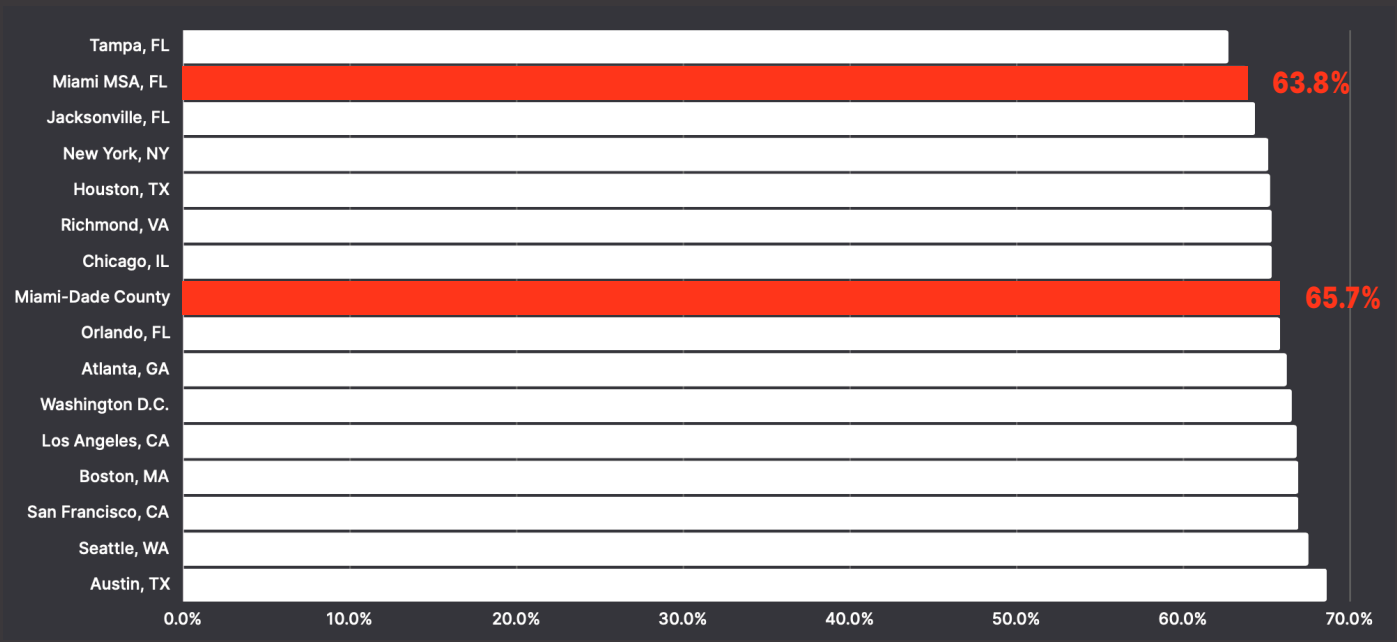


*With the exception of Miami-Dade County, all numbers represent Metropolitan Statistical Areas, which are the broad regions.

Percentage of population that is Black and Hispanic 2020



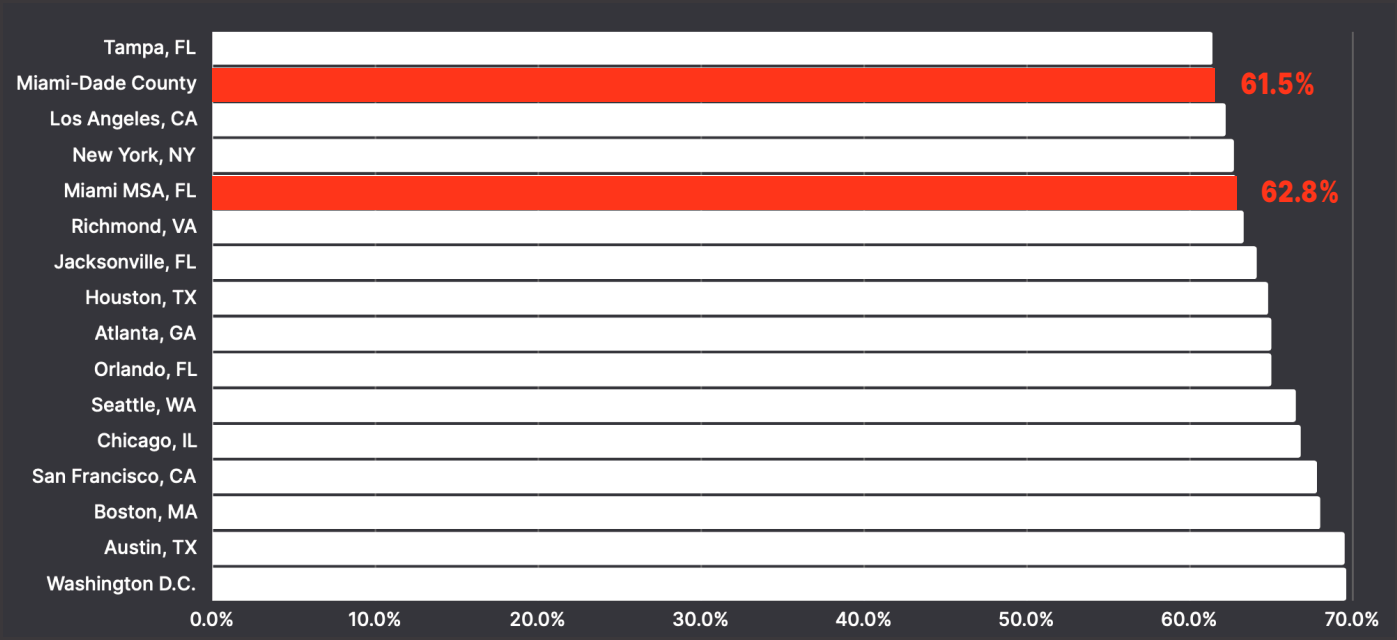
Percentage of population that is working age (16-64) 2020



*With the exception of Miami-Dade County, all numbers represent Metropolitan Statistical Areas, which are the broad regions.

Labor force participation rate Population 16+

2023 Estimate



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Miami's leading industries

AVIATION

HEALTHCARE

TECHNOLOGY

TRADE & LOGISTICS

FINANCIAL SERVICES

1.2 M

TOTAL AVERAGE JOBS (2022)

119,200

OF EMPLOYERS*

$71,600

AVERAGE WAGES

↗ 6%

2021 – 2022

↗ 4%

2018 – 2022

JOB GROWTH

In building Miami's profile as a global city, leaders are focusing their efforts on attracting and retaining industries including aviation, healthcare, technology, trade and logistics and financial services. These growing industries provide good jobs - jobs that provide self-sustaining wages. As Miami continues to enhance it's talent pipeline, it will be important to make sure our education institutions have capacity to provide the technical, digital, and foundational skills that prepare students for these industries which will reduce the talent gap and in an increasingly knowledge-based and technology enabled workforce ecosystem.

Source: US Bureau of Labor Statistics (BLS). Quarterly Census of Employment and Wages for Miami-Dade County, annual averages, 2022.

*The number of establishments in Miami-Dade County, defined by the BLS as a single, physical location where one predominant activity occurs.

Labor Market data from CareerSource South Florida provides monthly updates on job growth in key occupations. Top degree and credential programs offered by Miami's education institutions largely align with regional workforce needs--especially in Miami's targeted industries. However, more can be done to create access to the programs connected to Miami's current and emerging industry needs. This will help to achieve three goals: build talent with skills in high demand, close talent gaps and set students up for career success.

Miami / Miami Beach / Kendall Metropolitan Division

Nonagricultural Employment by Industry

(not seasonally adjusted)

	Oct. '23	Oct. '22	Change	%
Total Employment	1,319,300	1,275,000	44,300	3.5
Mining, Logging, And Construction	52,700	54,800	2,100	-3.8
Manufacturing	46,500	43,300	3,200	7.4
Trade, Transportation, And Utilities	329,200	314,000	15,200	4.8
Wholesale Trade	82,500	77,700	4,800	6.2
Retail Trade	147,400	144,700	2,700	1.9
Transportation, Warehousing, And Utilities	99,300	91,600	7,700	8.4
Information	23,200	24,200	-1,000	-4.1
Financial Activities	93,300	92,200	1,100	1.2
Professional And Business Services	221,500	209,600	11,900	5.7
Education And Health Services	215,700	207,200	8,500	4.1
Leisure And Hospitality	140,100	141,300	-1,200	-0.8
Other Services	50,500	47,500	3,000	6.3
Government	146,600	140,900	5,700	4.0

The goal: 65 percent by 2040

To remain competitive and responsive to workplace innovations, Miami has set a 65% goal for educational attainment by 2040. Currently, 45.5% of working-age Miamians (age 25-64, 652,700 people) have an associates degree or higher, which places the county 13th in the state and in the bottom third of key peer metros.

652,700

Current number of Miamians with an associates or higher

1,001,788

Needed to meet the goal by 2040

103,942

More people with degrees needed to meet the goal than current trends suggest

47,100

Degrees and certificates awarded annually by Miami colleges and universities (42,500 produced by ALC member institutions)

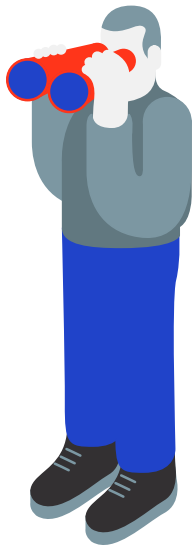
How do we build the Miami we want to see?

Miami's strength is in its diversity, but if we want to build a Miami that provides opportunity for all of its residents, we have to look closely at where gaps in opportunities lie.

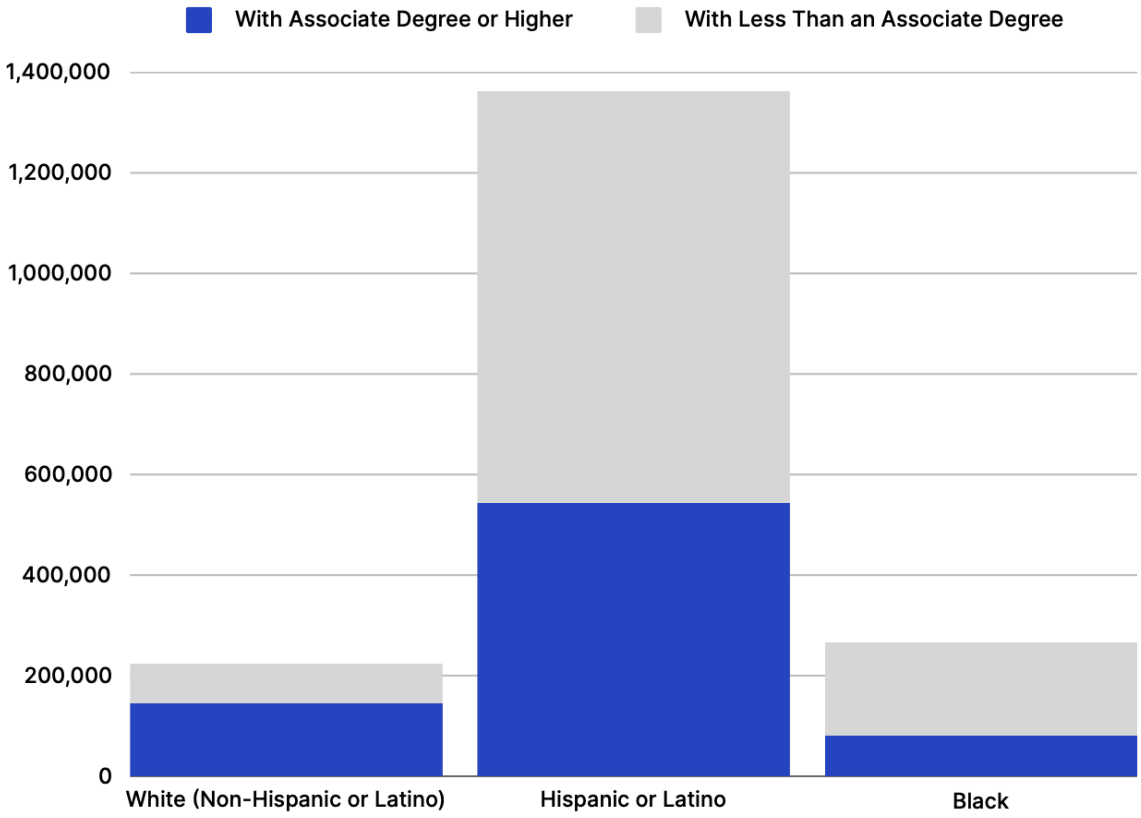
While Miami-Dade's overall educational attainment level is low, there are neighborhoods where degree attainment is even lower. Some neighborhoods are more dramatic than others. The 65% goal must address disparities in degree attainment among its entire population. For example, the Florida Chamber's Gap Map - which can be found at flchamber.com/floridagapmap/- shows that although 22% of Miami-Dade County residents hold bachelor's degrees, that rate falls to between 9 and 20 percent in 17 of the county's zip codes. The areas with the lowest bachelors degree attainment include Opa Locka, Northwest Miami (except for Miami Gardens and Hialeah Gardens) and the western portions of Homestead.

Disparities like these impact Miami's diverse racial and ethnic groups, as well. For example, in 2021, 65% of Miami's non-Hispanic, White residents held an associate degree or higher, compared to 40% of Hispanic and 30% of Black residents.

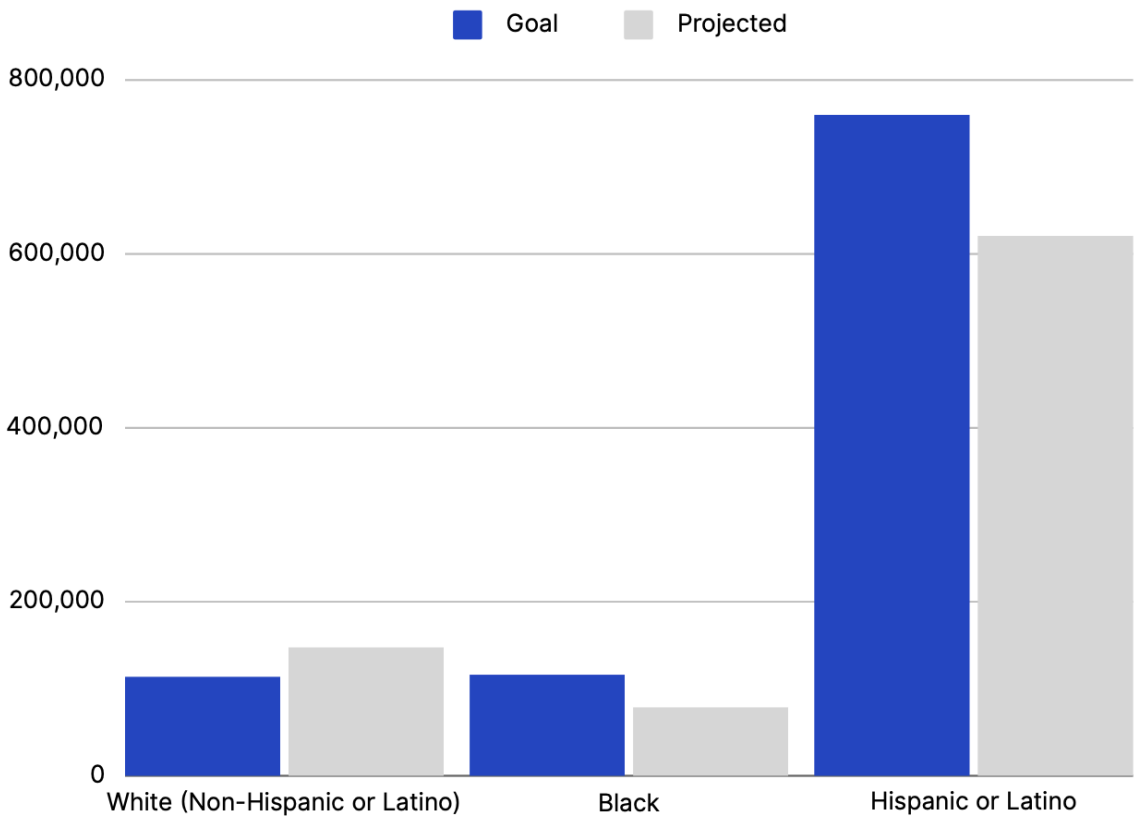
Indeed, unless intentional strategies are used to boost educational attainment across all racial and ethnic groups, Miami's Black and Hispanic populations, in particular, will not reach the 65% goal. Analysis of historic rates of change for each demographic group suggests that White, non-Hispanic residents are on track to exceed the goal, while Black and Hispanic residents are not.



Population Age 25+ by select Demographic Group and Educational Attainment Level Miami-Dade County, 2021



Estimates of 2040 Goal Values vs Projected attainment rates of race and ethnicity groups Population age 25-64, Miami-Dade County

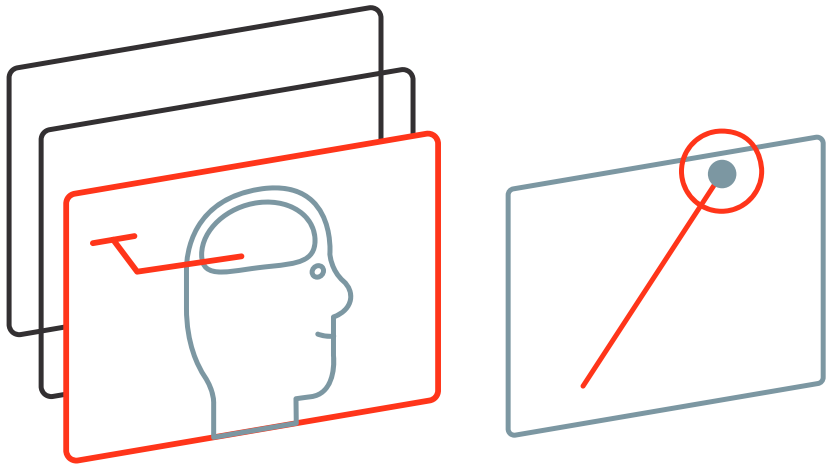


Three ways to build Miami's future workforce

To meet its future talent needs, Miami requires a coordinated plan with collaborative strategies across the education, business, nonprofit, and government sectors.

It starts with the 65% goal. To achieve the goal, Miami needs a framework, with key performance indicators to measure progress along the way. By regularly tracking such measures, Miami can create, evaluate, and refine strategies to accelerate progress, as well as identify challenges and course correct as needed.

A proposed framework might look like the image on the next page.



Educational attainment rate of the population (age 25-64)

More young people pursue and attain a degree/ credential
- Credential production
- College enrollment
- College going rate

Working adults go back to school
- Share of credential production to students 25 and older
- College enrollment for 25 and older

Attract highly educated people
- Net migration
- Educational attainment of new Miamians

EXISTING RESIDENTS

NEW RESIDENTS

FOUNDATIONS OF A THRIVING ECONOMY:
Unemployment, labor force participation, median wages, housing affordability.

As this framework demonstrates, a region can build talent in three ways: By attracting it—and competing for it—from outside the region; by nurturing it in local children and youth; and by helping working-age adults to upskill and reskill. Although Miami will certainly continue to attract new talent from outside the region in the years to come, doing so is not enough to reach the goal. Instead, by focusing efforts on credential production for Miami's youth and adults—and by investing in its people—the region has its greatest opportunity to meet its future talent needs while creating pathways to economic mobility for generations of Miamians.

When tracking progress on these metrics, it is important to break them down by age, migration, and factors such as race, ethnicity, and zip code. Disaggregating the data in this way will help Miami leaders better understand which strategies are working and identify where additional interventions are needed. Many of these metrics are also tracked at the state level in the Florida Chamber Foundation's Scorecard. A dashboard of basic indicators can be found below.

Miami's Goal

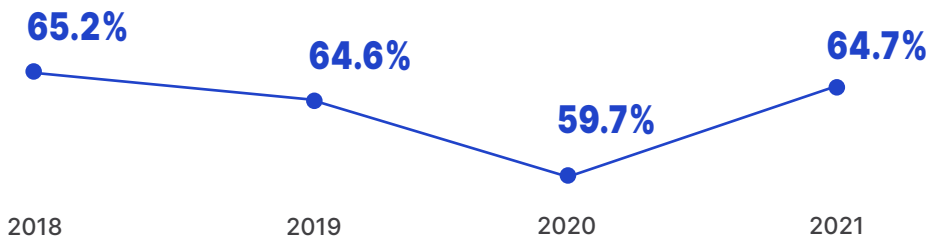
65%

Current

45.5%

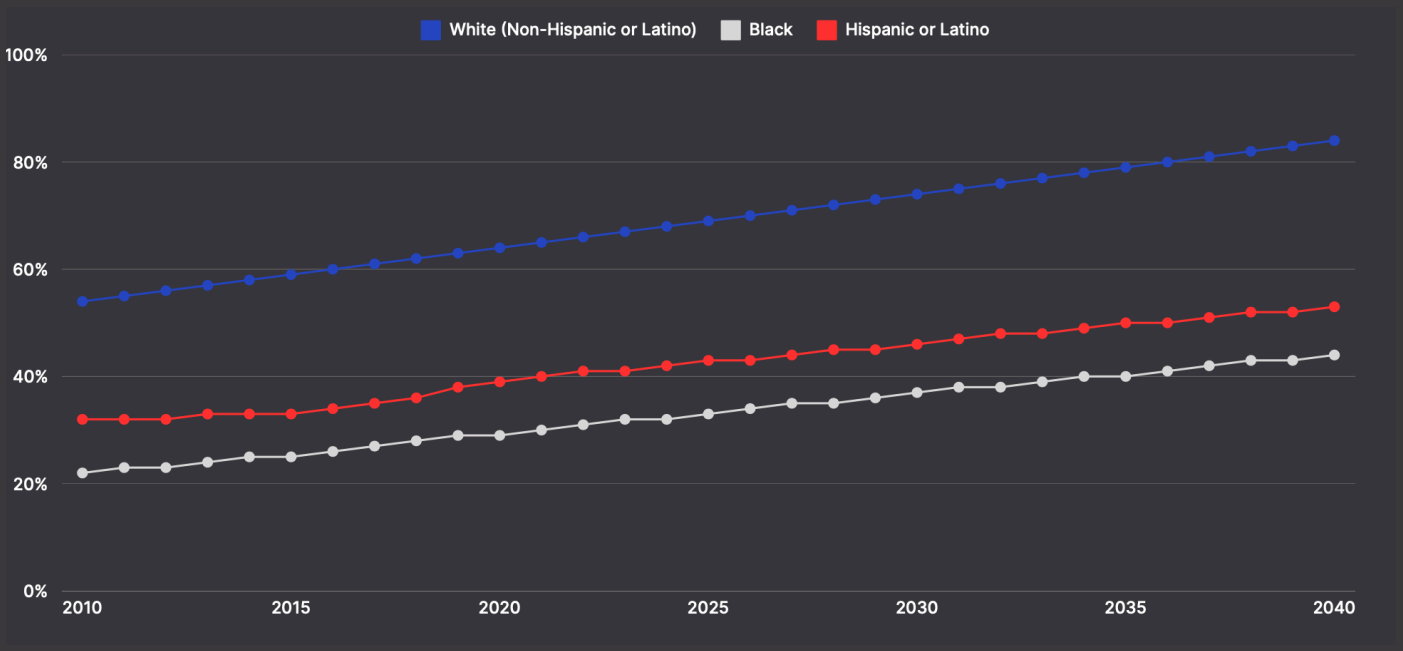
Additional Credentials Needed

Miami College Going Rate

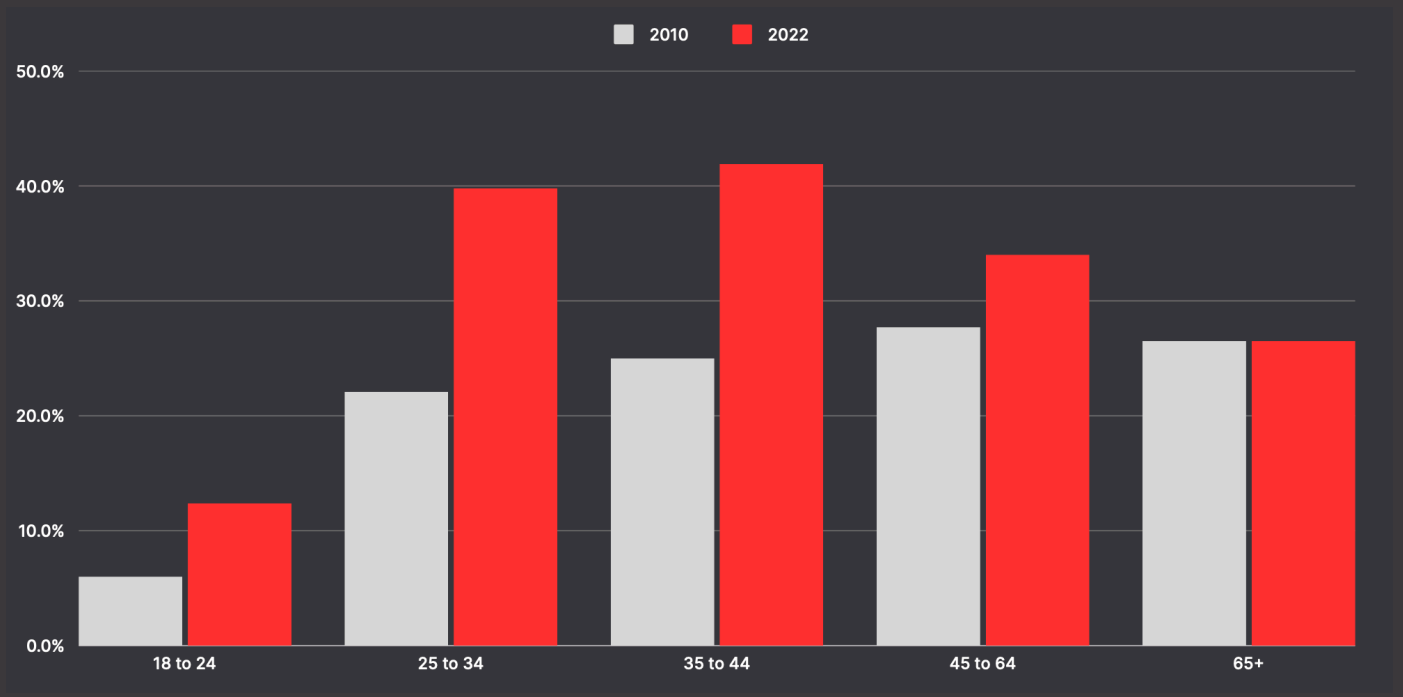


Historical educational attainment rate and projected rate by select demographic groups, age 25+

Miami-Dade County



Educational Attainment by Age, Comparison Over Time (Bachelor's Degree or Higher)



Source: U.S. Census Bureau, 2022 American Community Survey data and population projections from the Florida office of Demographic Research

Strengthening Miami's talent pipeline: a framework for success

Credential Production is Core to Achieving Miami's Attainment Goal

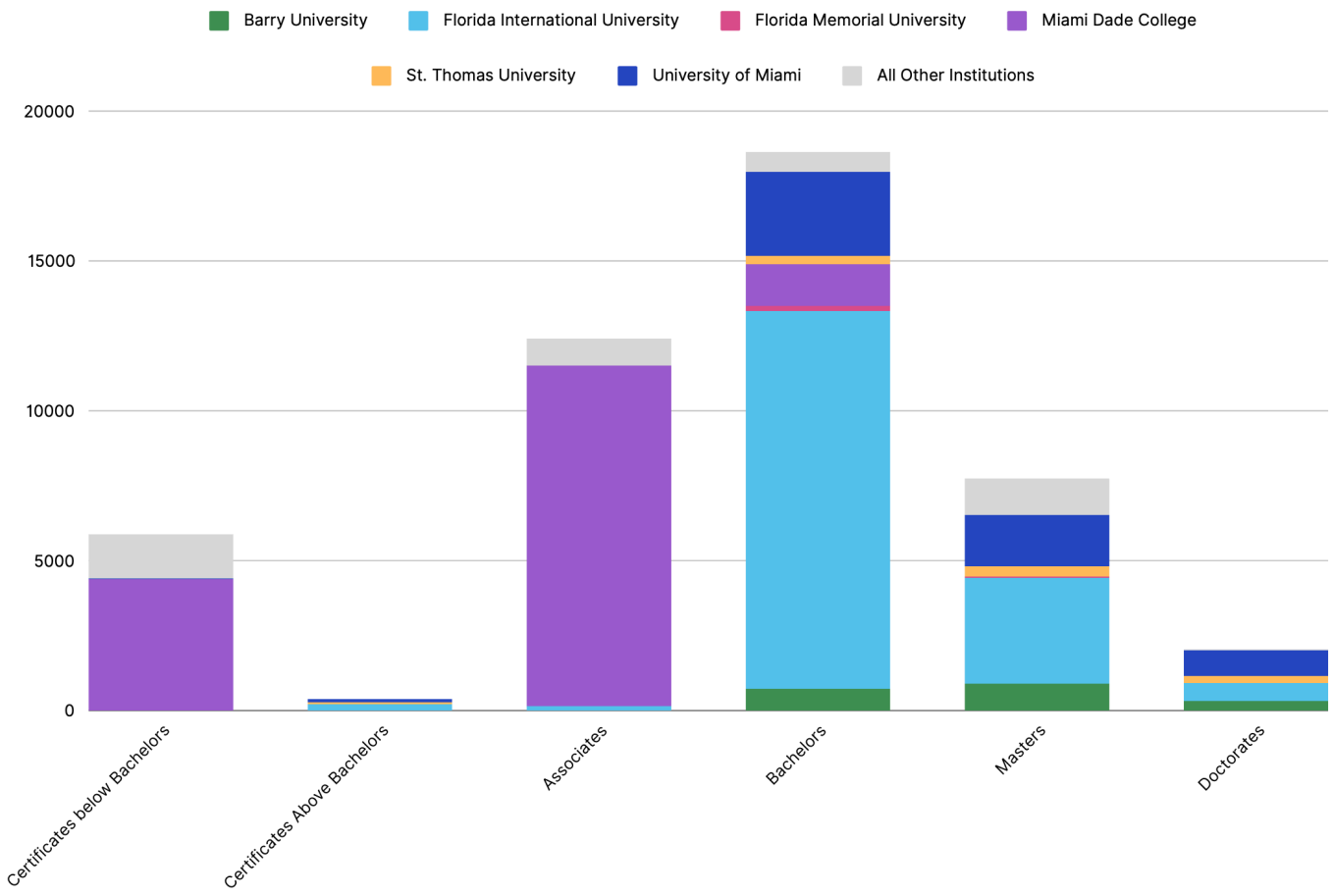
To achieve Miami's 65% attainment goal by 2040, Miami needs 103,942 more people with degrees or credentials. Ensuring that more Miamians earn credentials beyond high school is key to reaching this goal.

So how is Miami currently doing in credential production? Fortunately, Miami has several outstanding higher education institutions serving local residents that together, produced 40,800 degrees plus an additional 6,300 certificates in the 2021-2022 academic year alone. This includes our Academic Leader Council members, as well as several private for-profit and training institutions in the community. Still, credential production will need to accelerate if Miami is to meet its talent goal.

Degrees and Certificates Awarded by Level Miami-Dade County Institutions, July 2021-June 2022

Source: IPEDS, all degree-granting institutions in Miami-Dade County

Degrees and Certificates Awarded by Level and Institution Miami-Dade County, Degree Granting Institutions July 2021 - June 2022



Adult Learners are Key to Meeting Miami's Talent Needs

To reach Miami's talent goal, Miami must include intentional strategies to meet the special needs of adult learners, many of whom hold down jobs and juggle family responsibilities with their studies.

ACCORDING TO LUMINA FOUNDATION

- **37%** of college students are 25 or older
- **64%** work
- **40%** work full time
- **6%** serve or have served in the U.S. military
- **24%** have children or other dependents

Source: Notional Center for Education Statistics, (PEDS.

Current efforts by Miami education institutions

Miami's education institutions are already implementing innovative strategies to prepare Miamians for the future of work through a broad spectrum of cutting-edge programs, many in collaboration with industry and other partners. Here are just some examples:

Miami-Dade County Public Schools
(Countywide)

- Seventy-nine career academies prepare high school students for college and careers in in-demand and emerging fields including STEM, engineering, technology, health care and finance.
- Seven technical colleges offer more than 60 programs leading to industry credentials that require less than two years to complete.
- Thirty-two Integrated Education and Training (IET) programs—focused on English language learners and adults with low literacy—expose students to career education programs while simultaneously learning English or completing high school equivalency.
- College fairs, career fairs, and other experiential opportunities introduce student careers and educational pathways available via a work-based learning continuum from 9th through 12th grade.
- M-DCPS, in partnership with Miami Dade College, is one of 19 recipients across the nation to launch the "Career Connected High School Initiative" to increase the number of CTE students who graduate with college credits and industry certifications for IT/tech jobs.

MIAMI DADE COLLEGE

8 campuses (North, Kendall, West, Hialeah, Wolfson, Padron, Homestead, Medical)

- Offers hundreds of career certificates and degree programs, while ensuring all students develop the academic and digital skills that will serve them in whatever career they choose.
- Stresses mastery of skills like communication, critical thinking, collaboration, and ethics, through work-based learning.
- MDC's Artificial Intelligence Center is poised to become Miami's premier hub for AI training, thanks to strategic partnerships with industry leaders like Knight Foundation, Microsoft, Intel, and IBM.
- MDC's Cybersecurity Center of the Americas provides students with pathways from industry certifications to college degrees in this high-demand field.
- Through MDC's Cyberbit Range, students and working professionals gain hands-on experience with cyberattack simulations.
- The National Security Agency has designated MDC as a National Center for Academic Excellence in Cyber Defense, the first college in South Florida to earn this distinction.

FLORIDA INTERNATIONAL UNIVERSITY

Miami, FL

- Collaborates with industry leaders to ensure that students graduate with the advanced knowledge and critical thinking skills that employers need, consistently updating curricula that is relevant for the workplace.
- Builds career pipelines through industry and government collaborations; for example, a partnership with software security firm Kaseya develops tech talent.
- A collaboration with the U.S. Department of Energy produces highly qualified engineers for positions with the agency and in the energy industry.
- An array of work programs gives students practical work experience, such as fellowships with federal agencies in Washington, D.C., and internships in local hospitality and tourism.
- "Micro-credentials" in subjects like the Internet of Things, artificial intelligence, and data science, help students prepare for the emerging careers of the future.

THE UNIVERSITY OF MIAMI

Coral Gables, FL

- UM's New Century Educational Incubator is revolutionizing the undergraduate experience by testing, assessing, and mainstreaming ideas.
- The university's new Vice President of Educational Innovation leads the creation of new education delivery structures and builds partnerships with employers.
- The university has incorporated augmented reality into 40 courses to date.
- A new, accelerated interdisciplinary degree program in entrepreneurship, innovation, and design thinking prepares students to generate ideas that center on benefits to humanity. Program students gain hands-on experience with cutting-edge technology and through work-based learning with local businesses, nonprofits, and civic institutions.
- UM's cost-free Massive Open Online Courses and other skill-based training programs help Miamians of all ages continue building their skills at every stage of their careers.

FLORIDA MEMORIAL UNIVERSITY

Miami Gardens, FL

- One of the leading Historically Black Colleges and Universities (HBCU)s in the nation, FMU's newly established Academic Engagement and Student Success is implementing strategies to ensure degree completion, facilitate internships, and enhance career placement opportunities for students.
- Rigorous aviation and air traffic control programs equip FMU students with the practical skills and experience necessary for success in a range of in-demand careers in the aerospace industry.
- The School of Business at FMU offers students real-world experience, including internships in business and finance, to develop the skills needed to thrive in a competitive job market.

BARRY UNIVERSITY

Miami Shores, FL

- Offers more than 100 degree programs, including high-demand professions like nursing, teaching, technology, entrepreneurship, podiatry, and social work.
- The new School of Nursing includes strong health care programs (e.g., MS, Biomedical Sciences, DNP Nurse Anesthesia, MS Physician Assistant) and partnerships with local hospitals to provide real-world learning experiences on-site with real patients.
- Barry's distinguished School of Podiatric Medicine—one of only ten in the country—gives students opportunities to serve patients through performing surgery on disadvantaged children in Mexico, providing real-time telehealth consultations, and through Barry's three South Florida clinics.
- Barry students gain real-world experience through opportunities like interning with Miami's major sports teams, trading stocks at financial firms, and honing their skills at tech firms. The university has recently announced an apprenticeship program at Kaseya, a global provider of IT infrastructure and security management.
- Through Barry's entrepreneurship lab, students learn skills ranging from developing business plans to interfacing with potential investors. These are just a few of the ways that Barry is building the next generation of diverse, socially responsible industry leaders.

ST. THOMAS UNIVERSITY

Miami Gardens, FL

- Builds experiential learning into the fabric of its degree programs, making real world learning a requirement for college graduation—possibly the only university in Florida to do so.
- Prioritizes hands-on experience through co-ops, internships, practicums, study abroad, research, academic competitions, apprenticeships, and other activities with a relevant connection to a student's field of study. This commitment is producing workforce-ready graduates with both academic knowledge and essential career skills like problem-solving, communication, and a range of employability skills that build a strong work ethic.

Examples of Miami's talent development initiatives

Increasing talent is a community- wide effort, including leaders from philanthropy, government, non-profit organizations and other sectors. Community leaders, oftentimes in collaboration with education partners, are championing several initiatives to build talent, increase economic development and economic mobility, and improve the quality of life for everyone who calls Miami home.

Future Ready Miami Scholarship - Miami-Dade County, in partnership with CareerSource South Florida, recently announced an investment of $3 million to ensure all Miami-Dade residents can earn an associates degree tuition-free at Miami Dade College. This is one of several strategies included in the Thrive 305 initiative that the county is implementing to address essential elements of a thriving economy including housing, transportation, ensuring youth have access to job opportunities, and supporting small businesses.

Venture Miami - The City of Miami, through its Venture Miami office, launched the Venture Miami Scholarship Fund, in partnership with the Miami Foundation. The scholarship fund provides gap funding for at-need city residents who have been accepted into STEM or other in-demand occupation programs at Florida International University, Florida Memorial University, Miami Dade College and University of Miami.

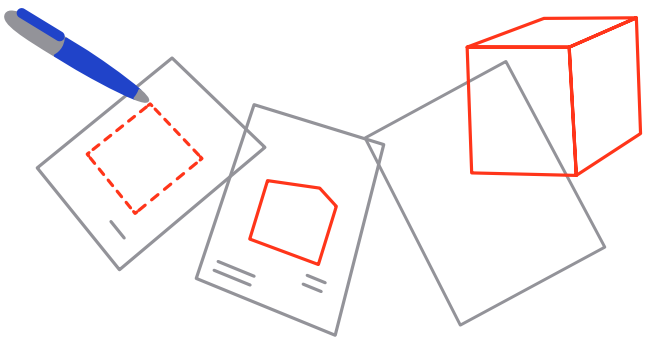
CareerSource South Florida (CSSF) promotes academic achievement by facilitating career pathways that enable individuals to enhance their knowledge and skills in specific fields. Through apprenticeship programs, CSSF makes it possible for individuals to earn an income while advancing their education and acquiring in-demand, new skills through apprenticeship programs. This concept is exemplified in the 25 service technician participants participating in apprenticeships provided by Warren Henry and BEAN Automotive. Upon completion

of these programs, apprentices will be awarded ASE certifications, which then provide access to additional certification opportunities, ultimately contributing to career advancement in the automotive service industry. In addition, the CSSF provides financial assistance in the form of scholarships and funding for supportive services, which aid individuals in overcoming obstacles that may impede their ability to finish training or enlist in programs that advance higher education. CSSF operates in conjunction with community partners, higher education institutions, career and technical schools, to execute innovative initiatives that are specifically designed to address the needs of the residents of Miami-Dade and Monroe County.

UpSkill Miami, an initiative of the United Way in partnership with employers and education institutions in Miami Dade, seeks to upskill Miamians who are unemployed or making less than $35,000. Launched in 2023, this program provides access to additional education and training for professions in the healthcare, construction, and energy fields.

City of Miami Gardens has launched the City University Partnership with St. Thomas University, Florida Memorial University and Miami Dade College. The program aims to help Miami Gardens residents become aware of educational opportunities and improve skills through upskilling at local educational institutions.

Miami leaders, organizations, and businesses can help connect Miami residents and employers to these opportunities by spreading the word about them. Raising awareness about such innovative talent development programs helps to ensure access for everyone who stands to benefit from these opportunities.



Talent-building strategies: national and state

Miami's many talent development strategies provide a strong foundation on which to build to achieve Miami's talent goal. There are also national and state efforts underway that Miami can leverage, including:

NATIONAL STRATEGIES

Lumina Foundation (www.luminafoundation.org/stronger-nation) is helping America redesign learning after high school so that an additional 6.9 million adults earn degrees, certificates, and industry certifications for 2025--raising the proportion of working-age Americans with a degree or credential beyond high school to 60 percent. The foundation tracks attainment nationally, and provides support to communities - formerly called Talent Hubs- looking to increase their local talent.

The National Chamber of Commerce Foundation's competitiveness strategy includes a highly-skilled workforce—especially in the disciplines of science, technology, engineering, and mathematics (STEM)—among its seven pillars for improving the American economy.

The bipartisan Infrastructure Investment and Jobs Act (2021) includes billions in investments that will support talent development in areas including digital broadband, construction, trade and logistics, resiliency, and aviation.

FLORIDA STRATEGIES

In 2019, the Governor called for Florida to become first in the nation in workforce education by 2030 and ensure that students are prepared for the jobs of the future. That same year, the Florida Legislature created the Sail to 60 initiative and set a goal for 60% of working-age Floridians to hold a high-quality degree, credential, or training experience by 2030.

To achieve the goal, Florida has invested more than $6 billion in discretionary spending since 2019, including Job Growth Grants and the $100 million Workforce Capitalization Fund. Additionally, state leaders enacted several innovative policies to strengthen career and technical education, incentivize students to major in high-demand programs, make the cost of college and career training more affordable, and strengthen support for so-called “non-traditional” students, such as working adults and veterans.

Examples include:

- Last Mile College Completion Program (Miami Dade College)
- State University Free Seat Program (Florida International University)
- Linking Industry to Nursing Education (LINE) Fund (Miami Dade College, Florida International University)
- Open Door Grant Program (Miami Dade College, Miami Dade Public Schools)
- Incumbent Worker and Quick Response Training Grants
- Florida’s Talent Development Council
- Florida Credentials Review Committee
- Florida Policies Boosting Talent Development (in timeline format)

Florida Tax Watch (2022) calculates that if the Sail to 60 goal is achieved across the state’s population, it will generate a substantial ROI, including:

$58 BILLION

Dollar annual increase to Florida GDP.

$53.6 BILLION

More dollars earned each year by Florida workers.

$4.7 BILLION

Additional tax revenue annually for the state

Source: The Economic and Fiscal impacts of Education and Training Beyond High School in Florida

Florida policies boosting talent development

2019

- Governor calls for Florida to become first in the nation in workforce education by 2030.
- Last Mile College Completion Program created to provide tuition reimbursement as incentives for Floridians who previously attended college to complete their degrees.
- Sail to 60 initiative sets goal for 60% of working-age Floridians to hold high-quality degrees, credentials, or training experiences by 2030.

2021

- State University Free Seat Program launched to provide tuition-free online courses and other discounts to Florida veterans, active military, and adult students.

2022

- LINE Fund grant program created to incentivize partnerships between nursing education programs and health care industry to address nursing shortage.

2023

- Open Door Grant Program, originally launched in 2021, amended to help cover tuition and other costs for CTE students seeking degrees and credentials in high-demand careers.

Additionally, collaborative efforts led by the Florida Chamber of Commerce, CareerSource Florida and Florida College Access Network provide examples that can be leveraged by Miami to increase degree and credential attainment.

Florida College Access Network (FCAN) partners with regional coalitions of business, education, nonprofit, philanthropy and local leaders called "local college access networks (LCANs)" that represent 18 regions and 85% of Florida's population, including Miami Dade. The goal of the LCANs is to align and leverage local resources to boost degree and credential completion in their communities. FCAN hosts an annual Talent Strong Florida convening and supports these networks with data tracking their progress and research on evidence-based policies and practices to improve student outcomes, especially for traditionally underserved populations.

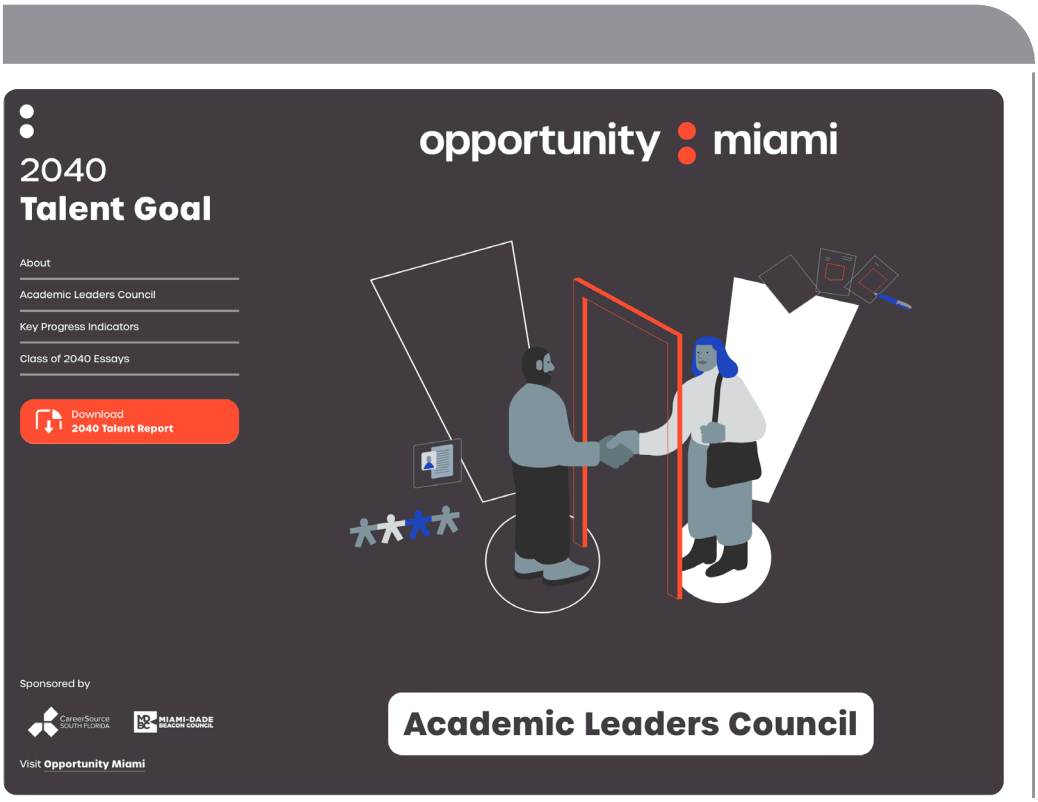
Future of Work Florida, led by the Florida Department of Education in partnership with CareerSource Florida and the Florida Chamber Foundation, aims to raise awareness of high-value career and technical education (CTE) programs available through Florida's public colleges and technical centers. Recognizing the need to align market demand with talent supply and implement the right training for mid- and high-wage, high-demand jobs, Future of Work Florida informs students, families, and businesses of the myriad opportunities to earn affordable credentials with pathways to promising careers.

Sector Strategies, supported by CareerSource Florida and regional CareerSource centers, provide a framework for partnerships to increase education and training opportunities across multiple industries in the state. Business, education, and other partners work together to develop collaborative solutions to meet workforce needs at the regional and state levels.

The Florida Scorecard – a dynamic online tool by the Florida Chamber of Commerce-provides leaders and stakeholders with metrics needed to measure progress in their communities toward meeting the goals outlined in the Florida Chamber's 2030 Blueprint. The Scorecard identifies and tracks key metrics that are important to Florida's economy today and into the future, including data trends on talent supply and education.

These initiatives have played an integral role in setting the stage for Miami's goal, providing data elements and building support amongst key community leaders.

Moving forward, the Opportunity Miami website will track metrics and initiatives to ensure progress towards meeting the community's goals, several of which are informed by the Florida Chamber, CareerSource, FCAN and other state partners.



Visit **www.opp.miami/talentgoals**

Strategies for the future: a roadmap

Miami leaders, institutions, businesses, and organizations must collaborate and align efforts and use data to decide on a mix of strategies to achieve Miami's talent goal. The recommendations below provide an outline for education, community and government leaders to consider actions to move forward to continue to build the Miami of 2040.

COLLABORATE

- Increase employer awareness of and engagement in education and training programs by creating broader community awareness of career opportunities in the region as well as tuition and other supports available.
- Expand partnerships between industry and education and establish accelerated mechanisms for credential completion through credit for prior learning and competency based models.
- Expand strategic partnerships and programs that focus on non-traditional students, returning students, and other identified populations to close education attainment gaps.

ALIGN

- Integrate critical employability skills (literacy, critical thinking, problem solving, etc.) into all levels of credential preparation and attainment. Create mechanisms for education and industry to validate skills via digital badges and other mechanisms.
- Strengthen Miami Dade County's career pathways system. Increase credential completion by aligning attainment to the community's targeted industries. Create seamless career pathways by aligning K-12, college and career and embedding work-based learning experiences at all levels.

DATA

- Validate a framework, with baseline metrics and goals, for high-quality credentials.
- Invest in innovative partnerships that show clear return on investment to students, industry, and the community including enrollment, persistence, completion and job placement.

Key performance indicators

The primary metric to track progress is the percentage of adults with an associates degree or higher. That data is tracked and regularly updated by Lumina Foundation and its “A Stronger Nation” campaign. It can be found at: https://www.luminafoundation.org/stronger-nation.

In addition to that primary key performance indicator, there are a range of KPIs that Miami leaders can use as indicators of progress towards meeting the 65% goal.

The following table provides a detailed description of key performance indicators (and sources) included in the framework that Miami leaders can use as indicators of progress towards meeting the 65% goal.

EDUCATIONAL ATTAINMENT INDICATORS

Indicator Description and Notes	**Current Value** Miami-Dade County	Update Frequency & Source
Educational Attainment Rate (associate or higher, age 25-64) The percentage of the population age 25-64 with an associate's degree or higher. This is the same source used by the Florida Scorecard to show detailed degree breakouts. Using this source allows for consistency over time and exploring the data by educational attainment level, race, ethnicity, age, and gender. See page 10 for the detailed values on educational attainment by race, ethnicity, and age. The Lumina Foundation's Stronger Nation Report Card can also be used for quick comparisons and tracking this value, just note that this tool alone does not currently allow for breakouts by race, ethnicity, gender, etc. at the county level. The educational attainment rate by zip code can be found in the Florida Chamber Foundation's, Florida Gap Map tool.	45.5% (2022)	Annual US Census Bureau, American Community Survey (Table S1501)
Educational Attainment Rate (associate or higher, age 25-44) It is also worth tracking the progress of a smaller group of residents, those age 25-44. These are the individuals that are more likely to reached by local initiatives. Tracking the attainment rates of a younger group gives a better sense of how quickly Miami is approaching it's overall goal. However, this value must be estimated using direct sample data from IPUMS USA and the smallest geographies available are PUMAs (public use micro areas), which can be combined to make an estimation of Miami-Dade County. This value is not available in readily made tables from the Census Bureau or other pre-made tools.	48.2% (2021)	Annual Calculation with data sourced from IPUMS USA

EDUCATIONAL ATTAINMENT CHANGE LEADING INDICATORS

Indicator Description and Notes	**Current Value** Miami-Dade County	Update Frequency & Source
Young people pursuing higher education | Total credential production The number of degrees and credentials conferred in Miami-Dade County each academic year. This data is available by degree level and institution from IPEDS and should be analyzed for trends in whether or not the number is rising or falling.	47,111 (July 2021 - Jun 2022)	Annual National Center for Education Statistics, IPEDS.
Young people pursuing higher education | Population 18-24 enrolled in college or graduate school The share of the population age 18-24 that is enrolled in college or graduate school. This indicator will signal the number of young Miami-Dade residents who are pursuing higher education.	48% (2021)	Annual US Census Bureau, American Community Survey (Table S1401)
Young people pursuing higher education | College-going rate The postsecondary continuation rate is consistent with data reported to the U.S. Departmentof Education and includes only students graduating from high school in a given school year and earning a regular high school diploma and who enrolled in an in-state public or private institution of higher education within 16 months after high school graduation. Report available at https://edudata.fldoe.org/ReportCards/Schools.html?school=0000&district=13	64.7% (2020-21 HS graduates)	Annual Florida Department of Education, District Report Card

EDUCATIONAL ATTAINMENT CHANGE LEADING INDICATORS — CONTINUED

Indicator Description and Notes	**Current Value** Miami-Dade County	Update Frequency & Source
Older Adults Enrolled in School | Share of total credential production to students age 25 and older Using IPEDS age data on degree completions, it is possible to identify the percentage of credentials conferred to individuals who are beyond the traditional college-going age. Individuals might be surprised to learn that more than 1 in 3 associate or bachelors degrees earned in the county go to people over the age of 25.	2 Year - 36.6% 4 Year - 38.9% Masters & Ph.D. - 86.4% (2021)	Annual National Center for Education Statistics, IPEDS.
Older Adults Enrolled in School | Share of population age 25-44 enrolled in college or graduate school This metric can be calculated and tracked over time to uncover any trends in an older set of adults returning to higher education. Unfortunately, this data source only asks individuals to report if they are enrolled in a level of school which "leads to a high school diploma or a college degree". Meaning credentials and certificates are not included in this calculation.	19.0% (2021)	Annual Calculation with data sourced from IPUMS USA
Older Adults Enrolled in School | Share of population age 45-64 enrolled in college or graduate school The same notes as the indicator above apply here. It is appropriate to break out this age group from the 25-44 age so that the low rates of enrollment for the older population do not skew the data.	2.6% (2021)	Annual Calculation with data sourced from IPUMS USA

EDUCATIONAL ATTAINMENT CHANGE LEADING INDICATORS — CONTINUED

Indicator Description and Notes	**Current Value** Miami-Dade County	Update Frequency & Source
Attraction of Talent | Population change from migration It is important to track the components of Miami's population change. The country overall has entered a phase of slowing population growth as the population ages. More and more, population change will come from international migration. The same is true for other cities and regions around the country, where population change and growth will depend on attracting new residents. This metric captures Miami's population change from net migration, which influences where changes in educational attainment will come from in the future (existing residents or new residents).	967 Net New Residents (2022) 39,170 new international residents and a loss of 38,203 residents to other counties.	Annual US Census Bureau, County Population Totals and Components of Change 2020-2022
Attraction of Talent | Educational attainment rates (some college or associates degree+) of population moving into the county The educational attainment rate of the population that moved into Miami-Dade County from a different county or state in a given year. The data is only available at specific education levels, including "some college or associate's degree", "bachelor's degree", and "graduate or professional degree". These three groups were combined to reach the 58% value shown here.	58% (2022)	Annual US Census Bureau, American Community Survey (Table S0701)

FOUNDATIONAL INDICATORS

Indicator Description and Notes	**Current Value** Miami-Dade County	Update Frequency & Source
Employment Change (year over year) This indicator can be calculated at the county-level using quarterly and historic reports produced annually by the FL Department of Commerce. The calculation requires the most recent quarterly QCEW data file of NAICS employment at the county level and the annual NAICS files for the previous year, also at the county-level. MSA level data is produced monthly.	45,679 new jobs (June 2022 - June 2023)	Quarterly Florida Department of Commerce
Unemployment Rate The percentage of people who are unemployed and actively looking for work. At the time of publication, Miami-Dade County had the lowest unemployment rate in the State. The average unemployment rate in the rest of Florida was 3.0%.	1.6% (October 2023)	Monthly Florida Department of Commerce, LAUS
Labor Force Participation Rate (16+) Percentage of the population age 16+ who are either employed or unemployed and looking for work. These two categories make up the labor force.	61.5% (2023)	Annual Esri

FOUNDATIONAL INDICATORS — CONTINUED

Indicator Description and Notes	**Current Value** Miami-Dade County	Update Frequency & Source
Median Wages The median income in the region for households that are considered families. Half of family households make above this amount, half make below this amount. Median wages are shown here along with average wages below because averages can be skewed by high numbers. It is important to track a wage value that represents the true "middle" of the population. Also keep in mind that their may be multiple wage earners in a single "family household".	Family Households, $64,215 (2022)	Annual US Census Bureau, American Community Survey
Average Annual Wages The average annual pay in Miami-Dade County for all industries and establishment sizes. Data is available dating back to 2001.	$71,600 (2022)	Annual US Bureau of Labor Statistics Quarterly Census of Employment
Median Earnings by Education Level Median earnings in the past 12 months (in 2022-inflation adjusted dollars) by educational attainment for the population 25 years and over. These breakouts are available from the same source by gender as well.	High School Graduate - $32,100 Some College or Associate - $40,500 Bachelor's Degree - $53,300 Graduate or Professional Degree - $75,300	Annual US Census Bureau, American Community Survey, Table ID B20004
Housing Affordability - percentage of households paying 30% or more of income to housing costs Housing affordability is a function of both housing costs and income. The general rule-of-thumb is that any household paying more than 30% of their monthly income to housing costs is considered cost burdened.	Homeowners with a mortgage - 44.2% Homeowners without a mortgage - 22.7% Renters - 63.6% (2022)	Annual US Census Bureau, American Community Survey

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