



**FLORIDA INTERNATIONAL UNIVERSITY  
BOARD OF TRUSTEES  
WORKSHOP  
MINUTES  
OCTOBER 29, 2021**

**Call to Order and Chair's Remarks**

The Florida International University Board of Trustees' Workshop was called to order by Board Chair Dean C. Colson at 9:17 AM on Friday, October 29, 2021 at the FIU, Modesto A. Maidique Campus, Herbert and Nicole Wertheim Performing Arts Center Concert Hall and via Zoom.

General Counsel Carlos B. Castillo conducted roll call of the Florida International University Board of Trustees. Present were Dean C. Colson, *Board Chair*; Roger Tovar, *Board Vice Chair*; Jose J. Armas; Carlos Duarte; Donna J. Hrinak (*joined after roll call; via Zoom*); Natasha Lowell (*joined after roll call*); Gene Prescott; Joerg Reinhold; Chanel T. Rowe; Alexander Rubido; and Carlos Trujillo (*via Zoom*).

Trustee Cesar L. Alvarez was excused.

Board Chair Colson welcomed Trustees and University administrators attending in-person and via the virtual environment. He indicated that Mr. Leonard Boord concluded his service on the Board in June and was succeeded by Trustee Carlos Duarte, who was appointed by Governor DeSantis on October 22, 2021 for a term ending on January 6, 2025. Board Chair Colson commented that Trustee Duarte is the founder and CEO of CDR Enterprises Inc. and its subsidiaries, served on the FIU Foundation Board of Directors from 2009-2017, and is a two-time FIU alumnus. Board Chair Colson explained that no action items would be voted on at the workshop, adding that the sessions would be for information purposes only. Chair Colson remarked on his plans to transition to a paperless agenda delivery system.

**College of Communication, Architecture + The Arts (CARTA)**

*Refer to attachment for presentation slides, presenter bios, and handout(s).*

**Overview | CARTA**

**Unified in our mission, purpose, and approach to prepare diverse leaders with global perspectives**

Presenter: Brian Schriener, Dean College of Communication, Architecture + The Arts (CARTA)

- **Three (3) schools**
  - School of Architecture
  - School of Communication + Journalism
  - School of Music

- **Seven (7) academic departments**
  - Department of Architecture
  - Department of Art + Art History
  - Department of Interior Architecture
  - Department of Landscape Architecture + Environmental Design
  - Department of Communication
  - Department of Journalism + Media
  - Department of Theatre
- The arts are a \$9.7B industry nationwide, or .3% of the nation's economy with a \$1.4B annual impact locally
- Questions asked regarding how arts, communication, and design disciplines are contributing to their respective colleges and universities goals and strategic priorities:
  - How do they fit in?
  - How are they leveraged?
- Questions asked regarding FIU's reasoning for housing three disciplines (Architecture, Communication + Journalism, and Music) in one college:
  - Why?
  - How have you been able to produce such positive impact results?
  - In terms of what many might consider disparate disciplines and professions that are traditionally standalone colleges or schools, how do you manage to work so well together?

### **CARTA at a glance**

Presenter: Katie Rothfield, Assistant Dean of Students (CARTA); Associate Teaching Professor; Internship Coordinator for the Department of Interior Architecture

- 136 full-time faculty
- 148 adjunct/ professional faculty
- 18:1 student to faculty ratio
- Nearly 4,000 students from over 90 countries
- Retention rate exceeds 90%
- Six-year graduation rate is over 75%

### **Rankings, Reputation, and Visibility**

Presenter: Marilys Nepomechie, FAIA, DPACSA; Architect; Distinguished University Professor of Architecture; Associate Dean of Faculty and Program Development, CARTA

- FIU is ranked #1 producer of minority graduate degrees
- FIU is ranked top 20 in Design Intelligence

### **CARTA Ecosystems**

Presenter: Dean Brian Schriener

- Teaching + Learning
- Innovation + Technology
- Careers + Entrepreneurship

## **Key Performance Indicators**

Presenter: Katie Rothfield

Performances:

- Piece from Shakespeare's Taming of the Shrew by Department of Theatre students, Alex Camacho and Sofia Salgado, directed by Professor Philip Church
- Piece from junior trumpet performance major in the School of Music, Miguel Alba

## **Innovation + Technology**

Presenter: Ebru Ozer, Associate Professor in the Department of Landscape Architecture + Environmental and Urban Design

- Lee Caplin Immersive Studio for Altered Reality (iSTAR)
- Video: Mr. Caplin, Founder and funder of iSTAR, and member of CARTA Dean's Leadership Advisory Board
- Volumetric capture of Provost and Executive Vice President Kenneth G. Furton and Cobra, COVID-19 certified detector dog

## **School of Architecture Robotics Lab**

Presenter: Marilys Nepomechie

Video: Shahin Vassigh, Director, Robotics and Digital Fabrication Lab

## **Careers + Entrepreneurship**

Presenter: Katie Rothfield

- IPAL – Integrated Path to Architectural Licensure

Video: Craig Aquart, AIA, NOMA, CSI, Managing Partner, MC Harry & Associates; Founder and Chairman, Black Architects in the Making (BAM); Director, AIA Miami Board

## **Ratcliffe | Art + Design Incubator**

Presenter: Jacek Kolasinski, Founding Director of the Ratcliffe Incubator of Art + Design, CARTA; Associate Professor of Art at the Art + Art History Department

Video: Neil Ramsay, Research Associate Ratcliffe-in-Resident FIU Ratcliffe Art + Design Incubator

## **Pathways to Excellence**

Pathway | School of Architecture

Presenter: Marilys Nepomechie

- Doctor of Design program
  - Low residency; high impact
  - One of only six in the nation; only one in Florida
- Video: Dr. Neil Leach, Director, Doctor of Design Program and Associate Professor of Architecture
- Video: Three (3) School of Architecture faculty members (Eric Goldenberg, Thomas Spiegelhalter, and Elisa Silva) exhibiting at the 2021 Venice Biennale

Pathway | MFA Visual Arts

Presenter: Jacek Kolasinski

Videos:

- David Y. Chang, Frost Professor of Art, Chair, Department of Art and Art History, and Director, Academy of Portrait + Figurative Art
- Dennis Scholl, President and CEO, Oolite Arts Award-winning Filmmaker

Pathway | School of Communication + Journalism

Presenter: Allan Richards, Professor, CARTA

Video: Sandy Sharp, Director, Strategic Partnerships and Initiatives, NBC Universal, NBCU Academy

Pathway | School of Music

Presenter: Karen Fuller, Director, School of Music

Announcement: Dr. and Mrs. Herbert Wertheim \$10M gift to the School of Music

Performance: FIU Concert Choir

Trustee Marc D. Sarnoff praised the opening night of FIU's 2021 Music Festival, which celebrated Cuban music.

**Summary/Closing/Q&A**

Presenter: Dean Brian Schriner

Videos:

- Rick Tonkinson, MBA, MPA, CFP®, CLU, AIF®; President, Tonkinson Financial; Chair, CARTA Dean's Leadership Advisory Board
- CARTA collage

Board Chair Colson remarked on the MFA Visual Arts program, noting that the related requirements and investments should be quantified. In response to Board Chair Colson, Dean Schriner described CARTA priorities, specifically the MFA program, interdisciplinary technologists, the Doctor of Design program, and advancing marketing efforts. Responding to Trustee Natasha Lowell, Dean Schriner remarked that the curriculum has incorporated entrepreneurial opportunities for students and that the College pays close attention to the demand in the local South Florida economy where there is a need for work in using creative talents.

In response to Board Vice Chair Roger Tovar, Dean Schriner explained that the Jewish Museum of Florida-FIU, the Patricia & Phillip Frost Art Museum, and the Wolfsonian-FIU report to Provost Furton. Board Vice Chair Tovar suggested that the University consider possible restructuring of reporting to CARTA as this may provide for enhanced collaboration. Provost Furton commented on ongoing discussions regarding a possible shared services model under the FIU brand. Trustee Marc D. Sarnoff mentioned that the taxation plan currently in Congress provides that art in public display will not be taxed. In response to Trustee Chanel T. Rowe, Associate Professor Kolasinski discussed CARTA's work with non-fungible tokens (NFT) and artificial intelligence. Trustee Lowell encouraged further utilization of museum space by students.



### **MacKenzie Scott and Dan Jewett \$40M gift to FIU**

*Refer to attachment for presentation slides and handout(s).*

Provost Furton commented on student success improvements and rankings gains. He indicated that the \$40M gift from MacKenzie Scott and Dan Jewett can augment FIU's ascent in the Florida Board of Governors (BOG) Performance Based Funding (PBF) and *U.S. News & World Report* rankings. He pointed out that since the inception of PBF in 2014, FIU has coordinated more than 100 high-touch and high-tech tactics resulting in dramatic student success. He highlighted the Gateway to Graduation project, where FIU implemented empirically based teaching practices to transform how students are educated, adding that since its inception, nearly 27,000 more students have passed 22 gateway courses than would have at the 2013-14 passing rates. Provost Furton described the University's improvement in terms of PBF and described changes to PBF metric 9B, Six-Year Graduation Rate for Students who are Awarded a Pell Grant in their First Year. He mentioned the University's goal of achieving an 80% six-year Pell graduation rate, relating how this goal aligns with PBF metrics and *U.S. News & World Report* rankings.

Provost Furton presented the University's spending plan for the \$40M gift, noting that the proposed plan includes \$10M in a quasi-endowment and subsequently matching said endowment through fundraising. He added that over the next three and a half years, the University would expend \$30M, commenting that \$9M recurring incremental investments would be needed in order to achieve an 80% graduation rate for Pell students. He stated that by 2026, \$8M each year will be needed in order to maintain the initiatives, remarking that this could be achieved by annual fundraising, an endowment, use of institutional funds, or through a combination of the aforementioned. Provost Furton commented that by 2026, the University would reevaluate the effectiveness of the initiatives.

Senior Vice President for Academic and Student Affairs Elizabeth M. Bejar addressed the underlying principles for an annual investing strategy, specifically that the initial investment will seed and scale student success initiatives that are innovative and show promise, ensure accountability and measurement, and has the potential for matching gifts to provide support for pilot projects that are successful. She pointed out that the University remains committed to supporting students financially and academically using a holistic student-centered approach, noting that said approach is asset-based, employs high-tech and high-touch innovations, is coordinated and transparent, and is effective and efficient. In terms of the 80% Pell graduation rate goal, Sr. VP Bejar delineated program investments and outcomes.

Vice President for Development and Innovation Philanthropy George Corton highlighted four (4) alumni donors, Jose Pepe Badia, Ph.D. '19, Chad Moss '94, Malcom Butters, MS '83, and Carlos Sabater, CPA '81, who collectively have given over \$10M in student directed philanthropy. VP Corton commented on the First-Generation Scholarship, pointing out that while over 7,000 students qualify for said scholarship, the University is only able to support 900 of them. He remarked on the Truist Foundation's \$1.7M grant award to the FIU College of Business to establish a financial literacy program. He described the \$10M incentive campaign endowment model and the related 10-year cumulative impact.

Provost Furton commented on possible success indicators, specifically more than 2,000 additional students graduating per year, more than 1,000 additional students entering graduate programs, more

than doubling endowment portion of the gift to over \$20M, increasing operational support from philanthropic dollars, achieving a perfect score on PBF metric related to six-year Pell graduation rate, top-50 ranking in *U.S. News & World Report*, and #1 Social Mobility ranking in *U.S. News & World Report*.

In response to Board Chair Colson, Trustee Joerg Reinhold commented on his personal experience successfully transforming high student enrollment courses with high failure rates. Responding to Trustee Lowell, Sr. VP Bejar explained that talking points, regarding how the University is spending the \$40M gift, are being developed, and added that FIU is not only supporting its students, but also charting the path for research universities in the 21<sup>st</sup> century where students and faculty are working together to design the futures that they live in. Board Vice Chair Tovar commented that he was in agreement that the University needs to build the endowment, but stated that there are multiple ways to invest the funds. He urged the administration to consider the purpose of the gift, adding that if the administration determined that the endowment was the best path forward, then action should be taken swiftly in order to effectuate change as soon as possible. In response to Trustee Rowe, VP Corton explained that once-a-year reporting is no longer sufficient for the donors of today, commenting that the University understands the importance of good stewardship and communication. He indicated that the Board of Trustees can expect to receive a plan on the University's marketing strategy. University President Mark B. Rosenberg reiterated the University's focus on student success while also ensuring that eligible qualified students, regardless of income, have access to and graduate from FIU.

### **Athletics**

*Refer to attachment for presentation slides and handout(s).*

Board Vice Chair Tovar explained that the session related to Athletics will provide a macro level view. President Rosenberg commented on the significance of athletics within American colleges and universities, adding that college athletics serves as the front porch of a university. He pointed out that even where there may be quality academic programs at an institution, intercollegiate athletics tends to receive a disproportionate amount of attention. He commented that intercollegiate athletics is a critically important element of identification and affinity to U.S. universities in particular.

Executive Director for Sports and Entertainment Pete Garcia mentioned that intercollegiate athletics unifies the University community. He remarked on FIU's ability to recruit internationally. He indicated that the National Collegiate Athletic Association (NCAA) requires a minimum of 16 sports teams, specifically six men's and six women's, and a representation of 50% women and 50% men. He explained that FIU has 17 total sports teams, stating that the football program is comprised of over 100 athletes and that in order to maintain the equilibrium of representation, FIU does not have other sports teams such as men's tennis and men's golf. Mr. Garcia presented an overview of the athletics department structure. He mentioned that, generally, college athletics departments are measured by the success of their respective football programs. He highlighted accomplishments in terms of sport teams' performance.

Senior Vice President for Administration and Chief Financial Officer Kenneth A. Jessell remarked that he and the President, as part of NCAA oversight compliance requirements, regularly review conference and NCAA data. He mentioned that the NCAA Clearinghouse publishes annually the

institutional performance report which provides a comparison within the conference and benchmarks against other conferences. He delineated FIU's reported operating budget under NCAA which is \$37.42M, specifically noting that the auxiliary budget totals \$33.3M and represents the local funds related to student fees, tickets sales, NCAA conference distributions, royalties, licensing, sponsorship, media and other revenues. He added that \$3.26M of said budget is comprised of direct institutional support and \$.86M in indirect institutional support.

Sr. VP and CFO Jessell compared FIU's total operating revenues to Conference USA (C-USA) institutions, noting that FIU is over the 50<sup>th</sup> percentile and under the 75<sup>th</sup> percentile. He pointed out that the University generates approximately \$7.8M in revenues, which is the C-USA minimum and below the 25<sup>th</sup> percentile among C-USA institutions. In terms of how the University compared to C-USA institutions, he highlighted FIU's tickets sales, game guarantees, contributions, and royalties, licensing, advertising, sponsorships, program, novelty, parking and concession sales. Sr. VP and CFO Jessell described possible additional generated revenue if FIU were to reach C-USA's 50<sup>th</sup> and 75<sup>th</sup> percentiles in the areas of tickets sales, game guarantees, contributions, and royalties, licensing, advertising, sponsorships, program, novelty, parking and concession sales. He delineated the possible total operating revenues if FIU were to reach C-USA's 50<sup>th</sup> and 75<sup>th</sup> percentiles. As an additional benchmark, he compared FIU to the 25<sup>th</sup> percentile of institutions within the American Athletics Conference (AAC).

Sr. VP Bejar indicated that the Student Athlete Academic Center (SAAC) was realigned with the overall institutional mission, adding that the SAAC aligns the student athlete experience with student success. She explained that the SAAC has 12 full-time staff supporting over 450 student athletes. She commented on the roles of the academic coordinators and learning specialists, stating that other SAAC resources include tutoring and computer and writing labs. Sr. VP Bejar remarked on the NCAA Academic Rating System, specifically the Graduation Success Rate and the Academic Progress Report. She presented academic success highlights, specifically that in 2019-20 spring semester, FIU had 167 Dean's list students, which led the C-USA for the second consecutive year. She added that 301 and 296 students for the 2020-21 fall and spring semesters, respectively, scored a 3.0 Grade Point Average (GPA) or higher. She indicated that in 2018-19, FIU was awarded the C-USA SAAC Cup and the C-USA Institutional Excellence Award, explaining that the Cup is awarded to the institution with the highest overall point total among member schools and that the Institutional Excellence Award is awarded to the institution with the highest GPA during each academic year for all student-athletes in conference-sponsored sports.

Board Vice Chair Tovar commended student athlete academic success and congratulated the Men's Soccer team. He urged Mr. Garcia and the Athletics department to review Sr. VP and CFO Jessell's presentation and focus on generating additional revenues. Board Vice Chair Tovar remarked on the need to develop strategies that ensure relevance and on-the-field success. Board Chair Colson mentioned the University's Athletics Fee, noting that growth must be seen in other areas, such as ticket sales, marketing, game guarantees, and philanthropy. He remarked on facilities needs and engaging with the alumni base and donors.

Board Chair Colson presented each Board member with a basketball signed by the Head Men's Basketball Coach, Jeremy Ballard, and the Head Women's Basketball Coach, Jesyka Burks-Wiley.

**Concluding Remarks and Adjournment**

Board Chair Dean C. Colson adjourned the Workshop of the Florida International University Board of Trustees on Friday, October 29, 2021 at 1:49 PM.

DRAFT

# College of Communication, Architecture + The Arts



AT WORK

COLLEGE OF COMMUNICATION, ARCHITECTURE + THE ARTS

**FIU**

# CARTA

*UNIFIED IN OUR MISSION, PURPOSE AND APPROACH*

**TO PREPARE DIVERSE LEADERS  
WITH GLOBAL PERSPECTIVES**



# CARTA at a Glance

## Award-Winning Faculty

136 Full-Time Faculty

51 Tenured  
14 Tenure-Earning  
71 Teaching

148 Adjunct/Professional Faculty

18:1 Student to Faculty Ratio

## A Generation of Creatives Students



3,995 Students  
91 from Countries

70% Hispanic  
11% Black | African American  
72% Female

727 Internships

76% 6-Yr Graduation Rate

4.12 Freshman GPA

## # of Degrees Awarded

1,019 Bachelor's  
286 Master's

## Budget

\$4,391,227 Philanthropy  
\$380,327 Scholarships  
\$22,794,756 E&G  
\$392,253 Research  
\$4,033,490 Auxiliary

92.5% Student Retention Rate

1,904 Pell Grant Recipients

1,414 FTIC Students  
625 First Gen. Students





# **RANKINGS + REPUTATION + VISIBILITY**

# Rankings

## Top 10 Public



All Minorities (#1), African Americans (#5)  
Top 100 Producers of Minority Graduate  
Degrees, Architecture + Related Services



Communication + Media Studies  
in Florida #2

## Top 20 Public

DesignIntelligence®

Landscape #17  
Architecture #19



Architecture #17

# Rankings

## Top 55 Public



Arts + Humanities #54



Arts + Humanities #54

## Top 75 Public



Social Sciences #62



Communication #70

## Top 120 Public



Fine Arts MFA #119



# CARTA ECOSYSTEMS

*TEACHING*  
+  
*LEARNING*

*INNOVATION*  
+  
*TECHNOLOGY*

*CAREERS*  
+  
*ENTREPRENEURSHIP*

C O M M U N I C A T I O N

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# TEACHING + LEARNING

# Key Performance Indicators

<b>CARTA Prioritized Student Metrics</b>	<b>2018-19 CARTA Actuals</b>	<b>2019-20 CARTA Actuals</b>	<b>2020-21 CARTA Actuals</b>	<b>2020 University Goals</b>	<b>2025 University Goals</b>
2nd Yr Retention with GPA above 2.0	88%	89%	<b>92.5%</b>	90%	92%
4-Yr Graduation Rate	40%	47%	<b>53.7%</b>	42.8%	75%
FTIC 6-Yr Graduation Rate	64%	65%	<b>75.9%</b>	70%	80%
AA Transfer 2-Yr Graduation Rate	76%	72%	<b>77%</b>	70%	70%
FTIC 6-Yr Graduation Rate for Pell Students	65%	65%	<b>77%</b>	60%	75%
% Bachelor's Grads Employed	52%	53%	<b>62%</b>	80%	80%
Bachelor Degrees in Strategic Emphasis	40%	41%	<b>56%</b>	50%	50%
Graduate Degrees in Strategic Emphasis	49%	42%	<b>50%</b>	60%	60%

## all-time highs

2<sup>nd</sup> Year Retention

4-Yr Graduation Rate

6-Yr Graduation Rate

AA Transfer 2-Yr  
Graduation Rate

6-Yr Graduation Rate  
for Pell Students

% of Bachelor's Grads  
Employed

Bachelor's Degrees in  
Strategic Emphasis

Graduate Degrees in  
Strategic Emphasis





# INNOVATION + TECHNOLOGY



# FIU

## Lee Caplin Immersive Studio For Altered Reality (iSTAR)

School of Communication + Journalism



# FIU







|| 🔊 0:00 / 0:50



**FIU**

# SoA | Robotics Lab



# **SOUTH FLORIDA BUSINESS JOURNAL**





# CAREERS + ENTREPRENEURSHIP















A wide-angle photograph of a modern university campus at sunset. On the left, a large, multi-story building with a mix of glass and light-colored stone or concrete facades is visible. The building has many windows, some of which are reflecting the warm light of the setting sun. In the foreground and middle ground, there are numerous palm trees and other lush green plants. In the background, another building is visible, and the sky is filled with large, soft clouds that are illuminated with warm orange and pink hues from the low sun. A dark blue semi-transparent banner is overlaid across the bottom third of the image, containing the text "PATHWAYS TO EXCELLENCE" in white, bold, sans-serif capital letters.

# PATHWAYS TO EXCELLENCE





# PATHWAY | SCHOOL OF ARCHITECTURE











# PATHWAY | MFA VISUAL ARTS











A wide-angle photograph of a modern university campus at sunset. In the foreground, there are lush green palm trees and other tropical plants. In the mid-ground, a large, multi-story building with a light-colored facade and many windows is visible. In the background, another building with the letters 'FIU' on its facade is visible against a sky filled with large, orange-tinted clouds.

# **PATHWAY | SCHOOL OF COMMUNICATION + JOURNALISM**



# SOUTH FLORIDA MEDIA NETWORK

Issues Driven. Community Focused. Student Produced. Faculty Directed.

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Back in 2015, the New Tropic profiled City of Miami Beach Sustainability Director Elizabeth Wheaton. "She's changing the tide by seeking innovative ideas to ready...



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## Daily SFMN Newsbreak



### [Newsbreak October 27, 2021](#)

An 18-year-old murder victim from Miramar is honored with a candlelight vigil just days after his death. Parkland Shooter Nikolas Cruz is back behind...







**FIU**  
Journalism  
+ Media

**FIU**



**FIU**





# **PATHWAY | SCHOOL OF MUSIC + PERFORMING ARTS**



**FIU**



## RESOUNDING IMPACT:

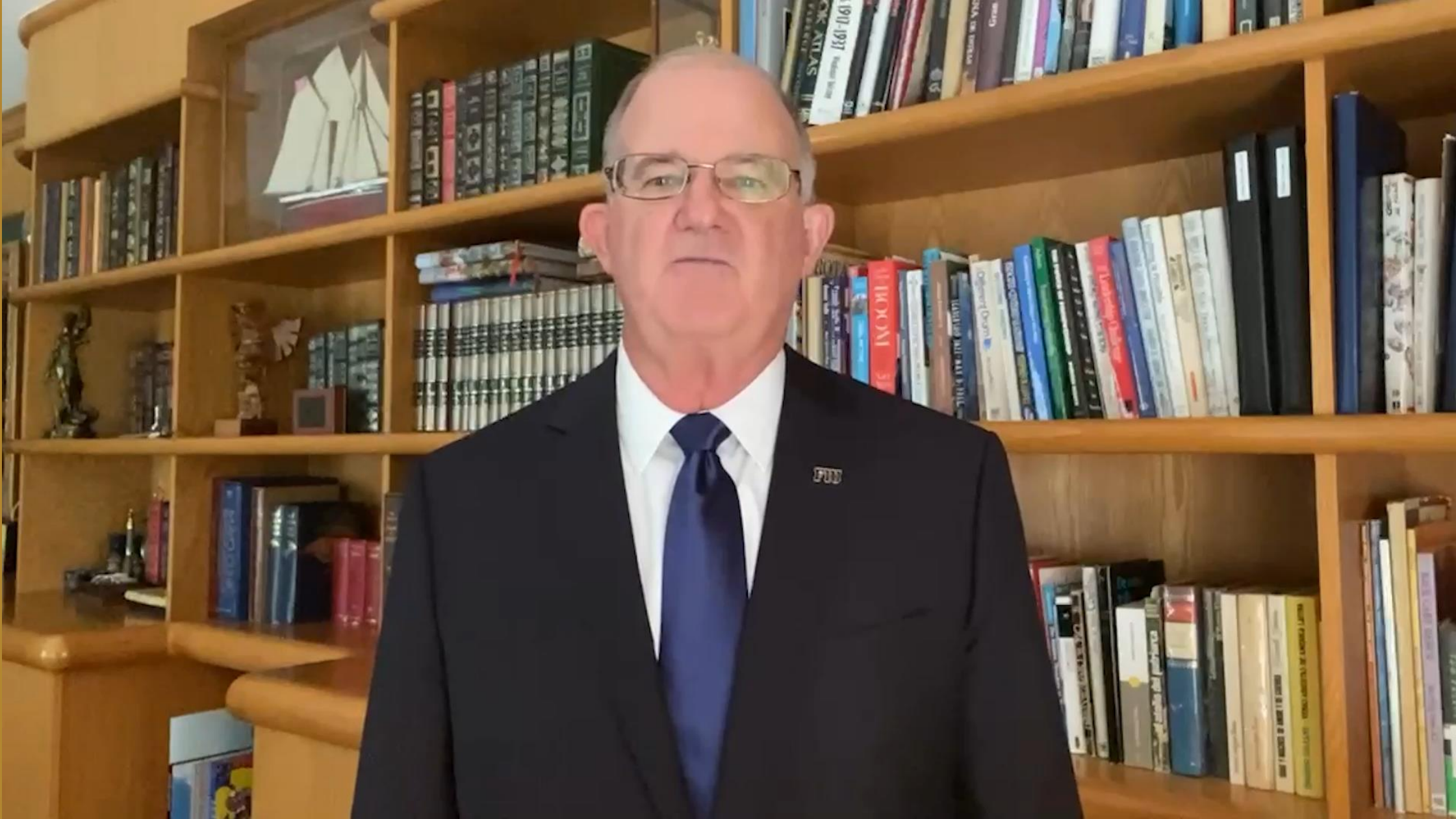
The  
Herbert and  
Nicole Wertheim  
School of Music and  
Performing Arts





# **CARTA CREATIVE FORCES AT WORK**





**FIU**







AT WORK

COLLEGE OF COMMUNICATION, ARCHITECTURE + THE ARTS

**FIU**



# College of Communication, Architecture + The Arts

# MACKENZIE SCOTT & DAN JEWETT'S \$40 MILLION GIFT



# **MACKENZIE SCOTT & DAN JEWETT'S \$40 MILLION GIFT**

**BOARD OF TRUSTEES WORKSHOP**  
October 29, 2021



# ALIGNMENT WITH FIU STRATEGY

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## **FIU strategic plan aligned with Board of Governors (BOG) Performance Based Funding (PBF) 100-point goal**

- BOG PBF metrics focused on student success
- Since 2014 implemented >100 tactics and new technologies
- 4-year grad rate increased from 25% to 59% (6-year from 53% to 68%)
- Excellence points from 46 to 93 and state record ranking #1

## **NextHorizon2025 plan to achieve 70% 6-year grad rate (60% 4-year)**

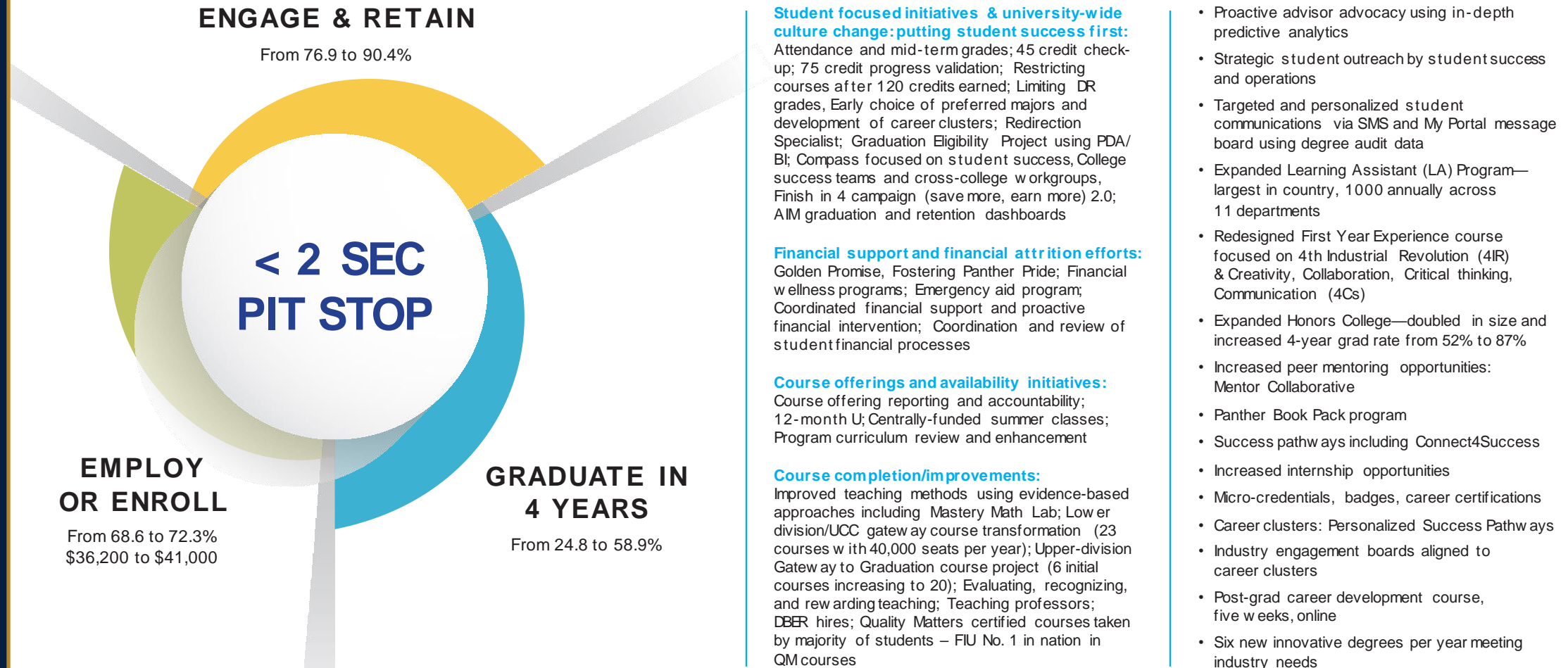
- Goal of Top 50 in *U.S. News and World Report*
- In last two years have focused \$15+\$17M on Top 50 metrics
- Improved 27 spots in two years and 54 spots in five years in *U.S. News*

## **Scott's gift can augment FIU's ascent in PBF and *U.S. News* rankings**

- Goal of 80% Pell graduation rate (75% overall)



# SINCE 2014 HAVE COORDINATED MORE THAN 100 HIGH-TOUCH AND HIGH-TECH TACTICS RESULTING IN **DRAMATIC STUDENT SUCCESS INCREASES**



# GATEWAY TO GRADUATION

*The Gateway Project* focuses on high-enrollment courses that impact 1<sup>st</sup> —2<sup>nd</sup> year retention.

Since the inception of the Gateway Project nearly 27,000 more students have passed 22 gateway courses than would have at the 2013-14 passing rates.

Courses redesigned include biology, chemistry, english, history, psychology, math, statistics, economics. The average passing rate across these courses increased from 65% (2013-14) to 82% (2019-20).

Gateway and Gateway-to-Graduation faculty participating in the spring taught classes with over 10,300 instances of enrollment.

- The new Gateway-to-Graduation (G2G) project will focus on key courses that negatively impact 4 and 6-year graduation.

- This program will adapt the faculty-driven, team-based course transformation structure already successful in gateway project courses.

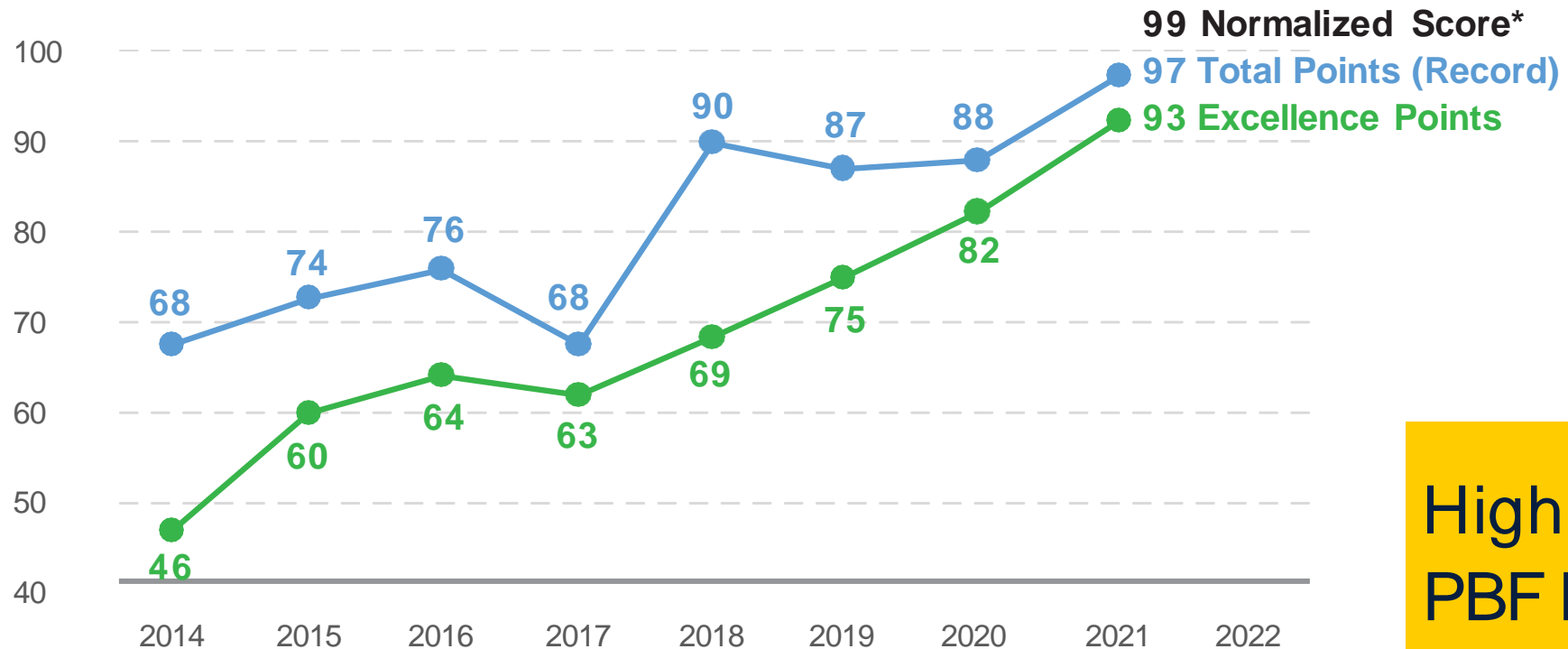
- The Gateway Projects are a finalist in this year's Examples of Excelencia—a national peer-reviewed, competitive award that highlights projects with evidence-based impact on Hispanic and Latinx students.



MACKENZIE SCOTT & DAN JEWETT 'S \$40 MILLION GIFT



# FIU BOG PERFORMANCE-BASED FUNDING (PBF) POINTS SINCE INCEPTION OF THE PROGRAM



Highest in  
PBF history &  
**#1 in Florida**

2014 and 2015 points doubled for comparison  
\*Score normalized by the BOG for metric 9 change

# NEW BOG METRIC 9B—AS OF NOVEMBER 2020

## Six-Year Graduation Rate for Students who are Awarded a Pell Grant in their First Year

This metric is now required by statute. The 2025 Strategic Plan Goal tracks the four-year graduation rate for students who are awarded a Pell Grant in their first year with a system-wide goal of 54%. The 2025 Strategic Plan Goal for six-year graduation rate is 80%. The current system average for the six-year graduation rate for students who are awarded a Pell Grant in their first year is 70%; this is a 2% increase in the system average from year ago.

**Issue:** How should the benchmarks and improvement points for this metric be set?

**Option:** On a five-point scale, set the system average at the three-point threshold with increments of five percentage points in both directions. Set the five-point goal at 80%, equal to the Strategic Plan Goal. Set the improvement scale at five points with 5% improvement being worth five points and 1% improvement being worth one point.

**Recommendation:** Agree with option.

Excellence Points	0	0	0	1		5	1	2	5	1	3	0	1.6
	FAMU	FAU	FGCU	FIU	FL Poly*	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS Avg
2016-17 Data	48%	52%	44%	58%		79%	60%	70%	86%	54%	70%	36%	68%
2017-18 Data	51%	51%	47%	60%		81%	62%	69%	86%	60%	70%	39%	70%
Improvement	3%	-1%	3%	2%		2%	2%	-1%	-1%	6%	1%	3%	2%
% Pell	62.9	41.5	32.5	50.9	33.8	27.2	31.7	37.6	25.8	31.2	40.0	37.2	37.7
% Pell	62.9	41.5	32.5	50.9	33.8	27.2	31.7	37.6	25.8	31.2	40.0	37.2	37.7

\*The first year FL Poly will have a 6-year Pell FTIC rate is 2018-24 that will be reported in 2025; FL Poly will have an alternative metric

Set benchmarks using the current system average at the three-point threshold:

Points	5	4	3	2	1
Increments of 5%	80%	75%	70%	65%	60%

80% 6-year Pell graduation rate for perfect PBF score



# U.S. NEWS RANKING METRICS

85%	METRICS	METRICS USED BY U.S. NEWS AND WORLD REPORT	WEIGHT	2022
	1	<b>GRADUATION AND RETENTION RATE WITH 5 COMPONENTS</b>	<b>35.0%</b>	
		Average 6-year graduation rate (4-year avg)	17.6%	<b>61.0</b>
		Graduation Rate Performance - (Over/Under)* (2-year avg)	8.0%	<b>13</b>
		Average first year student retention rate (4-year avg)	4.4%	<b>89.8</b>
		6-year graduation rate of students who received a Pell Grant (2-year avg)**	2.5%	<b>68</b>
		Diff between 6-year graduation rates of Pell and non-Pell Grant recipients	2.5%	<b>3.00</b>
	2	<b>PEER ASSESSMENT SCORE (2-Year AVG) 1=MARGINAL, 5=DISTINGUISHED</b>	<b>20.0%</b>	<b>2.7</b>
	3	<b>FACULTY RESOURCES (2-Year AVG)</b>	<b>20.0%</b>	
		Average Faculty Compensation (2-year avg)	7.0%	<b>\$112,623</b>
		% of full-time faculty with Ph.D. or terminal degree	3.0%	<b>86.0</b>
		% of faculty who are full-time	1.0%	<b>81.0</b>
		Student/faculty ratio	1.0%	<b>23</b>
		Class Size Indicator Rank (2-year avg)	8.0%	<b>352</b>
		% of classes with fewer than 20 students (contributes to class size rank)	0.0%	<b>34.6</b>
		% of classes with 20-49 students (contributes to class size rank) **	0.0%	<b>49.9</b>
		% of classes with 50 or more students (contributes to class size rank) **	0.0%	<b>15.5</b>
	4	<b>SPENDING PER STUDENT IN MOST RECENT FISCAL YEAR (2-Year AVG)</b>	<b>10.0%</b>	<b>\$18,618.9</b>
	5	<b>FRESHMAN CLASS METRICS</b>	<b>7.0%</b>	
		SAT Evidence-Based Reading & Writing average score	2.5%	<b>608</b>
		SAT Math average score	2.5%	<b>582</b>
		% of freshmen in top 10% of high school class	2.0%	<b>28</b>
	6	<b>GRADUATE INDEBTEDNESS (2-Year AVG)</b>	<b>5.0%</b>	
		Graduate indebtedness proportion	2.5%	<b>41</b>
		Graduate indebtedness total	2.5%	<b>\$18,054</b>
	7	<b>AVERAGE ALUMNI GIVING RATE (2-Year AVG)</b>	<b>3.0%</b>	<b>4.8</b>

\*FIU is 13 points above the predicted U.S. News 6-year graduation rate of 50%, \*\*Up to 0.5 augmentation for 50% Pell

75%

6-year grad rate needed for Top 50 U.S. News ranking

80%

6-year Pell grad rate needed for #1 Social Mobility in U.S. News ranking

# CREATE \$10M ENDOWMENT (\$10M INTO QUASI-ENDOWMENT / \$30M CASH)

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
<b>Gifts</b>					
MacKenzie Scott Gift - Quasi-Endowment	10,579,923	11,197,893	11,622,852	11,938,609	12,250,883
MacKenzie Scott Gift - Non-Endowed	30,000,000	-	-	-	-
Total Gifts	\$ 40,579,923	\$ 11,197,893	\$ 11,622,852	\$ 11,938,609	\$ 12,250,883
<b>Spendable Revenue</b>					
MacKenzie Scott Gift - Endowment Investment Return Spendable	\$ 37,055	\$ 191,917	\$ 355,865	\$ 452,922	\$ 473,267
MacKenzie Scott Gift - Non-Endowed	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ -	\$ -
MacKenzie Scott Gift - Non-Endowed INV. RET. Request	\$ 800,000	\$ 400,000	\$ -	\$ -	\$ -
Total Spendable Revenue	\$ 10,837,055	\$ 10,591,917	\$ 10,355,865	\$ 452,922	\$ 473,267
	FY 2022 (Partial Year)	FY 2023	FY 2024	FY 2025	FY 2026
<b>Expenses: Investments in Pell Students and Classroom Instruction</b>					
Financial Support for Retention and Progression	\$ 2,000,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000
Evidence-based Teaching and Learning	\$ 1,000,000	\$ 2,000,000	\$ 1,500,000	\$ 1,000,000	\$ 1,000,000
Development of Institutional Infrastructure	\$ 750,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Innovative Student Pathways	\$ 850,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000
Total Expenses	\$ 4,600,000	\$ 9,700,000	\$ 9,200,000	\$ 8,700,000	\$ 8,700,000
Available Balance: Spendable Revenue vs. Expenses	\$ 6,237,055	\$ 7,128,973	\$ 8,284,837	\$ 37,760	\$ (8,188,973)



# UNDERLYING PRINCIPLES FOR ANNUAL INVESTING STRATEGY

Initial investment to seed and scale student success initiatives that are innovative and show promise.

Ensuring accountability and measurement will allow us to leverage our success and apply for additional funding to support sustainability.

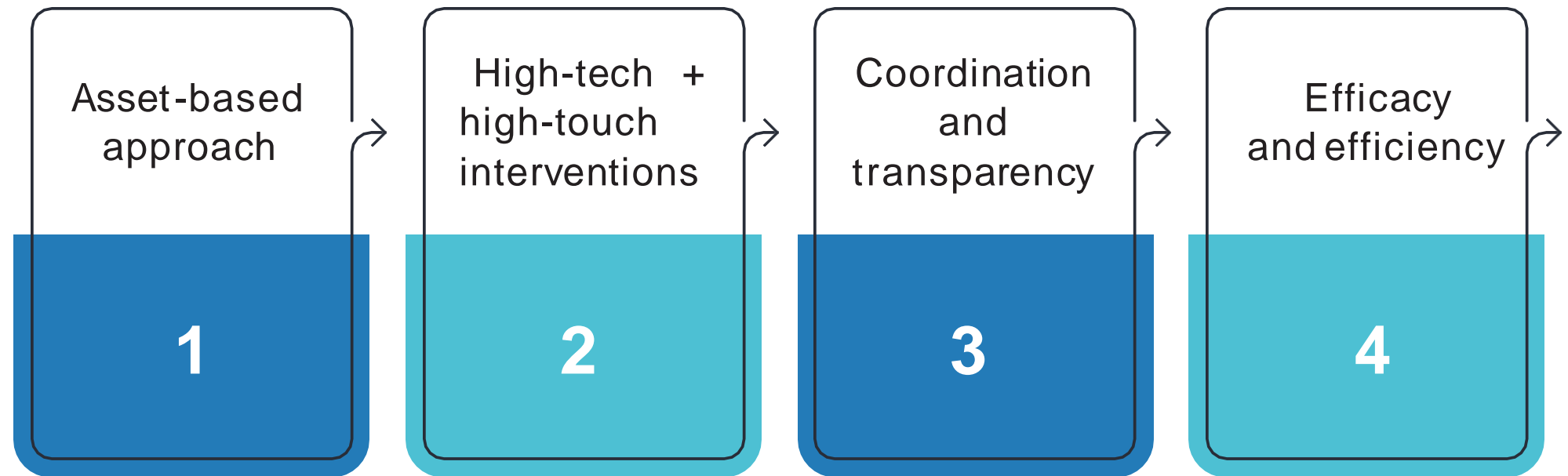
Potential for matching gifts to provide support for pilot projects that are successful.



MACKENZIE SCOTT & DAN JEWETT'S \$40 MILLION GIFT

# COMPREHENSIVE STUDENT SUPPORT APPROACH

FIU remains committed to supporting students financially and academically utilizing a holistic student centered approach.





# PROGRAM INVESTMENTS

## Evidence-based Teaching and Learning

- Classrooms and Labs of the Future—Tech Enhanced Active Learning
- Gateway to Graduation
- Center for the Teaching and Transformation of Mathematics (CTTM)

## Financial Support for Retention and Progression

- Completion grants
- Writing and Learning Assistants Program
- Financial literacy/wellness

## Innovative Student Pathways

- Golden Scholars
- Distinguished Postdocs—Pathway to Diverse Professoriate
- Golden Promise for Advanced Studies

## Support Development of Institutional Infrastructure to Build a Strong Framework Moving Forward

- Proactive Advising and Coaching
- Year-round University model
- Tutoring

# OUTCOMES

**Increase** the 6-year graduation rate of Pell students from 68% to **80%**. Double the number of Pell students in graduate programs.

**Address** student needs holistically to be successful. Leverage successful interventions to take them to scale.

**Focus** on academic progress and support, through a holistic approach and evidence-based teaching and learning.

**Create** an innovative financial support structure to ensure student success.





# ALUMNI DONORS

Our **DONORS**...our **ALUMNI** have stepped up in this way before.



Jose Pepe Badia Ph.D. '19  
(with student spice contest  
winner Jenifer Bound)



Chad Moss '94



Malcolm Butters MS '83



Carlos Sabater, CPA '81

# MATCHING PROGRAM DESIGN

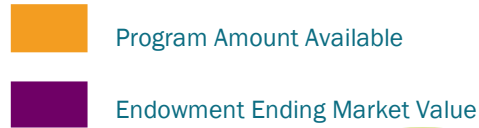
Will align with university priorities and increase graduation metrics

We know match programs work

- 2-to-1 state match for First-Generation Scholarships







4.0% Spending Distribution \*

8.3% Annual Rate of Return \*\*

# Mackenzie Scott \$10 Million Incentive Campaign 10 Year Impact

- Assumptions:
- Five Year Pledge
  - \$2 million annual installments



\* Spending Distribution is based on a 3-year rolling average and does not include matching incentive

\*\* Based on 10-year investment return as of 6/30/2021

“Matching programs will help build fundraising capacity by creating affinity for alma mater from the time a student enters FIU through graduation and throughout their lives as alumni.”

**FIU**



MACKENZIE SCOTT & DAN JEWETT 'S \$40 MILLION GIFT



# WHAT DOES SUCCESS LOOK LIKE?

More than 2,000 additional students graduating per year

More than 1,000 additional students entering graduate programs

More than doubling endowment portion of Mackenzie Scott gift to over \$20 million

Increasing operating support from philanthropic dollars

Perfect score on BOG PBF Metric 9b. 6-yr Pell grad rate

Top 50 ranking in *U.S. News and World Report* ahead of schedule

#1 Social Mobility ranking in *U.S. News and World Report*

**#1 in  
Social  
Mobility**



MACKENZIE SCOTT & DAN JEWETT 'S \$40 MILLION GIFT







**Thank You**

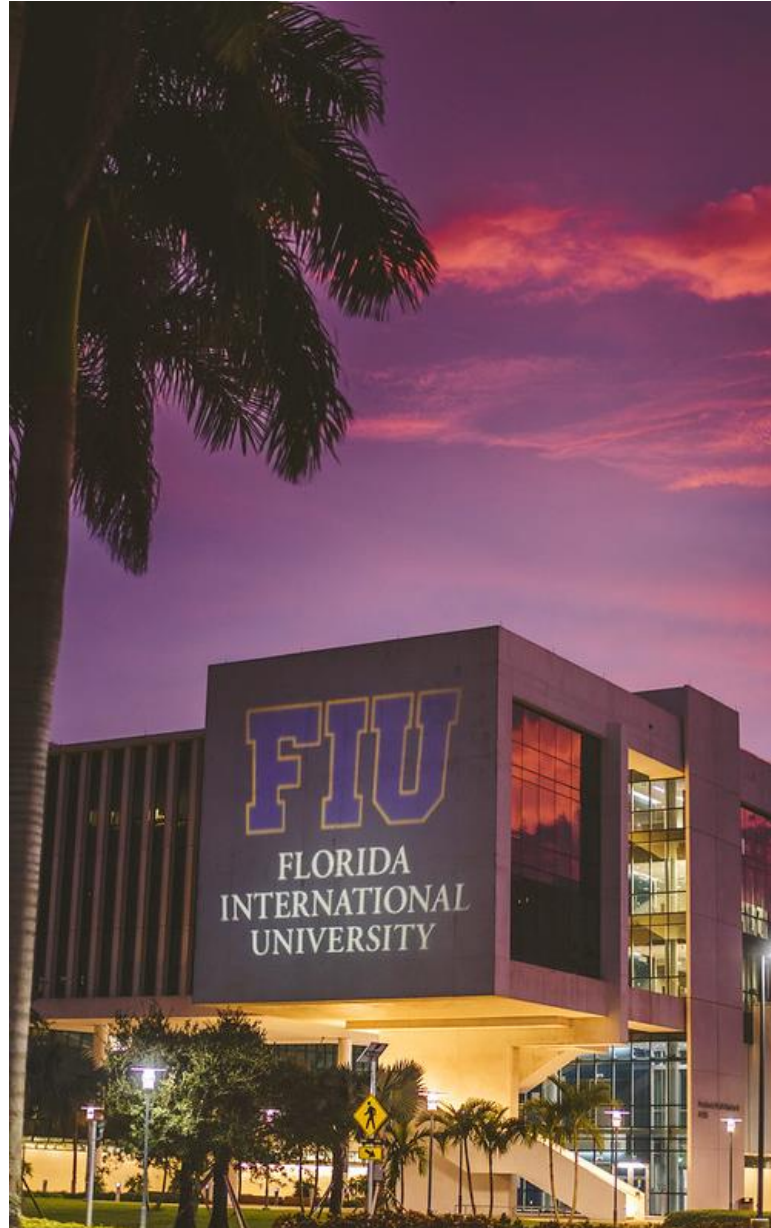
# MACKENZIE SCOTT & DAN JEWETT'S \$40 MILLION GIFT



# ATHLETICS

# ATHLETICS: GETTING TO THE NEXT LEVEL

**FIU**





# Introduction: The Importance of College Athletics In The US

## Front Porch of FIU – Football is an American Tradition

College athletics serves as the front porch of the University. It is the common thread that ties all students and alumni together, regardless of what year they graduated, what degree they earned, or which fraternity or sorority they were a member of. Except for graduation, there are few events outside of athletics where thousands of Panthers gather at once to celebrate FIU with common goal and purpose.

About FIU: 270,000 alumni. 58,000 students. 10,000 employees

# Introduction: The Importance of College Athletics In The US

## **Overall Student Experience – Identity, Identification, and Affinity!**

Student life is a significant piece of any college experience. Apart from academics, a sense of community, belonging, and entertainment is central to overall student retention. Much like professional sports, collegiate sports entertain students, alumni, and fans. Ask the average student, and they'll share stories about friends met at tailgates and in the student section. Whether it's homecoming week or when our biggest rival is on campus, the FIU community comes together to offer support. Athletic teams are seen as campus commonalities, which increase student satisfaction on campus, whether a student participates in a sport or is a spectator/fan.



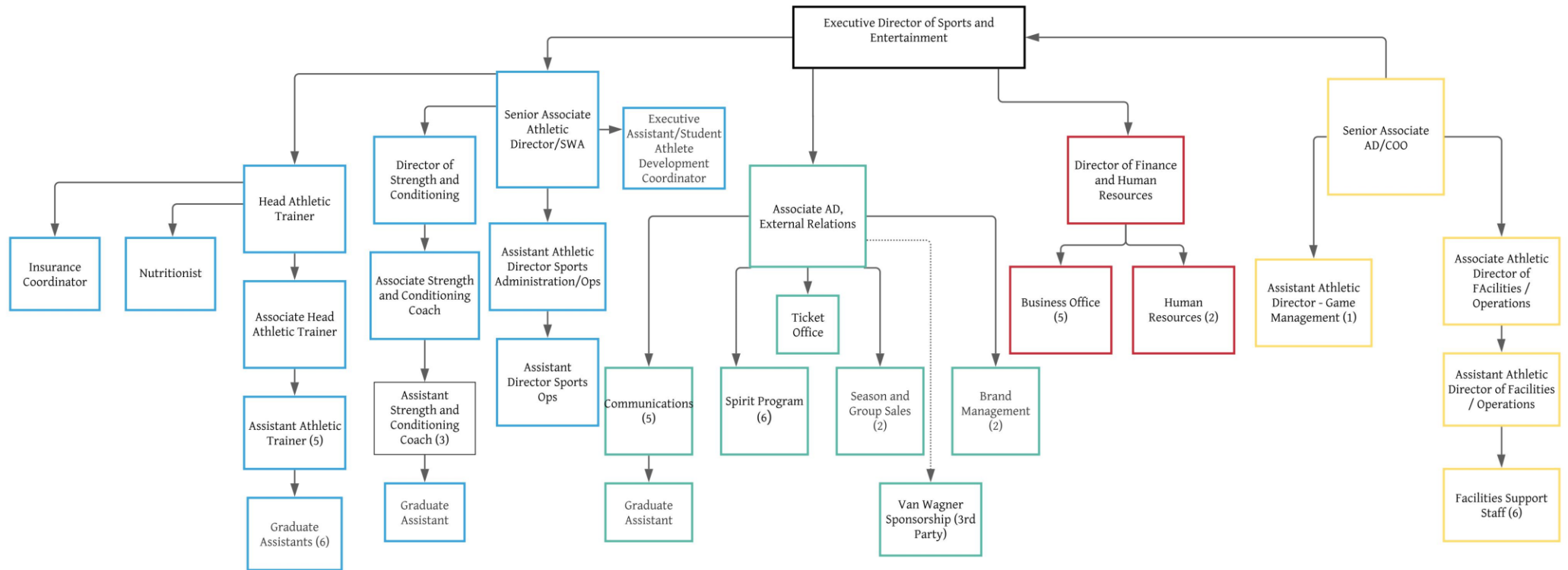
# Introduction: The Importance of College Athletics In The US

## Bowl Games – Relevance in December and January

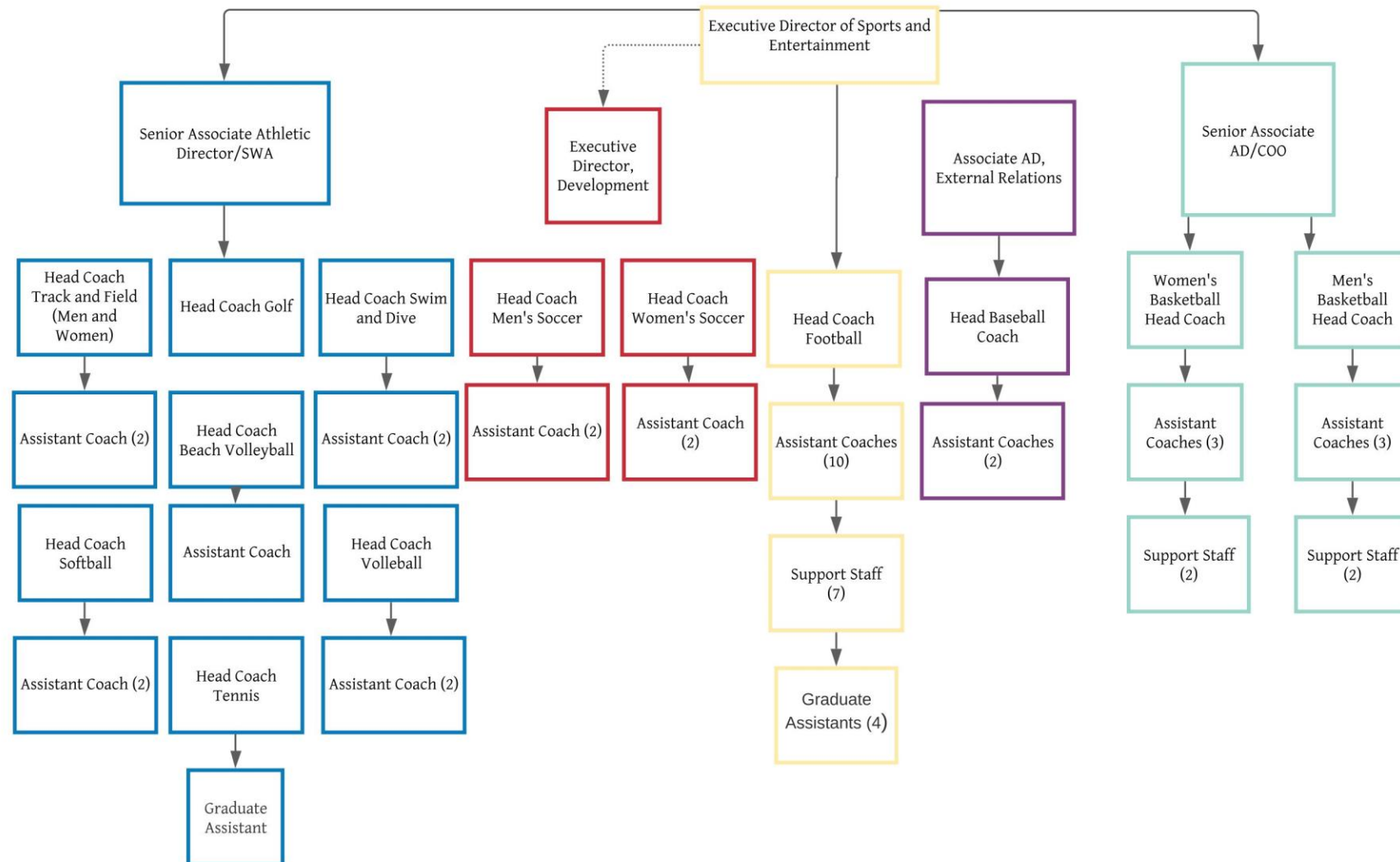
Bowl games serve as a great marketing tool for the athletics program and the university at large. The University and its message are introduced to the national audience who may not have been informed or engaged.

Nielsen data shows that the 2018 Bahamas Bowl between the FIU Panthers and the Toledo Rockets (aired on a weekday afternoon) drew an average television audience of 882,000 viewers.

# Athletics Department Structure - Administration



# Athletics Department Structure – Teams





# Challenges Facing Athletics

## League Realignment

## Landscape of College Athletics

- NCAA Facing Challenges
- Conference USA Distribution Impact
- Name Image & Likeness (NIL)

## Fanbase & Facilities

# Sport Accomplishments

## **Football**

FIU Football is one of only 25 non-Power 5 schools (out of 65) to appear in bowl games 3 of the last 4 years, and having beat the University of Miami, which brought a lot of South Florida pride to the university.

## **Men's Basketball**

In 2018-2019 FIU had a 20-win season with a post season victory. In 2019-20, after winning the first round in the C-USA tournament competition was suspended due to COVID.

## **Women's Basketball**

Head Coach Jesyka Burks-Wiley earned the second-most wins nationally among first-year head coaches in addition added two post-season victories.

# Sport Accomplishments

## **Swimming and Diving**

7 Consecutive Conference Championships

## **Women's Tennis**

In 2017-18 FIU was crowned C-USA champs with an NCAA postseason appearance, finished 3<sup>rd</sup> (2018-19), and finished 2<sup>nd</sup> (2020-21) with an NCAA postseason appearance.

## **Beach Volleyball**

In six of the last seven seasons, FIU has finished in the Top 10 nationally, being ranked as high as fourth. The previous season saw FIU ranked 15<sup>th</sup>.

## **Men's Soccer**

FIU is currently ranked #12 in the CollegeSoccerNews.com poll (As of October 25th, 2021).



# Athletics Department Structure – Participants

Men's Sports	Participant Numbers
Baseball	40
Basketball	15
Football	113
Soccer	30
Cross Country	7
Outdoor Track	23
	228

Women's Sports	Participant Numbers
Basketball	12
Beach Volleyball	24
Golf	7
Soccer	35
Softball	27
Swimming and Diving	33
Tennis	9
Cross Country	11
Indoor Track	27
Outdoor Track	27
Volleyball	18
	230

**Sports Breakdown: 6 Men's Programs / 11 Women's Programs**

## FIU NCAA Reported Operating Budget: 2019-20 (Fiscal Year 2019-20 is the most recent NCAA data available)

- NCAA utilizes a standard format for the reporting of program operating revenues and expenses (NCAA Institutional Performance Program)
- FIU's reported Operating Revenues total \$37.42 M:
  - **\$33.30 M Athletics Auxiliary Budget**
    - *Student Fees; Ticket Sales; NCAA/Conference Distributions; Contributions; Royalties, Licensing, and Sponsorships; Media; and Other Revenues*
  - **\$ 3.26 M Direct Institutional Support**
    - *Out-of-State Waivers; Scholarships; and Title IX funding*
  - **\$ .86 M Indirect Institutional Support**
    - *Budget, HR, and Facilities Support; RMI; Utilities; Depreciation*

## How Does FIU Compare To C-USA Institutions?

• <b>FIU TOTAL OPERATING REVENUES:</b>	<b>\$37.42 M</b>
○ C-USA Minimum:	\$23.32 M
○ C-USA 25 <sup>th</sup> Percentile:	\$32.25 M
○ C-USA 50 <sup>th</sup> Percentile:	\$35.28 M
○ C-USA 75 <sup>th</sup> Percentile:	\$40.09 M
○ C-USA Maximum:	\$49.43 M



## How Does FIU Compare To C-USA Institutions?

- **FIU GENERATED OPERATING REVENUES** **\$ 7.80 M**
  - C-USA Minimum: \$ 7.80 M
  - C-USA 25<sup>th</sup> Percentile: \$10.29 M
  - C-USA 50<sup>th</sup> Percentile: \$12.26 M
  - C-USA 75<sup>th</sup> Percentile: \$13.44 M
  - C-USA Maximum: \$18.19 M

## How Does FIU Compare To C-USA Institutions?

- **FIU SELECT GENERATED REVENUES**

○ <b>Ticket Sales</b>	<b>\$1.09 M</b>
▪ C-USA Minimum:	\$1.09 M
▪ C-USA 25 <sup>th</sup> Percentile:	\$1.50 M
▪ C-USA 50 <sup>th</sup> Percentile:	\$1.71 M
▪ C-USA 75 <sup>th</sup> Percentile:	\$2.18 M
▪ C-USA Maximum:	\$3.95 M
○ <b>Game Guarantees</b>	<b>\$ .56 M</b>
▪ C-USA Minimum:	\$ .26 M
▪ C-USA 25 <sup>th</sup> Percentile:	\$ .57 M
▪ C-USA 50 <sup>th</sup> Percentile:	\$1.23 M
▪ C-USA 75 <sup>th</sup> Percentile:	\$1.68 M
▪ C-USA Maximum:	\$3.34 M

## How Does FIU Compare To C-USA Institutions?

- **FIU SELECT GENERATED REVENUES**

- **Contributions**

**\$1.14 M**

- C-USA Minimum:

\$1.14 M

- C-USA 25<sup>th</sup> Percentile:

\$2.17 M

- C-USA 50<sup>th</sup> Percentile:

\$2.98 M

- C-USA 75<sup>th</sup> Percentile:

\$4.46 M

- C-USA Maximum:

\$8.09 M

- **Royalties, Licensing, Advertising, Sponsorships,  
Program, Novelty, Parking & Concession Sales**

**\$ .71 M**

- C-USA Minimum:

\$ .31 M

- C-USA 25<sup>th</sup> Percentile:

\$1.00 M

- C-USA 50<sup>th</sup> Percentile:

\$1.79 M

- C-USA 75<sup>th</sup> Percentile:

\$2.24 M

- C-USA Maximum:

\$3.48 M



## Additional Generated Revenue If FIU Achieves 50<sup>th</sup> And 75<sup>th</sup> Percentiles

- **FIU SELECT ADDITIONAL GENERATED REVENUES**

- **Ticket Sales**

- C-USA 50<sup>th</sup> Percentile: \$ .62 M
    - C-USA 75<sup>th</sup> Percentile: \$1.09 M

- **Game Guarantees**

- C-USA 50<sup>th</sup> Percentile: \$ .67 M
    - C-USA 75<sup>th</sup> Percentile: \$1.12 M

## Additional Generated Revenue If FIU Achieves 50<sup>th</sup> And 75<sup>th</sup> Percentiles

- **FIU SELECT ADDITIONAL GENERATED REVENUES**

- **Contributions**

- C-USA 50<sup>th</sup> Percentile: \$1.83 M
    - C-USA 75<sup>th</sup> Percentile: \$3.32 M

- **Royalties, Licensing, Advertising, Sponsorships, Program, Novelty, Parking & Concession Sales**

- C-USA 50<sup>th</sup> Percentile: \$1.08 M
    - C-USA 75<sup>th</sup> Percentile: \$1.53 M

## FIU Operating Revenues Achieved If 50<sup>th</sup> And 75<sup>th</sup> Percentiles Achieved

- **FIU ACHIEVES 50<sup>TH</sup> PERCENTILE**

- Additional Generated Revenues: \$ 4.21 M
- Total Operating Revenues: \$41.62 M

- **FIU ACHIEVES 75<sup>TH</sup> PERCENTILE**

- Additional Generated Revenues: \$ 7.06 M
- Total Operating Revenues: \$44.48 M



## Additional Benchmark - American Athletics Conference (AAC)

- Total Athletics Revenues—AAC Minimum: \$27.07 M
- Total Athletics Revenues—AAC 25<sup>th</sup> Percentile: \$50.53 M
- FIU if 75<sup>th</sup> Percentile achieved for select revenues: \$44.48 M
  - Additional Revenue Opportunities:
    - AAC NCAA/Conference Distributions at 25<sup>th</sup> Percentile (\$4.26 M): \$2.24 M
    - AAC Ticket Sales at 25th Percentile (\$3.54 M): \$1.36 M

# Student Athlete Academic Center (SAAC)

## **Mission Statement**

The SAAC provides academic support services for student-athletes which assists in balancing academic priorities, athletic success, and personal commitments. We are devoted to student-athlete development, including adjusting to the different transitions during their undergraduate studies, timely graduation, and preparation for life after intercollegiate sports.

## **Vision Statement**

The SAAC will lead a holistic academic program to facilitate the development of self-sufficient student-athletes and enable them to become academic champions.

# Student Athlete Academic Center (SAAC)

- **The SAAC**
  - Operates under the Division of Academic & Student Affairs, ensuring alignment to overall University mission in terms of student support.
  - Includes 12 full time staff and a team of tutors, supporting over 450 student athletes.
  - Operates on a flexible schedule to ensure student athletes receive the resources they need to be successful while they balance classes, travel, practice and competitions.
- **The SAAC's resources include:**
  - Academic meetings with an Academic Coordinator
  - Learning Specialists
  - Tutoring
  - Study areas including computer and writing labs



# FIU Academic Success Highlights

## NCAA Academic Rating System

The **Graduation Success Rate (GSR)** is the Division I rate that tracks graduation over a six-year period, which accounts for transfers in/out of the university.

The **Academic Progress Report (APR)** is a measure introduced by NCAA to define the academic progress of their student-athletes through a team-based metric that accounts for the eligibility and retention of each student-athlete for each academic term. The APR system includes rewards for superior academic performance and penalties for teams that do not achieve certain academic benchmarks. Data are collected annually, and results are announced in the spring.

	GSR	Annual GPA	Multi-Year APR
Year			
2017-2018	83%	3.31	982
2018-2019	83%	3.32	986
2019-2020	84%	3.38	991
2020-2021	87%	3.38	TBD*

\*2020-21 APR data will be finalized within the next month.

# FIU Academic Success Highlights

- **Highlights Fall/Spring 2019-2020**
  - **167 (Spring) Dean's list 3.5 GPA or higher lead all C-USA 2<sup>nd</sup> consecutive year**
  - 43 (Fall) 55 (Spring) student-athletes scored a perfect 4.0 GPA
  - 328 (Fall) 282 (Spring) student-athletes scored a 3.0 or higher GPA
  - Spring all 18 sports had GPA of 3.0 or higher
- **Highlights Fall/Spring 2020-2021**
  - 202 (Spring) Dean's list 3.5 GPA or higher
  - 44 (Fall) 62 (Spring) student-athletes scored a perfect 4.0 GPA
  - 301 (Fall) 296 (Spring) student-athletes scored a 3.0 or higher GPA

# C-USA Academic Success Highlights

- In 2018-19, FIU was awarded the C-USA SAAC CUP and the C-USA Institutional Excellence Award
- The CUP is awarded to the institution with the highest overall point total among member schools
- The Institutional Excellence Award is awarded to the institution with the highest GPA during each academic year for all students-athletes in conference-sponsored sports





# What Does It Take To Get To The Next Level?

What Does the Next Level Look Like?

How Do We Get There?

How Do We Measure Success?

# ATHLETICS

# BRIAN SCHRINER



Brian Schriner is a strategic visionary, accomplished leader, change maker, fundraiser, and educator with more than 30 years of proven success in higher education. As Dean of FIU's College of Communication, Architecture + The Arts (CARTA), Schriner has successfully engaged diverse stakeholders, developed effective advisory boards, and achieved national and global rankings for academic degree programs in CARTA's eight disciplines, further enhancing CARTA's reputation for innovation and excellence. Schriner is steadfastly committed to driving South Florida's technology, information, creative and cultural economies and serving FIU's majority-minority student population (85% of CARTA's students self-identify as part of an underrepresented minority group). Under his leadership, CARTA's full-time annual enrollment to more than 10,000 students with 4,000 majors has quadrupled, student key performance indicators (KPIs) consistently lead the university, exceeding 90% in first to second year student retention rates, exceeding 60% 4-year graduation rates, and exceeding 75% 6-year graduation rates. In addition to expanding CARTA's reach and impact, Schriner has optimized financial stewardship, including successfully diversifying the college's annual revenue streams and raising over \$70M in auxiliary revenues and philanthropic gifts, including several 7-figure naming gifts. The most recent signature gift being a \$10M gift to name the Herbert + Nicole Wertheim School of Music and Performing Arts—the largest gift to a School of Music in the State of Florida.

Schriner attended the University of Pittsburgh and the University of Miami, is a past recipient of FIU's prestigious Teaching Incentive Award, been named FIU Instructor of the Year, and has twice been named to the FIU College of Business Administration Circle of Excellence for Teaching.



# MARILYS NEPOMECHIE



Marilys Nepomechie, FAIA, DPACSA, is an Architect, Distinguished University Professor of Architecture, and Associate Dean of Faculty and Program Development at the FIU College of Communication, Architecture + The Arts. Her creative work and scholarship focus on the environmental, cultural, and social contexts of design. It includes a broad range of proposals for resilient, affordable, accessible infrastructure and housing, many conducted through collaborative community-based design processes. Included in the archives of the U.S. National Building Museum, the work of her practice has been honored with multiple professional and academic awards, national and international exhibition, and wide publication.

The National Science Foundation, National Endowment for the Arts, U.S. Department of Energy, U.S. Conference of Mayors, International Architecture Biennale Rotterdam; and the Andrew W. Mellon, Graham, CINTAS, and American Architecture Foundations have all funded her research, creative and curatorial work. Nepomechie currently serves as President of the National Architectural Accreditation Board (NAAB). She serves the International Union of Architects (UIA) as Co-Director of the Education Commission and Co-Reporter of the UNESCO-UIA Validation Council. She was elected 2016 National President of the Association of Collegiate Schools of Architecture (ACSA). Nepomechie has been named to the ACSA College of Distinguished Professors, and to the College of Fellows of the American Institute of Architects (AIA).

# JACEK KOLASIŃSKI



Dr. Jacek J. Kolasiński is the founding director of the Ratcliffe Incubator of Art + Design in the FIU College of Communication, Architecture + The Arts and an associate professor of art at the Art + Art History Department at Florida International University, where he served as the department chair for six years.

Dr. Kolasiński came to the United States from Poland, where he studied history and philosophy at the Jagiellonian University in Kraków. He received his MFA from Florida International University in Miami and his Ph.D. from the Academy of Fine Arts in Warsaw, Poland. In 2018, he was made an honorary member of the Art Academy of Latvia.

As an interdisciplinary artist, designer, and curator, Dr. Kolasiński is engaged in a dynamic field of creative practice undergoing constant, rapid change. An essential aspect of his research/creative activities involves his profound interest in engagement through human interaction and social discourse within the public and social realm. He is particularly drawn to the notion of convergence often described as “spatial practice” that connects a variety of architectural and artistic engagements to the city, society, and aesthetic practices at large. Through his creative work, Dr. Kolasiński has tested complex trans-disciplinary collaborations, multimedia installations, archives, video projections, and 3D digital fabrications, as well as community-based and site-specific projects.

His artwork and curatorial projects have reached large audiences through presentations and exhibitions in numerous international and national venues.

His ongoing Creole Archive Project explores transnational connections between Poland and the Global South, especially Haiti.

# KAREN FULLER



Karen S. Fuller-Veloz is an accomplished educator, concert producer, arts administrator and artist manager. At the FIU School of Music, she has served as coordinator of the Music Business Program and as the undergraduate program coordinator in the School of Music. She served a pivotal role in her position as the Associate Dean of Advancement for the FIU's College of Communication, Architecture + The Arts. She has also worked for Pace Theatrical Group/National Broadway

Touring Circuit and the Broward Center for the Performing Arts producing touring shows and educational outreach productions. She has achieved academic recognition for her scholarly contributions at national and international conferences.



# ALLAN RICHARDS



Allan Richards is an award-winning journalism and media professor with an extensive record in developing innovative programs in journalism, media and communication education. Richards formerly served as Associate Dean, School of Journalism and Mass Communication (SJMC), and Chair of its Department of Journalism. He also was the Co-founder and Executive Editor of the award-winning South Florida News Service, Director of the SJMC's Language Skills/Writing Program

and Founding Digital Director of the South Florida Media Network. Richards was awarded the prestigious Scripps Howard Foundation Teacher of the Year award in 2017. He was a recipient of a Kaiser Family Foundation Fellowship for Global Health Reporting and served as a judge for the Scripps Howard National Journalism Awards for more than a decade.

# CARTA

## COLLEGE OF COMMUNICATION, ARCHITECTURE + THE ARTS

### STATS AT A GLANCE

#### STUDENTS

**3,995** students from  
91 countries  
1,414 FTIC 625 First Gen

**76%**   
**6-year Graduation Rate**  
4.12 Freshman GPA  
1,904 Pell Grant Recipients

**727** Internships  
92.5% Student Retention Rate  
18:1 Student to Faculty Ratio

**1,305 Degrees Awarded**  
1,019 Bachelors / 286 Masters

**\$380,327** Awarded in Scholarships  
Philanthropy: **\$4,381,227**

**70%** Hispanic **11%** Black | African American **72%** Female

#### FACULTY

**285** faculty members



**136** Full-time **14** Tenure-earning  
**148** Adjunct **71** Teaching  
**51** Tenured

#### RESEARCH GRANTS/BUDGET (FY 2020 – 2021)

Total college budget  
**\$27.2 Million**



E&G Revenue: **\$22,794,756** (fund 210 and 215)  
CARTA's Total Research Award Actions: **\$392,253**  
Auxiliary Revenue: **\$4,033,490** (gross revenue)

## RANKINGS

**#17** Architecture - QS | World University Rankings, 151-200 World; Tied for #17 Public Universities, North America; #2 Florida

**#54-59** Arts + Humanities - QS World University Rankings | US Public Institutions

**#70-96** Communication - QS World University Rankings | US Public Institutions

**#19** DesignIntelligence Most Hired from Architecture Schools [70-99 graduates]

**#14** Design Intelligence Most Hired from Landscape Architecture Schools [less than 20 graduates]

**#54-80** Arts + Humanities - THE | World University Rankings, US Public ranking

**#62-74** Social Sciences, School of Communication and Journalism - THE | World University Rankings

**#1 Hispanics** 2019 Top 100 Producers of Minority Graduate Degrees, Architecture + Related Services Diverse Issues in Higher Education | All Minorities (#1), African Americans (#5)

**#1** 2021 Top 10 Online Bachelor's in Communications Degree Programs nationwide - Affordable Colleges

**#4 Hispanics** 2019 Top 100 Producers of Minority Graduate Degrees Communication + Journalism: Diverse Issues in Higher Education African Americans (#29), All Minorities (#10)

**#1 Hispanics** Top 100 Producers of Minority Undergraduate Degrees Communication + Journalism African Americans (#7), All Minorities (#1)

**#2** 2021 Best Colleges + Universities to Study Communication + Media Studies in Florida

**#6** 2021 Best Online Communication + Media Studies Schools

**TOP20** 2021 Best Colleges + Universities to Study Communication + Media Studies: National; Most Popular (#2 | Top 1%); Best Value, (Top 10%); Most Focused (Top 20%); Graduating Most Students (#8 | Top 1%)

**#7** 2019 National Top Online Masters in Media Communications

**#3** Best Colleges Accredited Undergraduate Online Communication Programs (Online BA in Communication)

**#17** Online.org Most Affordable Online BA in Communication Arts

**#2** 2021 Best Colleges + Universities to Study Communication + Media Studies in Florida

**#157 of 773** 2020 National Niche Rankings: Best Colleges for Communication in America

**#5** 2020 National Top 10 Best Colleges + Universities Best Online Bachelor in Communication Programs

**#3** 2021 Best Florida Colleges + Universities to Study Communication + Media Studies in Florida

**#8** 2021 Best Colleges + Universities National: Most Popular to Study Journalism + Media

**TOP10** 2021 Best Colleges + Universities Most Popular. Visual + Performing Arts.

**TOP5%** 2021 Best Colleges + Universities Most Popular. Fine + Studio Arts

**#178 Overall** 2021 US News + World Report #113 Public, #6 Florida

**TOP20%** 2021 Best Colleges + Universities Most Popular to Study Drama + Theater Arts

**TOP23%** 2021 Best Colleges + Universities Best Value to Study Drama + Theater Arts

**#4** 2021 Best Colleges + Universities to Study Drama + Theater Arts in Florida

**TOP10%** 2021 Best Colleges + Universities Most Popular to Study Music

**#4** 2021 Best Colleges + Universities for Music in Florida

**#5** 2021 Best 20 Music Colleges in Florida Best Value Schools

## SCHOOLS AND DEPARTMENTS AT CARTA

### Three Schools

School of Architecture  
School of Communication + Journalism  
School of Music

### Seven Academic Departments

Department of Architecture  
Department of Art + Art History  
Department of Interior

Architecture  
Department of Landscape Architecture + Environmental Design  
Department of Communication  
Department of Journalism + Media  
Department of Theatre

### Five Centers + Institutes

## ACCREDITATION

### Architecture

National Architectural Accrediting Board (NAAB)

### Art + Art History

National Association of Schools of Art and Design (NASAD)

Council for the Accreditation of Educator Preparation (CAEP)

### School of Communication + Journalism

Accrediting Council on Education in Journalism and Mass Communications (ACEJMC)

### Interior Architecture

Council for Interior Design Accreditation (CIDA).

### Landscape Architecture + Environmental and Urban Design

Landscape Architectural Accreditation Board (LAAB)

### Music

National Association of Schools of Music (NASM)

### Theatre

National Association of Schools of Theater (NAST)

## DEGREE PROGRAMS OFFERED

### Undergraduate

Art (BA)  
Art (BFA) - Digital Arts  
Art (BFA) - Graphic Design  
Art (BFA) - Studio  
Art Education (BS)  
Art History (BA)  
Communication (BS) - Broadcast Media  
Communication (BS) Journalism  
Communication Arts (BA) - Art and Performance  
Communication Arts (BA) - Design Studies  
Communication Arts (BA) - Organizational Communication  
Studies Available Online  
Digital Communication and Media (BS)  
Music (BA)  
Music (BM)  
Public Relations Advertising and Applied Communications (BS) Available Online  
Theatre (BA)  
Theatre (BFA)

### Graduate

Architecture (MA)  
Architecture (MArch)  
Art Education (MAT)  
Art Education (MS)  
Interior Architecture (MA)  
Interior Architecture (MIA)  
Landscape Architecture (MLA)  
Interior Architecture (MA)  
Interior Architecture (MIA)  
Landscape Architecture (MLA)  
Mass Communication (MS) - Global Strategic Communications  
Available Online  
Mass Communication (MS) - Spanish Language Journalism  
Urban Design (MA)  
Visual Arts (MFA) - Studio  
Music (MM)  
Music Education (MS)  
Available Online



# GATEWAY PROJECT OVERVIEW:

## Led by FIU's Center for the Advancement of Teaching (CAT)

Begun in 2014-15 when Office of Analysis and Information Management identified critical courses with high enrollment, high failure rates, and/or high impact (identified because the classes were a strong predictor of first to second year attrition).

Initially identified 14 classes included: College Algebra, Microeconomics, General Biology, Writing and Rhetoric, History, Intro Chemistry, etc. Several courses have been added since then at the request of faculty/departments (e.g. Calc I). Now have 23 courses with annual enrollments approaching 40,000 seats per year.

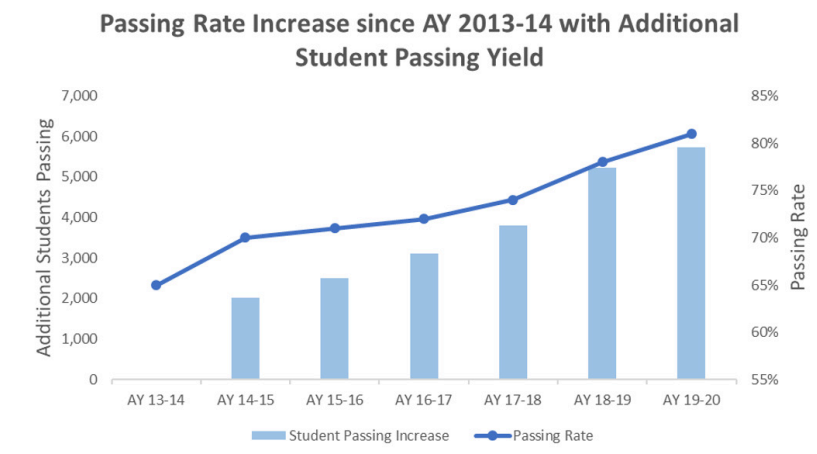
Faculty team based: all course (re)design is done by teams of faculty who regularly teach the class. Workshops include

- full course (re)design,
- development of evidence-based teaching practices using Gateway Survey data through Inquiry Institutes, and
- developing teaching strategies/classroom management skills.

## MEASURES OF SUCCESS:

The average passing rate across the original Gateway courses has increased from 65% to 82%.

From AY 2014/15 through AY 2019/20, there were 21,468 more instances of passing in gateway courses than if the passing rates had remained the same as the baseline year of AY 2013/14.



All Gateway classes receive the Gateway Student Perceptions and Behaviors Survey and course outcome analyses that disaggregate course passing data by relevant academic and demographic factors. The Inquiry Institutes help faculty explore this data, determine areas for course modification, and develop an action plan for changes in instructional design. In AY 2020-21, 88 faculty completed the first level of Inquiry Institute with 48 completing the second level.

In Fall 2019, there were more than 8,000 responses, providing invaluable insights about their learning experiences and needs to 209 faculty in 43 courses. This data is used by individual faculty to make adjustments to learning design.

# GATEWAY TO GRADUATION (G2G) PROJECT FOR STRATEGIC PLAN 2020-2025

As a part of the 2020-2025 Strategic Plan process Workgroup 1.B primary recommendation was to expand the Gateway Project to include “Gateway to Graduation” courses. Work began with G2G faculty teams Spring 2021.

~\$900,000 over the next 5 years to support faculty in working on Gateway to Graduation courses.

identifying key new courses that act as barriers to progress toward graduation and specifically targets both 4-year and 6-year graduation rates.

Courses identified by AIM as having a strong correlation between student performance and 4-year graduation rates for specific degrees: ie Organic Chemistry for Chemistry, Biology and Biomedical Engineering degrees.

6 Gateway to Graduation courses for Year 1 of the project are: Biology I and II Labs, Human Biology Labs, Organic Chemistry I and II, Calculus for Business College Algebra re(re)design – High impact class that was last redesigned over 5 years ago.

**Increasing to 20 G2G courses for a total of 43.**

In Spring 2021, more than 10,300 distinct students were enrolled in Gateway and Gateway to Graduation courses.



# 100+ FIU STUDENT SUCCESS TACTICS AND TECHNOLOGY EMPLOYED SINCE 2014

## FIU STUDENT SUCCESS TALENT TACTICS

### 1. ENGAGE AND RETAIN (14)

- Connect4Success (2016)
- Student Personalized Success Pathways (2017)
- Redesigned First year Experience course focused on 4IR and career alignment (2017 - present)
- Expansion of dual enrollment in key feeder high schools (2017)
- Proactive advisor advocacy using in-depth predictive analytics (Basic PSN 2018, Predictive Analytics 2019)
- Expanded Learning Assistant (LA) Program (2018) – largest in US, >400/Semester across 11 departments
- Increasing Top 10% on class FTICs (1019)
- Optimal class size – decreasing student:faculty and average class size (2019)
- Prioritized rankings, surveys and enhancing reputation to peer assessors (2019)
- Strategic Student Outreach by Student Success and Operations including Student Success Advocates, SS Specialists, and College Life Coaches (2019)
- Targeted and personalized student communications via SMS and My Portal message board using PDA/BI data (2019)
- Expanded Honors College and higher 4-yr grad rate (1483 to 2392 with 4 yr rate 52 to 87% from 2014-2020)
- Increased peer mentoring opportunities – Mentor Collective (2021)
- Panther Book Pack program (2021)

### 2. GRADUATE IN 4 YEARS (43)

- **Student Focused Initiatives and University-Wide Culture Change – Putting Student Success First (22):** Analysis and Information Management (AIM) and Business Intelligence and Analytics (BI) launched (2015) - laid the foundations to change the culture to data driven decisions of identifying barriers and developing specific targeted interventions. AIM Graduation and Retention Dashboards for COMPASS (2016), Attendance and Mid-term Grades (2017); Finish in 4 campaign (2017/2022), College Success Teams and cross-college workgroups (2018), Emergency Aid (2019), Graduation Eligibility Project using PDA information in BI (2019), Golden Promise 2.0 (2019), Vice Provost for Faculty Leadership and Success (2019), EdIT Conference showcasing latest educational technologies (2019), Redirection Specialist (2020); FinishIn4 2.0 campaign (2021), Subscriptions to data service from US News (2017), On-and-off Track Graduation Monitoring Project (2020), Times Higher Ed (2019), QS (2021), Digital Panthers project (2021), 45 credit check-up (2021); 75 credit progress validation (2022 – pending Faculty Senate Approval); Restricting courses after 120 credits earned (2022 – Pending Faculty Senate Approval); Limiting DR grades (2022 Pending Faculty Senate Approval), Early choice of preferred majors and development of career clusters (2022), Paws Up Pledge (2022) – 80% Pell graduation rate initiative
- **Financial Support and financial attrition efforts (8):** Fostering Panther Pride (2014), Affordability Counts (2016), Golden Promise (2017), Financial Wellness Programs (2020), Student Success Operations and Strategy (SOS) specialists – 60% decrease in students dropped for non-payment from 2020 to 2021 (2020), Coordinated financial support and proactive financial intervention (2020), Review and Coordination of student financial processes (2020), Unmet need cliff scholarships (2022)
- **Course Availability Initiatives (5):** 12 month U (2019); Centrally-funded summer classes (2018), Course Offering Reporting and Accountability (2019); Program Curriculum Review and Enhancement, Grew Online programs from 21 programs (2/yr) to 117 programs (16/yr) and online 2.0 enrollments from 2178 to 7110 (2014-2020). Optimal instructional modalities (2019), Centrally funded summer courses (2021)
- **Course Completion Improvements (10):** Improved teaching methods using evidence-based approaches including Lower-Division/ UCC Gateway course transformation (2015) of 23 courses with 40,000 seats per year, Mastery Math Lab 2 (2016),; Expanded DBER hires (2015); Evaluating, recognizing, and rewarding teaching (2018); Upper-Division Gateway to Graduation course project (2020) with 6 initial courses increasing to 20 by 2025 but can be accelerated with additional funding); Teaching Professor designation (2020); Manager of Academic Operations and Course Planning (2020), Quality Matters certified courses taken by majority of students – FIU ranked No. 1 in nation in QM courses in 2021. Independent Center for Transforming Teaching in Mathematics (2021), Gateway Faculty Designation (2022)



### 3. EMPLOY OR ENROLL (15)

- Increased Internship Opportunities (from 4,737 in 2014 to 9,131 in 2019)
- New innovative degrees to meet industry needs per year (ave 6 per year 2014-2021)
- Academic and Career Success (ACS) integrating retention, graduation and employment (2018)
- Post-Grad Career Development course, 5 weeks, online (2018), 76% increase in 20/21.
- “Today and Everyday, We...Engage, Graduate, Employ Students” signs in all classrooms and offices (2018)
- Strategic Degree growth with specific targets in each college (2019)
- Give5for50 – increasing alumni giving (2019)
- Micro-Credentials, Badges, Career Certifications (2020)
- Liaison model expanded university-wide with coaches residing in colleges (2021)
- Industry Engagement Boards aligned to Career Clusters (2022)
- Career folder included on all courses via the canvas shell (2022)
- Up to date LinkedIn accounts and meeting with career coaches required for all students – HB1261 (2022)
- Nationally recognized digital credentials of career readiness competencies in core courses (HB1507)
- Proactive Career Concierge working with un/underemployed graduates (Pending Funding 2022)
- Incentives for faculty/academic units creating/implementing career readiness/employment initiatives (2022)
- Golden Promise for Advanced Studies - Distinguished Fellowships, Postdocs and Professorships (2022)

## FIU STUDENT SUCCESS TECHNOLOGIES

### 1. ENGAGE AND RETAIN (12)

- Tableau (2015)
- Canvas (centralized LMS piloted in 2017, fully migrated all courses in 2019)
- FIU Check-In powered by Involvio (attendance app piloted in 2017, deployed in 2018)
- SMS/Text (2018)
- FIU Mobile App (Push Notifications and targeted SMS was completed in 2019)
- Knack (new online tutoring platform to extend the reach of tutoring to classes) (2021)
- Ocelot (Chatbot system built into PantherSoft and answers personalized questions) (2021)
- Zoom (early 2019)
- LiveTiles (2019)
- Evercoast Volumetric Capture Software and Immersive Studio for Altered Reality (2021)
- Mentor Collective (Peer mentoring platform (CASE 2020; University-wide 2021 if funding available)
- Salesforce university wide – currently in Business, Enrollment Services, Online (2022)

### 2. GRADUATE IN 4 YEARS (8)

- FIU Business Intelligence and Analytics (Began 2015; Student Success Initiatives began 2017; Student specific reporting began 2018; PDA information added in 2019)
- Panther Success Network powered by EAB Navigate (2018)
- Panther Degree Pathway powered by EduNav (2017-21).
- Navigate App by EAB (2018)
- Data Robot (2018)
- iGrad - Financial Literacy program (2020)
- Panthers Protecting Panthers – P3 App and COVID Response Team (2020)
- Platinum Analytics (2015-2019) (unsuccessful course scheduling software retired)

### 3. EMPLOY OR ENROLL (6)

- LinkedIn Learning (originally Lynda – partnership started in 2015)
- Handshake (2017)
- Burning Glass - Real-time data on job growth, skills in demand, and labor market trends (2017)
- Steppingblocks (2019)
- VMock - AI enabled resume review (in Business since 2016, University-wide 2021)