

Board of Trustees

June 12, 2018

Ned C. Lautenbach
Chair
Florida Board of Governors
State University System of Florida
325 W. Gaines Street, Suite 1614
Tallahassee, Florida 32399-0400

Dear Chair Lautenbach:

At its June 6, 2018 meeting, the Florida International University (FIU) Board of Trustees unanimously approved the attached "President's Employment Agreement Term Sheet," which extends Dr. Rosenberg's contractual term for a one year period commencing on August 3, 2019 through and including August 3, 2020 on the terms and conditions described therein. In support of our decision, I am very happy to provide this summary of accomplishments for Dr. Mark B. Rosenberg, who has served as the President of Florida International University (FIU) since August 2009.

We have identified many of Dr. Rosenberg's accomplishments below. Since returning from Tallahassee as Chancellor of the Board of Governors, Dr. Rosenberg has consistently provided superior leadership of our FIU. We are particularly pleased that Dr. Rosenberg has put students first at FIU—and we have seen notable improvements in graduation rates and persistence. Under Dr. Rosenberg's leadership, funded research has nearly doubled, private fundraising has grown by 150%, distance learning programs are some of the most popular and subscribed to in the state, FIU has deepened its profile and leadership both nationally and locally, and the University has been named by *Forbes* two years in a row as the second best large employer in the State of Florida. We were also thrilled that the *Chronicle of Higher Education* named FIU as one of the Great Colleges to Work For® in the US—and the only university last year to be ranked in each of 12 recognition categories.

When he became President, our Board told Mark that we expected him to have a high leadership profile locally and nationally. He has found a way to get this done. Locally, he is the first academic leader ever to be named as Chair of the Greater Miami Chamber of Commerce (GMCC). During his term as the GMCC's senior leader, he led a successful search for a new chamber president, he raised the most money ever for their major honors celebration (Sand in My Shoes), and he raised GMCC's profile on key community issues – particularly transportation. He also founded and led for four years the Beacon Council's Academic Leaders Council (ALC), which is a community economic development initiative bringing together county education institutions and the private sector to promote seven job creating sectors of the local economy. During this period, the ALC created the highly-recognized Talent Development Network, a foundation-funded effort to promote internships for local students studying at Miami-Dade County Public Schools or with public and private institutions of higher education. This network – managed and developed by FIU – is a major effort to stop the brain-drain of talent from Miami-Dade County and to provide local industry with much needed talent to stay competitive.

Nationally, Dr. Rosenberg was recently named to serve on the Presidential Task Force on Apprenticeship Expansion, representing the Association of Public and Land-Grant Universities (APLU), where he sits on the top-level board of directors. He is also the Chair of the Coalition of Urban Serving Universities within APLU – the nation's leading urban public institutions group, where he has played a key role in developing programs to promote student success. He also serves APLU as Chair of the Council on Access, Diversity and Excellence.

Parallel to his leadership in APLU, Dr. Rosenberg has served for nearly five years on three major initiatives of the Board on Science Education of the National Academies of Engineering, Science and Medicine. He was a member of the national two-year assessment on Barriers and Opportunities for 2-Year and 4-Year STEM Degrees, he chaired a two-year national study on Indicators for Monitoring Undergraduate STEM Education – recently published by the National Academies – and is now co-chair of the Roundtable on Systemic Change in Undergraduate STEM Education. This latter initiative is a “think-tank” bringing together the nation's top scientists to brainstorm the changing nature of higher education and its impact on STEM education.

This high level of activity at the national level aligns with our national leadership profile on STEM minority education and our reputation for urban innovation and partnership. We note that this profile has engendered a remarkable situation in which FIU has been visited by ten U.S. Cabinet Secretaries since March 2017, as well as the Vice President of the United States. We are seen as innovators – in part because of the strong partnerships that we have built with Miami-Dade County Public Schools (to promote dual enrollment and summer bridge programs), with Florida Power and Light (offering internships at a campus-based call center and leading edge solar research), with Royal Caribbean Cruises (for internships and Master’s classes), with Ultimate Software (scores of internships and student hires) and Infinity Insurance (non-credit sales training for graduating students).

Our disaster response capability has also been in the national spotlight as a consequence of our efforts to help the homeless and sick during and following Hurricanes Irma and Maria.

Below, we identify other noteworthy initiatives and accomplishments during Dr. Rosenberg’s presidency:

Student Success

- Received SACS Reaccreditation for 10 years in 2011 with no reservations or issues. The accompanying Quality Enhancement Plan (QEP) – Global Learning for Global Citizenship – has made an important impact on FIU (as of Spring 2018 over 100,000 students have taken a Global Learning Course and 846 faculty have participated in Global Learning Faculty Development) and the program won the Institute of International Education Heiskell Award in 2016
- Created and implemented two strategic plans: *2010 Worlds Ahead* Strategic Plan (and achieved all goals in that plan by 2015) and *FIU Beyond Possible 2020* Strategic Plan (now completing)
- Increased Bachelor’s degrees awarded 53% to 10,118; graduate degrees increased 41% to 3,732; research doctorates increased 75% to 200; full-time faculty increased 40% to 1,676
- Increased second-year retention from 75% (2009-10 FT FTICs) to 86% (2016-17 FT FTICs)
- Nearly doubled four-year graduation rate from 19% for 2006-07 FT FTICs (tracking year = 2009-10) to 33% for 2013-14 FT FTICs (tracking year = 2016-17)

- Increased six-year graduation rate from 45% for the 2003-04 FTIC Cohort (tracking year = 2009-10) to 55% for the 2011-12 FTIC Cohort (tracking year = 2017-18) by:
 - increasing the number of professional advisors;
 - creating semester-by-semester degree plans for all majors;
 - requiring selection of a major or broad area exploratory major on admission;
 - providing projected employment rate and average salary for Florida and national jobs in areas of major;
 - using predictive analytics to determine success in different majors based on success in critical early courses;
 - engaging in aggressive advising into a major in which the student would be successful
- Personalized Success Pathways have allowed FIU to simultaneously grow enrollment, while achieving the highest incoming Freshman profile in its history (4.1 GPA/1257 SAT)
- Increased College Algebra pass rate from 39% in Fall 2011 to 69% in Fall 2017
- For the last 8 semesters, the student-athlete population at Florida International University earned a GPA of 3.0 or higher, while posting the highest GPA in department history at 3.28. In all, 16 of 18 teams earned a GPA of 3.0 or higher with 301 student athletes meeting the 3.0 mark, while 103 earned Deans List honors. All teams at FIU finished above the required multi-year score of 930 with 15 teams recording scores of 960 or better.
- Awarded over \$600,000 completion grants to 635 students since 2014. Approximately 91% of these students have graduated or are still enrolled and making progress towards their degree. FIU's completion grant program is nationally recognized and our success in this area has garnered philanthropic interest, as demonstrated by the Braman Family Foundation's \$500,000 donation for 2017-18 and their commitment to donate an additional \$500,000 for 2018-19
- Admitted the first class of students to the Herbert Wertheim College of Medicine in the Fall 2009; achieved LCME accreditation in record time, and graduated five classes of physicians to residencies
- The FIU College of Law has consistently led the state in bar passage rate and in employment since 2014
- FIU now offers 88 fully online degree programs to both graduate and undergraduate students
- Expanded enrollments in online campus and overseas with online enrollments growing from 85 fully online students in 2009 to 4,653 fully online students in Fall 2017
- Ranked number two nationally in online Quality Matters certified courses
- Fully reorganized student advising system and have added 100 new advising positions since 2009

- Piloted the College Life Coaching program in summer 2015 and has since served 779 students. The primary goal of coaching is to help students improve in the areas of study skills, time management, engagement, and other critical student success areas. The program serves incoming freshmen, freshmen on warning or probation, students referred from their advisors, and students receiving completion grants. Data shows that students who participate in coaching are nearly 100% satisfied with the program and have significant increases in the outcomes measured and preliminary data indicates that freshmen students who participate in coaching are more likely to be retained with above a 2.0 GPA into their second year
- Significantly improved student access to health and wellness staff and facilities
 - Online Counseling resources were made available, including apps and self-help tools
 - The Student Health Services clinics and pharmacy were remodeled
- Added 11 new full-time student mental health counselors since 2009
- Joined the #ItsOnUs Campaign, and in Fall 2017 made sexual assault training mandatory (Haven) for all new incoming students
- Launched the Bias Incident Report (Maxient)
- Opened the Student Food Pantry in October 2014, and expanded in April 2018
- Dramatically expanded student internship possibilities and on-campus internship and employment
- Launched FIU@DC (440 First St, NW in Washington, D.C.), which has enhanced Federal student internship possibilities (now about 70 students annually have internships in Washington) and deepened DC-centric research advocacy, resulting in multiple large federal grants and increasing the profile of FIU's research preeminence
- Developed and implemented a transparent academic finance model that includes a tuition reallocation component to incentivize colleges to grow enrollment in high employment strategic areas and that puts a portion of each college's base budget at risk each year with allocations based on meeting critical performance indicators such as graduation and employment rates
- Initiated the Communication Protocol for Accountability and Strategic Support (ComPASS) process as a means to elevate the university's performance relative to the State's Performance Funding Model. ComPASS serves as a process of shared accountability between academic and administrative leadership to monitor the immediate instructional, curricular, and operational needs of the university. The process has led to enhanced data management to drive decision making, greater alignment across colleges, and improved performance on the metrics
- Achieved a Nationwide rank of 36 on the Social Mobility Index (SMI) (first in State of Florida)
- Ranked among the Top 100 Universities under 50 years by the Times (London) Higher Education

- Undergraduate Model United Nations student organization consistently ranked in top five nationally
- Consistently led State University System in fundraising for the First Generation Matching Grant program
- Received highest national awards for both graduate and undergraduate programs in 2013:
 - Undergraduate - APLU MVP (Most Visible Progress) award for improving 6-yr graduation rates;
 - Graduate - Council of Graduate Schools Award for Innovation in Promoting Success in Graduate Education

Engagement

- Recognized as a Carnegie Engaged University
- 2014 & 2017 Engaged Campus of the Year (Florida Campus Compact)
- Created interdisciplinary partnership with Royal Caribbean Cruise Lines, which resulted in an on-campus production and rehearsal studio on our Biscayne Bay campus and unlocked the opportunity for 20 paid internships for students per semester and an accelerated pipeline for employment.
- Launched 3 University-Assisted Community Partnership School Initiatives supported by philanthropy “Education Effect” interdisciplinary programming to support student achievement and collegiate success in traditionally underrepresented public schools.
 - Miami Northwestern HS – JP Morgan Chase - \$1M (2011)
 - Booker T. Washington HS – Lennar Foundation - \$1M (2014)
 - Jesse J. McCrary ES - Rose Ellen Greene - \$2M (2016)

Research/Economic Development

- Met criteria for Carnegie Research University-Very High Research Activity (R-1) status.
- Increased Research & Development funding by 75% to \$177M
- Qualified as a Board of Governors Emerging Preeminent Research University in 2018
- Developed and implemented two rounds of a detailed selection process identifying FIU’s Preeminent programs, which have received targeted investments including prioritization for advancement, governmental advocacy, marketing, cluster hiring, and a dedicated seminar series to showcase preeminent programs in multiple cities both in and outside of Florida
- Have consistently increased research expenditure output
- Grown patent production to over 40 per year from less than two annually on average between 2009-2015

Fundraising

- Initiated a capital campaign in 2009 to raise \$750M, and have raised \$439.5M to date (59% of goal)
- Increased annual philanthropic revenue to a five-year average of \$50M+. FY2016-17 was the largest fundraising and cash year in our history, and, this year, we are on track to exceed that. This year, we expect to raise in excess of \$50M for FIU priorities
- More than doubled (123%) endowments from \$95.2M in FY2009-10 to \$212.4M as of April 2018
- Unlocked more than \$5M in state matching funds for student scholarships
- Raised \$93.5M for Student Success over the past two years
- Raised \$37.7M in Faculty Support and \$16.1M for Preeminent Programs over the past two years
- Created the Ignite faculty and staff giving campaign in 2012, which has raised over \$14.3M to date and had a 68% participation rate in FY 2017-18, putting FIU in the top quartile for college and universities nationwide and outpacing reported participation rates at other SUS schools
- Increased corporate giving to \$11M in FY 2017-18 making FIU one of the highest among reporting SUS schools

Other

- Completed major leadership development through selection and development of new talent including new Deans in Engineering, Business, Law, Hospitality, Journalism, Undergraduate Education, University College, Education, Honors, Public Health, and University Graduate School; new Directors of all 3 FIU museums (Frost Art, JMOF, Wolfsonian); and new VPs of Enrollment and Management Services and Analysis and Information Management
- Completion or groundbreaking of major construction projects including (1) the Wall of Wind (2) Academic Health Center 3 (3) the School of International and Public Affairs (4) Academic Health Center 4 (5) Parkview Housing (6) Academic Health Center 5 (7) Stocker Astro-Science Center (8) MANGO (9) FIU-RCL Facility (10) Ambulatory Care Center (11) Student Academic Success Center (12) Bayview Housing

Florida law, namely, Section 1001.706(6)(a), Florida Statutes, entrusts to the Board of Governors confirmation of the reappointment of a university president by the university's board of trustees. Accordingly, on behalf of the FIU Board of Trustees, I respectfully request that the Board of Governors confirm Dr. Rosenberg's reappointment for a one year period commencing on August 3, 2019 through and including August 3, 2020 on the terms and conditions described in the approved Employment Agreement Term Sheet.

Please do not hesitate to reach out to me should you have any questions or wish to discuss this matter.

Sincerely,

A handwritten signature in black ink, appearing to read 'Claudia Puig', written in a cursive style.

Claudia Puig, Chair
Florida International University Board of Trustees

cc: Dr. Mark B. Rosenberg