Student Success/Urban Mission:
Leading Change on an Urban Campus

Mark B. Rosenberg, Ph.D.
President
Florida International University
<table>
<thead>
<tr>
<th>Statistic</th>
<th>Percentage/Number</th>
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<tbody>
<tr>
<td>Enrollment</td>
<td>54,000</td>
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<tr>
<td>Minority students</td>
<td>87%</td>
</tr>
<tr>
<td>Pell grant recipients</td>
<td>39%</td>
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<td>Degrees to minorities</td>
<td>5,851</td>
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Year to year retention rates were good: first to second year, 80-85%.

Once in the major: 77% on-time graduation rate.

However, overall on-time graduation rate was 41% (public research university average was 54%).
GSI: GRADUATION SUCCESS INITIATIVE
In the first 3 years, a 12 point jump in FTIC on-time graduation, from historical low to historical high.
GSI’s CONCEPTUAL FRAMEWORK:
Replicable and scalable regardless of institutional size, type, and resources

1. Help students to find their appropriate goal (an appropriate major) as early as possible, preferably at admission.
2. Provide students with a clear path to that goal (on-time graduation in an appropriate major).
3. Provide immediate feedback whether on or off path.
4. Remove obstacles and provide supports on the path.
OBSTACLE:
Poorly Performing Gateway Courses

- High enrollment: >1,600
- High failure (DFWI rate): >15%
- High impact: predictor of dropping out (ex. SLS), general education course (ex. ENC), or required for Psychology major (ex. STA)
- 17 courses totaled 41,557 enrollments (2013-2014)
Comparison of Mastery to Non-Mastery for College Algebra

<table>
<thead>
<tr>
<th></th>
<th>Fall 08</th>
<th>Fall 09</th>
<th>Fall 10*</th>
<th>Fall 11</th>
<th>Fall 12**</th>
<th>Fall 13</th>
<th>Fall 14</th>
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<tbody>
<tr>
<td>Non-Master Pass Rate</td>
<td>32.20%</td>
<td>29.00%</td>
<td>33.30%</td>
<td>36.30%</td>
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<tr>
<td>Mastery Pass Rate</td>
<td>29.50%</td>
<td>48.40%</td>
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<td>53.70%</td>
<td>63.30%</td>
<td>63.20%</td>
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</tbody>
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* Began phased implementation
** Began full implementation
Choice Points for Improvement

• Adjunct conversions
• Create early alert systems
• Expand Learning Assistants programs
• Improve physical teaching/learning environments
• Expand bridge programs
• Develop faculty development and awards programs
• Support and training for instructional technology
• Rethink business models
• Develop real-time dashboards
• Regular predictive analytics
• Implement improved and more efficient communication systems
• Create coordinating council for teaching initiatives
• Incorporate holistic student learning objectives
• Guarantee course availability
• Establish improvement-focused learning metrics
Retention of Students Based on Passing or Failing/DR First Year Experience and ENC 1101

- Pass FYE & ENC1101: 88%
- Fail FYE, Pass ENC1101: 75%
- Pass FYE, Fail ENC1101: 61%
- Fail FYE & ENC1101: 39%
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