

**COLLEGE OF BUSINESS STRATEGIC PLAN
November 15, 2003**

Vision

The College of Business (COB) will help set new standards of excellence with its academic programs, faculty accomplishments, and student learning and success, while continuously reflecting the dynamic environment of modern business opportunities. The college's model of partnership with its external business constituents will be a national benchmark that will constantly bring powerful new knowledge into our undergraduate and graduate learning. The college will seek to be an international leader in innovative ways of integrating technology and global awareness into the business education experience.

Mission

The Florida Gulf Coast University College of Business is dedicated to providing technologically progressive educational programs and services designed to enhance the skills and competencies of university students and working professionals primarily in the five-county region of Southwest Florida and beyond. We achieve this through a variety of flexible partnerships, programs, and scholarship within a "second-circle" model that bridges the university and the domestic and international community in a technologically advanced and rapidly changing global economy.

Strategic Management

As part of its continuous improvement process, the COB will periodically assess its vision and mission to ensure alignment with the mission of the University and the changing needs of its constituents. As part of its strategic initiative, the college will:

- (i) Develop and monitor processes and procedures that facilitate excellence in academic programming and services.
- (ii) Acquire the internal (university) and external resources appropriate and sufficient for achieving its mission.
- (iii) Develop, monitor and improve new and existing programs.
- (iv) Continue to expand and use its database tools to deploy faculty resources, assess resource sufficiency, determine program success, track and assess faculty teaching, intellectual, and service performance, and track continuous improvement. This will also enable the college to link its metrics to the University and AACSB International processes.

Focus

Within the context of the University's strategic directives 2003-2008, the College of Business will concentrate its attention in several primary targets to implement its mission and achieve this vision.

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AACSB International Standards: The college will continue to aggressively embrace the international benchmarks for mission-driven program quality, faculty qualifications and accomplishments, and student-centered assurance of learning for business accreditation advanced by AACSB International – The Association to Advance Collegiate Schools of Business. While fewer than 1/3 of the business programs in the United States of America have achieved these standards, the college will continue to meet and or exceed these benchmarks in maintenance of its AACSB International accreditation.

Faculty Quality: The success of the college is founded on the strength of its faculty. Hiring terminally qualified faculty who can continue to energize the success of the college mission through continuous improvement is a critical goal. A balance of academic and applied interest, experience, and student centeredness, have been, and will continue to be, primary measures in the selection of faculty.

Business Curriculum: The college will maintain a rigorous curriculum that will meet the needs of students and working professionals. In addition, the college will offer a curriculum suitably equip students to meet the challenges of life-long learning and the world of work.

Technology – National Recognition: The college will academically distinguish itself with an integration of technology throughout its curriculum. In addition, the college will establish itself as the technology leader in higher education in Southwest Florida. This leadership will be the foundation for expanding technology programs in computer and engineering-related areas at Florida Gulf Coast University.

Partnerships – National Recognition: The college will continue to nationally distinguish itself with its approach to partnership and interaction with businesses and organizations in Southwest Florida. Through the Center for Leadership & Innovation (CLI) and its “clinical” model of access to faculty and student resources, the college will add value to its academic programs and strengthen the sustainable economic development of the region.

International Programs – National Recognition: The college will further the international recognition of its “Second Circle” international model. Academic depth for faculty, programs, and students will be enhanced in building global awareness across the college through bridging academic and business partnerships between Southwest Florida and other select areas of the world such as Germany, France, Sweden, and Latin America.

Participants

Faculty Recruitment, Retention and Deployment: The college will continue to recruit, develop, retain, and deploy highly qualified faculty suitably skilled and prepared to instruct students in research and scholarly inquiry at the undergraduate and graduate level.

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Students Recruitment: The college will continue to recruit, retain and graduate students aptly prepared to continue lifelong learning and qualified to enter into and excel in the field of work.

Staff Recruitment, Retention and Deployment: The college will continue to recruit, develop and retain a diverse and high quality staff as needed to maintain its programs, and support the students and faculty in the pursuit of high academic standards.

Other Stakeholders: The college will continue to involve internal (university) and external (advisory boards, alumni and community) stakeholders in its strategic, academic and continuous improvement processes as appropriate.

Assurance of Learning

Curriculum Development: Working through the standing undergraduate and graduate committees, the faculty will develop, monitor, review and revise curricula in concert with maintaining high academic standards in technologically progressive programs that meet student and community needs.

Learning Outcomes: Using imbedded course based methods and nationally based external metrics (such as case and course assessments, program matrices, and exams such as the ETS Major Field Test in Business); students enrolled in the college will exhibit knowledge in the core areas of business (accounting, information systems, finance, management, marketing, and quantitative methods). Additionally, students must achieve competency in the range of skills needed to be outstanding citizens, who are competitive in the diverse global economy.

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Strategic Directive #1 - Student Recruitment: *Recruit and attract a diverse and academically talented student body relative to the resources provided by the State of Florida.*

Objective 1-1: Implement a program to identify, attract and recruit suitably qualified students for both the undergraduate and graduate degree programs.

Rationale: A goal of the college is to attract highly qualified students consistent with its mission of academic excellence in its programs.

Action Planned:

1. Provide scholarships to attract academically excellent minority students.
2. Active involvement in the University student recruitment process through interaction with high school guidance counselors, advisors at community colleges, and Eagle Expo.
3. Continue to work with the Vice-President of Enrollment Management to meet enrollment, retention, and diversity goals set for the college.

Student Recruitment and Quality:

- (i) A majority of the entering students (over 70%) will be recruited from the five-county service area.
- (ii) About 20% of business students will be recruited from the rest of Florida and the nation.
- (iii) Up to 10% of all business students will be suitably qualified international students.
- (iv) The average SAT/ACT and GPA of entering business students will be among the highest in the university (above FGCU average and higher than a majority of the colleges on the FGCU campus).
- (v) Continue to maintain a strong portion of the undergraduate and graduate enrollment in the university. The college will maintain 25% of all students enrolled in the university and 20% of the student credit hours (SCH) offered.
- (vi) Directly, or in concert with the university, the college will provide a range of student support services (tutoring, academic advising, scholarships, career advising, career placement, student organizations) aimed at ensuring academic success among entering and continuing students.
- (vii) The college's academic standards shall be in concert with attracting and producing high quality graduates. These standards shall continue to be under the control of the faculty and listed in the University Catalog.

Resources & Estimated Cost: \$2,000,000 for student scholarships to come from external sources (capital campaign).

Completion Date: Ongoing Capital Campaign to end Summer 2005

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Objective 1-2: Develop and implement a program to ensure diversity in the FGCU student body admitted to the College of Business. This action also supports student success (SD2) and student life Strategic Directives (SD4).

Rationale: A goal of the college is to ensure diversity its student body and graduate students who have an appreciation for the diverse environment of business.

AACSB International Accreditation Standards require that practices for student recruitment and selection reflect efforts to achieve demographic diversity in student enrollment

Action Planned:

1. Revise and implement college plans to meet or exceed AACSB International national diversity averages and University goals for student diversity while comparing well with the gender and ethnic composition of the region.
2. Include the college's Undergraduate Business Association (UBA) and other student organizations in high school recruitment programs focused on schools with high minority enrollment.
3. Continue to involve current business students in Eagle Expo and other recruitment programs.
4. Continue service projects at high schools, such as delivery of the Junior Achievement Business training program for high school students, CROP, and PSEP.

- **Resources & Estimated Cost:** \$5,000 per year from Academic Affairs
- **Completion Date:** Ongoing

Objective 1-2.2: An institutional program will be implemented to solicit and encourage diversity in FGCU's faculty.

Rationale: The College of Business is committed to continuous efforts to achieve demographic diversity among its faculty as a means of ensuring that the diverse student body has a diverse faculty with whom to interact. One of the goals of the college is to ensure graduates gain an appreciation for and an appreciation of the diverse environment of business. This appreciation is greatly enhanced when students interact with a diverse faculty.

AACSB Accreditation Standards require that practices for faculty recruitment and selection reflect efforts to achieve demographic diversity.

Action Planned:

1. The college will expand the target markets when recruiting faculty positions to strengthen diversity in applicant pools.

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- **Resources & Estimated Cost:** \$5,000 per vacant faculty position with funding from Academic Affairs.
- **Completion Date:** Ongoing as vacancies arise

Objective 1.3: An institutional program will be implemented to solicit and encourage diversity in FGCU's staff.

Rationale: The College of Business is committed to continuous efforts to achieve demographic diversity among its staff as a means of ensuring that the diverse student body has a diverse staff with whom to interact. One of the goals of the college is to ensure graduates gain an appreciation for and understanding of the diverse environment of business. This appreciation is greatly enhanced when students interact with a diverse staff.

Action Planned:

1. The college will aggressively participate in efforts led by the FGCU Human Resource Division to strengthen the recruitment of underrepresented groups.
 - **Resources & Estimated Cost:** \$800 per vacant staff position with funding from Academic Affairs
 - **Completion Date:** Ongoing as vacancies arise

Strategic Directive #2 - Student Success: *Retain and graduate the best undergraduate students from Florida and the nation by providing challenging and innovative approaches to learning and civic engagement. Foster academic growth and professional development of the best graduate students in the region through applied master's degrees, and recruit the best candidates from Florida and the nation for graduate work in selected programs.*

Objective 2-1: The COB's retention plan will be supported as a primary means of graduating students.

Rationale: Development and implementing of a retention program is essential to achieving high graduation rates, and maintaining the enrollment and diversity goals set by the college.

Action Planned:

1. Work with the university to establish retention goals and benchmarks for the university and the COB.
2. Continue academic and career advising activities aimed at maintaining retention rates that are higher than the university average.
3. Work closely with the university's First-Year Advising Office to improve coordination and reduce attrition among declared business students as they transition from the lower to the upper level.
4. Continuously improve the college's retention and graduation rate as well as the retention for the individual departments.

- **Resources & Estimated Cost:** \$5,000 per year with funding from Academic Affairs

- **Completion Date:** Ongoing

Objective 2-2: The college will maintain a rigorous curriculum that focuses on active student learning and engagement in the economic life of the community. Innovative and interdisciplinary approaches to active, creative use of technology, and community-connected experiential learning will be used to ensure student learning.

Rationale: The FGCU mission includes an emphasis on economic and environmental sustainability, and on need-based undergraduate programs for professional growth. The programs in the COB respond to these mandates.

Action Planned:

1. Using course imbedded measures and external national tools (for example, ETS Major Field Test in Business) undergraduate Students will be required to show competency in each of the following areas:

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For Undergraduate Students

- i. Core areas of business (accounting, finance and economics, quantitative methods, management, marketing)
 - ii. Oral and Written Communication
 - iii. Use of Information Technology
 - iv. Sustainable Environment
 - v. Analytical skills
 - vi. Team building skills
 - vii. Critical Thinking
 - viii. Ethical understanding and reasoning abilities
 - ix. Multiculturalism, and Diversity Understanding
- **Resources & Estimated Cost:** \$20,000 per year with funding from student course related fees (GEB 4890 Business Strategy).
 - **Completion Date:** Ongoing for the undergraduate students with the ETS Major Field Exam as a continuing part of the college's outcomes assessment and national benchmarking.

Objective 2-3: The curriculum will be designed for educate graduate students who are globally competitive in their selected area of study.

Rationale: The FGCU mission includes an emphasis on economic and environmental sustainability, and on need-based graduate programs for professional growth. The programs in the COB respond to these mandates.

Action Planned:

1. Implement more explicit course imbedded measures to provide assurance that graduate students are competent in the core areas of business and in the areas of competency established by the faculty, as follows:

For Graduate Students

- (i) Ethical and legal responsibilities of organizations
- (ii) Financial theories, analysis, reporting, and markets
- (iii) Value creation through production and distribution of products
- (iv) Group and individual dynamics in organizations
- (v) Quantitative Analysis and application for decision making
- (vi) Information technology, usage, and management
- (vii) Domestic and global economic environments and organizations
- (viii) Leadership skills
- (ix) Team building skills
- (x) Integration and application of knowledge in unfamiliar circumstances
- (xi) Capacity to critically analyze, adapt and innovate to solve problems in a dynamic environment.

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2. Assess the viability of using an external national exam (ETS Major Field Test in Business for MBA's) to assess student learning at the graduate level.
 - **Resources & Estimated Cost:** \$8,000 per year with funding from student course related fees (GEB 6895 Business Strategy).
 - **Completion Date:** Ongoing for imbedded course measures and 2005-2006 for possible implementation of the ETS examinations for graduate students with ongoing testing to follow each semester.

Objective 2-4: A civic engagement program will be implemented to encourage students to become involved in community service as part of their coursework.

Rationale: Domestic and global partnerships and civic engagement are at the heart of the college's mission. Therefore, the college will continue to lead the university in external outreach interactions with the aim of enhancing student involvement in the economic development of the community and the institution. Through involving students in economic development related activities, the college will meet this objective and will also fulfill strategic directive #5.

Action Planned:

1. Enhance the student connection to the community through service learning active involvement in other community-centered activities developed through the Center for Leadership & Innovation.
2. Build Service Learning hours into business courses as applicable.
3. Increase the number of students involved in the operations of the Small Business Development Center (SBDC) to increase programming and support for small and medium sized businesses in Southwest Florida.
4. As part of course work, continue to involve students and faculty in interaction with business by having students work on "real-world" business projects that are of benefit to the business community.
5. Continue student interaction with area business leaders as part of "Business Day."
 - **Resources & Estimated Cost:** \$25,000 to support ongoing CLI activities with resources to come from self-generated fund raised through the CLI, and \$5,000 to support Business Day with resources to come from external funding.
 - **Completion Date:** Fall 2004 and ongoing.

Objective 2-5: The technology needs of students, faculty and staff will be supported (including computer labs and classrooms, instruction, help desk, and electronic

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resources). Adequate access to classroom technologies; curriculum-specific software; productivity computing tools, and networked worldwide web resources will be provided.

Rationale:

The technology needs of students, faculty and staff will be supported, including the need for computer labs and classrooms, instruction, help desk, and electronic resources. Adequate access to classroom technologies; curriculum-specific software; productivity computing tools; and networked worldwide web resources will be provided. This action supports Academic Objective 4 (international components).

The college has a mission focus to provide technologically progressive educational programs and services to enhance the skills and competencies of university students and working professionals. This supports the strategic plan goal of promoting effective technology.

As evidence of this dedication, over 20% of scholarship activity has been in instructional development with a technology focus. The faculty receive training and instruction from University IT, which the college supplements with 1.5 OPS staff to support Web-based instruction and accreditation efforts. Additional full-time staff support was included as an action item in the ACSB Accreditation Plan submitted April 1999.

Action Planned:

1. Deploy the full MBA program on the Internet to reach working professionals and “Second Circle” Partnership Universities
 2. Migrate AACSB Accreditation Effort to the WWW following trend of progressive universities (see “Rethinking the Process,” *The Chronicle of Higher Education*, 9/22/2000).
 3. Hire a full-time technology support staff person to monitor server, maintain COB/AACSB Web Sites, and provide dedicated technology support for student and faculty instructional activity.
 4. Install and monitor a college-dedicated server.
 5. Upgrade computer classroom (Reed 250) to meet technology needs of Computer Science, Computer Information Systems and Engineering students.
 6. Work with Instructional Technology and Administrative Computing to continue to implement the three-year technology replacement plan that will maintain faculty and staff computers and software at or close to state-of-the-art technology.
 7. Train staff and faculty in new technologies and software.
- **Resources & Estimated Cost:** \$70,000 with funding through Academic Affairs – with \$50,000 for updating computer classroom in Reed 250 (President’s Initiative), \$20,000 for upgrade of faculty staff computers (Academic Affairs), and staff and faculty technology training to be accessed through the university at no cost to the college.

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- **Completion Date:** Fall 2004 and recurring every three years thereafter for replacement of computer technology in Reed 250, and replacement of 1/3 faculty & staff computers in the COB.

Objective 2-6: Implement an awards program to encourage students to strive for academic excellence.

Rationale: Acknowledging student accomplishments has the capacity to foster a culture of academic excellence within the college.

Action Planned:

1. Implement an annual “tapping ceremony” to honor business students who have achieved a high GPA. Such students will be inducted into Beta Gamma Sigma – the National Honor Society for business students.
2. Implement a COB program (as of Spring 2004) to acknowledge students who make the Dean’s list by achieving a high grade point average (GPA) for a given semester.
3. Implement a Student Services Award as of Spring 2004 to acknowledge business students who are most involved in activities that best serve student and the COB.
4. Implement a COB Honors Banquet to honor students who have achieved academic excellence.

- **Resources & Estimated Cost:** \$15,000 with resources to come from self generated funds, and sponsorship.
- **Completion Date:** Spring 2005 and recurring every year thereafter.

Strategic Directive #3 - Academic Programs: *Promote nationally recognized undergraduate programs distinguished by student research and scholarship opportunities. Continue to develop applied master's degrees appropriate for the region, and begin exploration for doctoral programs aligned with state needs.*

Objective 3-1: Institutional Effectiveness plans for each FGCU Unit will be supported as the primary means of identifying and implementing opportunities for expanded and improved programs and services.

Rationale: The college and university missions establish the commitment to continual planning and assessment, leading to improvement and renewal.

AACSB Accreditation Standards require the college to maintain a full-time faculty sufficient to provide stability and ongoing quality improvement for the degree program offered.

Action Planned:

1. Refine the college's consumption function for application after 2002 in regards to instructional resources.
 - **Resources & Estimated Cost:** \$75,000 to hire a full-time technologist for the COB with E&G funding to come from Academic Affairs.
 - **Completion Date:** Fall 2004 and ongoing.

Objective 3-2: The COB will implement a program to include undergraduate students in scholarly inquiry and research leading to intellectual contributions that are presented and published at regional and national conferences or in scholarly journals.

Rationale: The University's mission and institutional purpose promote student scholarly inquiry leading to student scholarship and senior capstone projects or papers. This objective will seek to extend students' scholarly activities by providing an avenue for students to have their research published or presented in regional and national outlets.

Action Planned:

1. Faculty will continue to mentor students and provide opportunities for students to engage in a research project experience that can lead to paper presentation and or publication. This will also include opportunities to involve students in faculty-initiated scholarship projects.
2. Implement a program to ensure that students have scholarship opportunities leading to the presentation and publication of scholarly work.
3. Continue to provide opportunities for students to engage in a research project experience. Also seek opportunities to involve students in faculty-initiated scholarly projects.

4. Continue to use capstone projects or papers in courses as appropriate.
 - **Resources & Estimated Cost:** \$5,000 from internal and external sources to support student and faculty attendance at conferences
 - **Completion Date:** Fall 2005 and ongoing.

Objective 3-3: Develop specialized undergraduate level programs to address targeted employment and educational needs in the Southwest Florida region.

Rationale: As a new institution, the University has not yet developed all the academic programs required to meet the growing needs of the region for well educated professionals in a number of fields.

Action Planned:

1. Develop and offer new academic programs in direct response to community needs and student demand.
 - **Resources & Estimated Cost:** See individual programs below.
 - **Completion Date:** Ongoing development and implementation based upon community needs and student demand.

Objective 3-4: Develop an engineering degree program within the College of Business at FGCU with concentrations in such specialized areas as software engineering, environmental engineering, engineering management, and biotech engineering.

Rationale: An engineering degree program creates access to students interested in pursuing a bachelor's degree in a field of study not currently offered at FGCU. An engineering degree program is consistent with the needs of the community and fits well with Computer Information Systems, Computer Science, Business, Environmental Science and Biotechnology degree programs currently offered by the university. An engineering degree with these concentrations will provide students with a foundation to prepare them for careers in sustainable industries in Southwest Florida and the nation.

Action Planned:

1. Ensure that state and national accreditation standards are met in designing an engineering program.
2. Develop curriculum, hire faculty and implement software engineering degree program
3. Develop and implement other engineering programs within a comprehensive plan.

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- **Resources & Estimated Cost:** \$10,000,000 to construct an engineering building with a state-of-the-art engineering labs (funding to come from external sources - capital campaign), \$855,000 to hire initial cadre of three (3) full-time engineering faculty, two adjunct faculty and one support staff, establish and implement program with funding to come from academic affairs.
- **Completion Date:** Fall 2005 and continuing.

Objective 3-5: Develop a specialized undergraduate degree program in Advertising.

Rationale: The establishment of new programs is consistent with the COB's goal of strengthening existing programs, and developing new programs to meet the changing needs of the community. In 1998, the COB established a concentration in Advertising as part of the marketing degree, with the goal of developing the concentration into a stand-alone degree program as enrollment grew. This unique degree will provide students with a business foundation and a wider array of advertising related courses to prepare them for careers in the field of advertising.

Action Planned:

1. By Fall 2005, present curriculum and seek BOT approval to offer the advertising degree.
2. Hire faculty resources consistent with launching a high quality advertising degree program.

- **Resources & Estimated Cost:** \$175,000 to hire two full-time advertising faculty with E&G funding to come from Academic Affairs.
- **Completion Date:** Fall 2006.

Objective 3-6: Develop a specialized undergraduate degree program in International Business.

Rationale: The establishment of new programs in International Business is consistent with the COB's goal of meeting the growing needs of the community and strengthen the overall curriculum. The college currently offers a number of courses from an international perspective. Initially students will be able to enroll in an international business track. As demand develops a degree program in international business will be implemented. This new degree program will provide students with a business foundation and an international experience that will include foreign language and study abroad.

Action Planned:

1. By Fall 2006, offer an international business concentration as part of the current management degree program.

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2. As program grows, obtain BOT approval fro a new degree program in international business (Spring 2007).
3. Develop curriculum and hire faculty resources consistent with launching a high quality international business degree program.
 - **Resources & Estimated Cost:** \$175,000 to hire two full-time advertising faculty with E&G funding to come from Academic Affairs.
 - **Completion Date:** Fall 2008.

Objective 3-7: Develop a specialized masters level program in Environmental Management.

Rationale: A joint initiative between the College of Arts and Sciences (Environmental Science undergraduate degree program) and the College of Business (MBA program) to offer a 3/2 Environmental Studies Degree with an MBA will respond to the university's mandate. This unique degree will provide students of environmental studies with a business foundation to prepare them for careers involving growth management and sustainability.

Action Planned:

1. Feasibility study of the 3/2 program to ensure that there is sufficient demand for the program.
2. With community involvement, develop curriculum in a manner consistent with meeting both state and accreditation standards.
 - **Resources & Estimated Cost:** \$125,000 to hire two full-time faculty with E&G funding to come from Academic Affairs.
 - **Completion Date:** Fall 2005.

Objective 3-7: Develop a specialized real estate concentration as part of the Executive MBA program.

Rationale: A joint initiative between the College of Business and real estate community provides support for initiating a real estate concentration in the Executive MBA. This unique degree will provide students the opportunity to obtain a business foundation in addition to education in real estate development and management aimed at preparing them for careers involving real estate development, growth management and sustainability.

Action Planned:

1. Feasibility study to ensure that there is sufficient demand for the program.
2. Develop rigorous curriculum in conjunction with the current Executive MBA for implementation in Fall 2005.

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3. Hire faculty with academic preparation and expertise in real estate financing, development and management.
 - **Resources & Estimated Cost:** \$145,000 to hire a full-time finance/real estate faculty with E&G funding to come from Academic Affairs.
 - **Completion Date:** Fall 2005.

Objective 3-8: Develop a Department of Economics in cooperation with the College of Arts and Sciences.

Rationale: A thorough understanding of economic thought is central to a comprehensive understanding of business and the economy. Business students will benefit from a greater exposure to economics.

An economics program of strength and importance could be established immediately to serve both the general undergraduate education and business foundation needs. While an important joint effort, this approach would enable each college to retain some individual and appropriate influence over faculty selection related to their specific program needs.

The advantages of interdisciplinary cooperation and collaboration would be established as a cornerstone of the Department of Economics. This would be reinforced by the joint-Deans' review of overall performance. A reasonable approach to tracking credit hours and FTE measures for the individual colleges would be in place. Cooperation would be a constant win for the University.

Faculty in each college could be associated beyond the Department of Economics with important academic connections and support in their home college – Finance in COB and Social Science in CAS.

Action Planned:

1. Establish a Department of Economics which includes faculty from both the College of Business and the College of Arts & Sciences.
2. Empower each college to recruit half of the faculty in the Department.
3. Establish joint appointments, where appropriate, for each of the faculty in the Department.
4. Establish an evaluation structure for the department that includes both colleges.
5. Have FTE generation and credit track the faculty member by foundation college appointment, i.e. CAS or COB.
6. Permit and encourage faculty to be assigned to teach economics courses in either college, with either resource (per course) exchange between the two colleges, or with financial enhancement from the Provost's Office. This

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would be done within AACSB standards for CAS faculty teaching upper level UG or Graduate economics courses in the COB.

- **Resources & Estimated Cost:** \$150,000 to hire two full-time economics faculty at the assistant professor level (one in CAS and one in COB) with E&G funding to come from Academic Affairs.
- **Completion Date:** Fall 2005 and continuing.

Strategic Directive #4 - Student Life: *Promote the intellectual, social, and character development of all students through quality teaching and advising, dedicated career preparation and placement, and active student life programs. FGCU will encourage community responsibility, foster an understanding of diversity, and advance ethical values in theory and practice.*

Objective 4-1: Implement an enrollment program that will successfully retain and graduate University students through a student-centered program of career advising and placement services.

Rationale: A major goal of the college is to ensure that graduates attain the skills necessary for them to be successful. Successful career advising is vital to support the retention goal of the college.

AACSB International Standards require recruitment, retention, advising and career planning practices and services consistent with the college's mission and the environment.

Action Planned:

1. Hire a career specialist dedicated to meeting the needs of business students (career advising, internship program and placement).
2. Continue the faculty Career Advising role.
3. Link network of businesses and retired executives with the University's Career Development Services and Employer Relations through the CLI.

- **Resources & Estimated Cost:** \$60,000 to hire a full-time placement specialist for the COB with E&G funding to come from Academic Affairs.

- **Completion Date:** Fall 2005 and continuing.

Objective 4-2: Update and implement the college's enrollment program that will successfully retain and graduate university students through a student-centered program of academic advising and other support services.

Rationale: Student academic advising is central to the college's enrollment and retention process. Academic advising enable the college to identify at risk students and develop student centered support services aimed at helping students to succeed.

Action Planned:

1. Analyze and update the college's retention-related activities to include identification and communication with at-risk students.
2. In conjunction with the university tutoring services and COB faculty, formalize a COB peer-to-peer tutoring system for implementation in classes that students find extremely challenging.
3. Hire a full-time staff for the college advising function to ensure we reach and sustain enrollment and retention targets.

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4. Hire a full-time support staff to administer the college's Enrollment Management Services, including retention tracking, and graduation certification.
5. Work with the university to develop and implement an electronic degree audit system (CAPP) with support and training provided through the university.
 - **Resources & Estimated Cost:** \$5,000 to provide stipends for peer tutors with funding to come from external sources, \$46,000 to hire a full-time advisor for the COB with E&G funding to come from Academic Affairs, and \$42,000 for an enrollment management staff with funding from Academic Affairs.
 - **Completion Date:** Fall 2004 and continuing.

Objective 4-3: Implement international components and partnerships that are integrated into the curriculum for the benefit of all University students. This action also supports the University's Diversity Objectives.

Rationale: A variety of flexible partnerships, programs and scholarship, within a "Second Circle" International Model that bridges universities and business and cultural communities, are used to achieve the college Mission.

AACSB International Accreditation Standards require coverage of global economic organizations and environments. This coverage is greatly enhanced by faculty and student participation in international partnerships, programs and activities.

Faculty and students' international participation adds value to our classroom and business partnership activities.

Action Planned:

1. Increase faculty participation in COB's "Second Circle" International Model activities.
2. Increase student participation in international academic and internship exchange programs to culminate with FGCU students attending classes in foreign universities.
3. Encourage and support faculty exchange and teaching abroad.
4. Implement the first class of FGCU graduate students to visit and participate in the COB's Study Abroad program with the initial class going to Weurzburg, Germany in Summer 2004.
 - **Resources & Estimated Cost:** \$10,000 to increase student and faculty participation in international academic exchanges with funding to come from the Office of the President.
 - **Completion Date:** Summer 2004 and continuing

Strategic Directive #5 - Research and Service: *Serve as an intellectual center for Southwest Florida through research and service, while contributing to the economic growth, environmental sustainability, and cultural richness of the region.*

Objective 5-1: Partnerships will be established with governmental and social agencies and organizations for students, faculty and staff to assist in meeting critical community needs.

Rationale: The college's mission includes the goal of civic engagement by creating and fostering business partnerships that are regionally responsive to the economic development needs of Southwest Florida; and strengthened through state, national and global outreach where appropriate. This goal also supports the University's intention to pursue regional and community based projects.

Action Planned:

1. The COB will continue plans for a new and expanded College of Business and Technology complex. This will enable the college to expand its enrollment and support the growth of technology as one of the primary strengths of the business school (Spring 2006 implementation of the Business and Technology complex).
2. Assist in the development of a business and research park near the main campus with external support (Spring 2006 launch).
3. Expand the COB's Advisory Council to include active Advisory Boards for each Department (continuing activity).
4. Continue active participation on the area Economic Development Councils (ongoing).
5. Through partnerships, contracts, and internships, link the Colleges' academic programs to economic development and external organizations as appropriate.
6. Establish a Business Placement Network to incubate new business in information systems and biotechnology, and work with area economic development agencies to attract businesses to the area.
7. Establish an Institute for Small Business Development under the umbrella of the CLI.
8. Establish an Institute for Ethics in Business under the umbrella of the CLI.
9. Establish an Institute for Information Technology under the umbrella of the CLI.
10. Hire a COB Development Officer to work with the University and the Community with the aim of generating the external resources needed to implement the goals of the unit.
 - **Resources & Estimated Cost:** \$30,000,000 to construct a COB building and provide technology improvement to ensure a sustainable state-of-the-art facility with funding for external sources (capital campaign).

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- \$5,000,000 to construct a CLI building in the Research and Development park with funding from self-generated and external sources (capital campaign).
- \$6,000,000 to fund the development of a Business Placement Network for the incubation of new businesses in information systems and biotechnology, and the establishment of three institutes in the CLI (Small Business Development, Information Technology, and Ethics in Business) with funding to come from external sources as part of the capital campaign.
- \$1,000,000 endowment to support the hiring and retention of a COB Development Officer.

- **Completion Date:** Fall 2007 and continuing

Objective 5-2: Excellent faculty with commitment to teaching, scholarship and service will be recruited and retained.

Rationale: A highly qualified active faculty is critical to the economic vitality of the region. Further, as part of its mission, the college is dedicated to encouraging faculty to engage in a wide array of scholarship, including applied scholarship, that contributes to the economic development of Southwest Florida, and support its primary focus on teaching.

Accreditation Standards require students in all programs; majors areas of emphasis, and locations have the opportunity to receive instruction from intellectually qualified faculty.

Action Planned:

1. The college will continue to recruit, develop, retain, and deploy highly qualified faculty suitably skilled and prepared to instruct students in research and scholarly inquiry at every level.
2. Hire an Eminent Professor (Endowed Chair) in Software Engineering (\$3,000,000).
3. Hire an Eminent Professor (Endowed Chair) in Entrepreneurship (\$3,000,000).
4. Hire an Eminent Professor (Endowed Chair) in International Business (\$3,000,000).
5. Hire an Eminent Professor (Endowed Chair) in Workforce Development (\$3,000,000).
6. Hire an Eminent Professor (Endowed Chair) in Accounting (\$3,000,000).
7. Hire additional support staff to work with the eminent professors.
8. Unrestricted Excellence in Business Education funding (\$2,000,000).
9. Hire support staff to meet the needs of the eminent professors.
10. The college will continue to hire its faculty using a national search process.
11. COB faculty holding a ranked position will be required to have a terminal degree.

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12. COB faculty in ranked positions will be required to meet academic and intellectual contributions standards specified in the College of Business Framework and Standards for Contract Renewal and Promotion.
13. The college will continue to ensure that faculty development and retention is a priority in its planning and strategic implementation.
 - a. Provide summer scholarship grants support for scholarship and instruction on an annual basis
 - b. Implementation of a number of developmental research professorships across the various academic units within the college.
14. The college will focus attention on continuous instructional improvement to ensure excellence in the learning environment.
15. Using its database tools, the college will continuous track the sufficiency of its faculty resources against it mission, enrollment management and faculty deployment plans.
 - **Resources & Estimated Cost:** \$15,000,000 in endowments to fund eminent scholars positions with funding to come from external sources (capital campaign), \$2,000,000 for Education Excellence in Business Education with funding to come from external sources (capital campaign), and \$50,000 in support staff with funding to come from external sources (capital campaign).
 - **Completion Date:** Fall 2007 and continuing.

Objective 5-3: Leadership will be maximized for existing University outreach programs including the Center for Leadership & Innovation (CLI).

Rationale: The college is dedicated to encouraging faculty to engage in applied scholarship that contributes to the economic development of Southwest Florida. Similarly, a goal is to create and foster business partnerships that are regionally responsive to Southwest Florida economic development needs.

AACSB International Accreditation Standards require that students receive assistance in making career decisions and in seeking employment. Internships are one method of assistance for students.

Action Planned:

1. Distinguish the college and faculty development through partnerships and “clinical” interaction of faculty with the business community – (ongoing activity).
2. Support the development of applied institutes in the CLI to assist area businesses and organizations – (ongoing activity).
3. Encourage students to interact with the business community through an active internship program – (ongoing activity).

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4. Expand Professional Development Certificate Programs in Southwest Florida as appropriate to meeting the needs of the business community (Fall 2004 launch then recurring).
 - **Resources & Estimated Cost:** \$50,000 to expand new programs with funding to come from self-generated and external sources.
 - **Completion Date:** Fall 2005.