

**AACSB INTERNATIONAL PEER REVIEW TEAM
FLORIDA GULF COAST UNIVERSITY
COLLEGE OF BUSINESS
TEAM VISIT REPORT**

I. Statement of Team Recommendation

- A.** The Peer Review Team (PRT) concludes that the College of Business at Florida Gulf Coast University has achieved overall high quality and processes are in place to assure the maintenance of high quality within an environment committed to continuous improvement. **Accordingly, the PRT unanimously recommends that Florida Gulf Coast University receive initial accreditation for its business programs with concerns to be addressed in an interim report to be submitted to the Chair of the AACSB International's Business Accreditation Committee by January 15, 2006. The specific concerns and recommendations are discussed in Section II.B. below.**

1. Assessment of overall high quality.

It is apparent to the PRT that there is support for a high quality business program and continuous improvement will continue. Positive outcomes in the areas of mission and objectives, faculty, students, curriculum, instructional resources, and intellectual contributions are noted.

2. Continuous improvement environment.

The College of Business has a strong commitment to continuous improvement – students, faculty, alumni, and the business community. It is clear to the PRT that processes and outcome activities are now an important part of the College's culture and operations. Changes have been made as a result of assessment.

3. Ability of the institution to achieve desired outcomes.

The PRT is impressed with the commitment of the College to achieve positive outcomes. The various stakeholders share common goals and passions of assisting the College to achieve high quality. The PRT is confident that this enthusiasm and support will continue, and that the College will achieve even higher quality levels in the future.

- B.** This recommendation reflects the opinion of the peer review team only. It will be reviewed for concurrence or remanded to the team by the Business Accreditation Committee. The role of the accreditation committee is to ensure consistent application of AACSB International accreditation standards and processes across peer review teams.

Within ten days, the applicant should send the team any comments and corrections relating to factual information noted in this report. A copy should also be sent to the applicable accreditation committee chair in care of the AACSB International office.

Concurrence by the accreditation committee and ratification by the Board of Directors are required prior to the confirmation of initial accreditation. Following ratification by the Board of Directors, the applicant will be notified. The applicant must wait for this official notification before making any announcement of the accreditation decision. AACSB International provides a listing of applicants achieving initial accreditation and reaffirmation of accreditation to its members and the public.

The Business Accreditation Committee will make every effort to review this report, and any response from the applicant, at its next scheduled meeting. The Business Accreditation Committee is scheduled to next meet April 6-7, 2003.

The Board of Directors will consider for ratification all team recommendations (initial accreditation, denial of initial accreditation, reaffirmation of accreditation, suspension of accreditation) that have concurrence from the applicable accreditation committee, as close to possible after the accreditation committee concurrence. The Board or Directors is scheduled to meet following the next Business Accreditation Committee meeting on April 23-24, 2003.

II. Identification of Areas That Must be Addressed Before:

A. Accreditation

None

B. Prior to the interim report (including time line):

The FGCU has done an incredible job building quality business programs in an extremely short time frame. As noted throughout this report, this is a result of outstanding and dedicated CoB leadership, a committed faculty, university support and the input (both financial and otherwise) from the regional business community. However, the PRT feels that the next major challenge facing the CoB (and, indeed, FGCU) may well be enrollment management and “initiative” management. Enrollment management is obvious: maintenance of the resources (both faculty and facilities) necessary to support the projected growth of FGCU (and by association, the CoB). “Initiative” management is more subtle: during its startup, much of the FGCU and CoB success came from its ability to respond quickly to a perceived need. As resources become scarcer, it may become necessary for FGCU and, more specifically, the CoB to establish long-range funding priorities recognizing that that neither can afford to be “all things to all people.” In light of this, the PRT recommends that FGCU CoB provide an interim report to the AACSB – International Business Accreditation Committee in three years (due January 15, 2006):

1. Showing the following indicators for the 2002-2003, 2003-2004, 2004-2005 and 2005-2006 academic years for the following:

- University Enrollment (both headcount and FTE)
- CoB Enrollment (both headcount and FTE)

- University Budget
- CoB Operating Budget
- Number of CoB Faculty.

2. The PRT also recommends that the CoB report the status of the proposed new engineering program/school/college and report any business programs added or deleted.

III. Relevant Facts and Assessment of Strengths and Weaknesses on a Standard-by-Standard Basis that Supports the Team Accreditation Recommendation

Two major concerns were listed in the previsit letter:

- Declining funding for faculty development activities.
- Future funding sources to maintain the College's technology resources including the support necessary for the effective use of these resources.

Although a comprehensive review of these issues (discussions with university and CoB administrators, review of the 2002-2003 budget, priority needs, etc.) satisfied the PRT that future funding levels should be sufficient for the CoB's current activities, there is virtually no "room" (e.g. faculty and facilities) for future growth, leading to the concerns expressed and noted above (see Section II.B).

A. Preamble

The PRT examined all undergraduate and graduate programs in business. The pre-visit analysis raised several concerns that were communicated with Dean Pegnetter. A written response was sent to all PRT members prior to the visit, and each concern was carefully examined. During the visit, the PRT met with students, faculty, administrators, business leaders and alumni to help assess the overall quality of the programs. Faculty files were reviewed, and an audit of a random sample of graduated student files and current student files were conducted to verify the Self-Evaluation Report. A list of virtually all of the documents reviewed throughout the evaluation period and process is included in Attachment A of this report.

B. Preconditions

Florida Gulf Coast University (FGCU) was founded in 1995 and began offering classes in August 1997. FGCU is located Fort Myers, Florida and is authorized to offer degrees by the State of Florida through the Florida Board of Regents. Approximately 5,200 students are currently enrolled in the University.

The College of Business (CoB) is one of five Colleges at FGCU and enrolls approximately 34 percent of the majors and generates approximately 25 percent of the University's student credit hours. Currently, the CoB has The CoB offers the following degrees:

B.S.	Accounting CIS Finance Management Marketing
MBA	
M.S.	Accounting & Taxation CIS

FGCU's CoB was accepted into AACSB International's Candidacy Program in 1999 and has successfully implemented the Accreditation Plan submitted and approved at that time. One unique aspect of this accreditation process is that AACSB International business accreditation was a CoB goal from its inception. Processes were designed, faculty recruited, programs assessed, databases designed and managed, relationships built in the community and region; all with an eye toward achieving AACSB International business accreditation. Accomplishment of this goal is a tribute to the forethought, dedication and perseverance of all the stakeholders involved in the process.

In the pre-visit analysis, the PRT was concerned about the recent reduction in the CoB's operating budget. Additional information was requested about CoB student credit hour production and budgets. This additional information indicated that the CoB's operating budget appeared to be within acceptable ranges. It was learned that the decrease in the operating budget was the flow-through from state and university budget reductions. It appears that these operating budgets will be more than restored since the state Board of Regents lowered the number of FTE students required of FGCU to receive enrollment-driven budget increases in the coming fiscal year; it is already planned that the CoB will receive approximately 1/3 of these new funds available for new faculty positions.

While satisfied with the reasons for this decline and future prospects for restoring funding levels, the PRT is concerned that the CoB is stretched about as far as it can go in terms of faculty size, facilities, number of programs and number of students. There is no room for future growth without serious infusions of additional resources. Indeed, this observation will be woven through several of the standards below and leads eventually to our desire to have budgets, faculty size, enrollments and program additions/deletions reported to the Business Accreditation Committee in 2005-2006.

C. Mission and objectives

The College of Business (CoB) has a strategic planning process in place that has resulted in a published mission, strategic goals and action plans. Indeed, this is in addition to the Accreditation Plan submitted for AACSB International Candidacy. The PRT concludes that the mission statement included significant and appropriate input from all relevant

stakeholders – faculty, staff, students, employers, focus groups, and boards of advisors. The PRT feels that assessment processes are in place to insure ongoing review of the mission’s currency and relevance. In addition to faculty reviews, alumni, employers and advisory boards provide input regarding the mission’s relevance and quality. The CoB mission with its emphasis on teaching and learning and partnering with the regional business community is consistent with FCGU’s mission. The PRT team feels these mission statements are appropriate for higher education for business.

The PRT found appropriate education objectives for each of the degree programs, and that these objectives are assessed on an on-going basis by the CoB faculty. The CoB does specify its relative emphasis on teaching (65-75 percent), research (10-20 percent), and service (5-15 percent). While the PRT expected a slightly higher allocation toward research, the faculty’s research productivity was generally appropriate for faculty teaching in graduate programs. There were numerous examples of differing workloads associated with the actual implementation of these emphases. A large percentage of the CoB faculty are engaged in some aspect of outreach/service...primarily through the Center for Leadership and Innovation (CLI)...and this is consistent with the mission thrust.

The PRT found CoB activities to be consistent with its mission, and that feedback from different stakeholder groups are used regularly to produce measurable results. The PRT concludes that the CoB is actively pursuing the goal of continuing improvement and overall high quality.

Issues raised in the pre-visit analysis were satisfied by the response to the pre-visit letter and on-campus discussions during the campus visit. The PRT better understands FCGU CoB’s involvement in the National Technological University (NTU). Only a limited number of courses are offered through this consortium and processes are in place to ensure that NTU students do not enter FCGU programs *de facto*. Furthermore, from discussions with all the key stakeholders (including a detailed explanation by Dean Pegnetter), the PRT is satisfied that the CoB’s regional emphasis is consistent and congruent with the Second Circle International Model. Finally, the PRT is amazed at the energy and positive results from the aggressive pursuit of the CoB’s strategic activities. Given the limited size of the CoB in terms of faculty and staff, the college’s results are commendable.

D. Faculty composition and development

The College of Business (CoB) at FCGU has developed and implemented a Faculty Resource Management Plan (FRMP) based upon *The Ten Year Development Plan for a New University in Southwest Florida* (1997-98 – 2003-04). Both of these plans are consistent with the mission of the university and the CoB and have supported the hiring and continued development of qualified faculty sufficient to meet their needs. This plan has recently been adjusted downward from a target of 3,000 FTE to 2,711 FTE which will allow the university to qualify for added formula funding and enable the CoB to continue to hire the faculty resources needed to deliver high quality programs.

Faculty are recruited to support the University and College missions in a way that is consistent with overall high quality. The initial 32 full time faculty were hired to provide sufficient representation across ranks and experience levels as well as academic qualifications. In addition, FGCU and the CoB has a framework for addressing diversity in hiring and has demonstrated recent success in attracting and hiring qualified minority candidates. The *College of Business White Paper on Faculty and Staff Diversity: November 6, 2002* was developed to guide their continued efforts.

Processes have been created and implemented to support the development, promotion, retention and renewal of faculty. Individual teaching and workload assignments are developed for each faculty based upon their annual Professional Development Plan, the system's Collective Bargaining Agreement, and the needs of the CoB. Faculty travel funding, Summer Research Grants, workshops and in-house seminars are provided to support the continued development of faculty. While recent cuts in state budgets have caused the allocation per faculty member to decline, these shortfalls have been made up through supplemental funding provided by the University Foundation and the revenues generated from CoB's Center for Leadership and Innovation. In addition, the recent reduction in the University target enrollments should produce additional funding for development activities under the state funding formula.

FGCU operates primarily under a multiyear contract system rather than the traditional tenure/tenure-track system of faculty employment. Within this system, faculty performance is reviewed annually and peer review processes are in place for promotion and contract renewal decisions. The standard teaching load under the Collective Bargaining Agreement is prescribed as 12 contact hours of instruction or equivalent research and service. A review of faculty teaching assignment for the current year and year of the SER shows that more than 80 percent of faculty taught 9 contact hours per term with the remaining faculty evenly divided between 6 and 12 contact hours. This teaching load is consistent with the CoB's emphasis on graduate (masters level) instruction and supports faculty efforts for intellectual contribution.

The CoB has sufficient academically qualified faculty to deliver its programs. The intellectual contributions of the faculty as a whole are impressive for a new university and reflect the attention given to hiring faculty at all ranks and levels of experience. Most faculty (32 of 34) are academically qualified in their field of teaching with consistent records of intellectual contribution to support their continued qualification. Two faculty, on visiting appointments, are professionally qualified with appropriate professional experience and demonstrated currency in the practice of their field. The faculty portfolio shows that over the period covered by the SER publication in journals has consistently risen relative to other forms of intellectual contribution.

The team notes the rapid growth experienced and anticipated at FGCU and the relatively large proportion of that growth within the CoB. Therefore, we remind the

University that it will be necessary to continue to support the growth of these programs with additional faculty and the resources necessary to provide for their development. The importance of this concern is noted in section 2.b of the report and will require an interim report to the Business Accreditation Committee.

E. Curriculum content and evaluation

Building upon FGCU's mission to provide educational programs to enhance the skills and competencies of university students and working professionals in Southwest Florida, the CoB offers BBA, MBA, EMBA, MS in Accounting and Taxation, and MS in Computer Information Systems. At the undergraduate level majors are offered in Accounting, Computer Information Systems, Finance, Management, and Marketing. The MBA supports concentrations in Finance, Marketing, and General Management as well as an Interdisciplinary Concentration. Syllabi for all core courses in each degree program were reviewed for appropriate coverages.

The CoB's BBA program requires an appropriate general education component comprising at least 50 percent of the student's program of study. All majors in the BBA require the appropriate core areas of instruction and additional courses in the area of specialization. A review of 50 undergraduate transcripts and student folders found no cases where students had taken more than 50 percent of the required business courses at other institutions. All BBA programs of study include the required areas of foundation knowledge as well as written and oral communication.

In the MBA program, students without undergraduate business degrees receive the necessary perspective and foundation for the context of business through a series of required courses that may be waived based upon prior course credit. EMBA students are required to take a specifically designed cohort sequence of classes that meets all core requirements.

All MBA concentrations require a minimum of 18 semester hours outside of the area of specialization and 30 hours beyond the core areas. Written and oral communication is used extensively across the curriculum and supported by various course requirements to develop and enhance these skills. Basic skills in quantitative analysis and computer usage are supported in specific courses required of all students in MBA and EMBA programs. The CoB has developed tracking processes to ensure that evidence of cross-functional approaches to organizational issues is present within each of the core courses in the MBA along with the implementation of project and cases that demonstrate knowledge integration and cross-functional analysis.

The MS in Accounting and Taxation consists of 30 graduate credit hours and enables students to earn an advanced degree while meeting the state requirement of 150 credit hours for CPA licensure. In addition to general admissions requirements, students must have 18 hours of upper division accounting and 27 hours of general business courses with at least 12 hours of upper division credit.

The MS in Computer Information Systems prepares graduates for leadership positions in the information technology field. It requires 30 credit hours of graduate course work including 9 hours of business foundation courses, 18 hours of information systems courses and 12 hours of approved electives. In addition to the college's admission requirements, applicants to the MS in CIS must complete 18 hours of prerequisite courses in information systems, business programming, systems analysis, database and data communication and networking.

The CoB has developed its various programs with high levels of stakeholder input including the department, college, university and community. There are well defined processes for faculty, student and business community input into the development, evaluation and design of all degree programs. Over its relatively short history the CoB has an impressive track record of changes in degree programs related to stakeholder input and feedback. This process has driven significant revisions to the MBA and EMBA programs.

F. Instructional resources and responsibilities

The PRT found the instructional resources of FGCU to be excellent and to provide a supportive learning environment for students, faculty and staff. The creation of a totally new campus with new facilities and equipment provided an excellent opportunity to incorporate a high level of technology into the instructional, operational and administrative processes of the University. In addition to the initial acquisition of classrooms, equipment and software, the University conducted numerous workshops to orient and train faculty and staff on the capabilities of the new technology and continues to provide a strong instructional technology resource for faculty on an ongoing support and consultation basis as well as providing additional training.

All classrooms have computer and high-speed Internet access along with multimedia projection capability and multiple white board writing surfaces. Most classrooms have teleconferencing capability to support additional distance learning and there is also two-way video capability on campus in the public broadcasting and production affiliate. Students and faculty both reported the technological level of the resources to be high and a definite advantage. The University maintains a three-year rotating schedule of upgrades for equipment and software. Furthermore, FGCU benefits from the advantageous software licensing agreements obtained through the University of Florida system. The University also has several agreements with software companies to serve as beta test sites for new software versions.

Computer labs are available in several locations on campus and appear to be very current in technology. Wired and wireless network nodes are found throughout campus and all buildings are heavily wired for networks, including the new dormitories.

As a new institution, FGCU began with a relatively small library collection, which it has been rapidly upgrading. They have conducted comparative studies with other

comparable institutions both in the state of Florida and in other states, to identify gaps in the collection. They have ordered and obtained all materials that were identified as gaps in these studies.

Because FGCU's mission is focused on "providing *technologically progressive* educational programs...", the library resources are heavily oriented toward providing electronic on-line access to a very large array of information and retrieval databases. Through on-line virtual access to many collections throughout the world and rapid inter-library access to other University of Florida system libraries, articles and materials are readily available. More than 250 on-line databases are accessible via the library resources with 35 of these databases classified as business-related. Classes and consultation are provided to students on efficient library research methods. Additionally, a Business Librarian creates special web-based "pathfinders" and "business guides" for students and faculty to support their access to these resources. The PRT was impressed by the array of information resources available and their accessibility.

While the current library facility is relatively small for the growing size of the University (60,000 square feet), a second building providing an additional 108,000 square feet to be built adjacent and connected to the existing facility has been approved and funds have been appropriated by the state legislature. Students described the library as a positive aspect of the University, especially considering the virtual aspects of the resources.

Students report positive attitudes toward the quality of the instruction they receive, noted both through on-going course evaluation data and in the interview sessions with students. They report the faculty to be very knowledgeable in their fields and readily accessible for advice and consultation.

G. Students

As a new university, FGCU has grown dramatically since its inception some five years ago. The overall student population has grown from an initial base of 2,500 students to approximately 5,200 in Fall 2002. Similarly, the College of Business (CoB) population has grown from 520 to approximately 1400 students. The average student age is declining. The original student population tended to consist more of adult, fully employed students. In recent years, the University is attracting more traditional students, while still serving a large component of working individuals. Growth is projected to remain in the 15-17 % range over the next five years.

As part of the University of Florida system, FGCU maintains an open enrollment policy. Comparisons of the qualifications of entering CoB students were relatively similar to entering students in other FGCU colleges and have remained generally constant over the last three years. College of Business ETS Major Field Test scores are consistently above the national mean over the past three years. CoB course prerequisites appear to be adhered to and graduation requirements are rigorously monitored

Male and female student numbers are approximately equal in the CoB, while the level of ethnic diversity among the CoB student population exceeds both the levels for the FGCU in total and the primary five-county service area. Both the College of Business and FGCU utilize an impressive array of recruitment processes to stimulate recruiting.

The advising process seems particularly well-organized to meet the needs of students. While first-year students are primarily supported by the Freshman Advising Center, the CoB has implemented a central advising center to address the needs of sophomores and upper-classmen. Faculty also are available to students for additional academic content advising and career advising. Although the advising function reports easy student access with no more than two days wait time to access the advisor, some students complained of peak-time delays in access.

Internships and career placement services seem well established. FGCU, CoB and individual CoB faculty maintain strong relationships with the local business community resulting in numerous internship and job placement opportunities. Students report satisfaction with these services and support. The PRT notes the extensive array of career support services provided by the FGCU Career Development Services function.

In examining retention and completion rates for the CoB, the PRT notes that while retention statistics for the CoB seem favorable in comparison to FGCU (recognizing significant limitations in data due to the relative newness of the program), the rates of completion for CoB students appear to be lower than FGCU. The PRT assumes that these lower completion rates are due to the higher mix of adult, fully employed students in the CoB student population. The PRT recommends that both retention and completion rates continue to be monitored in future years.

H. Intellectual contributions

The team notes and commends the CoB on its significantly high level of intellectual contribution over the period of the SER. Of particular note is the increasing level of journal articles compared to other forms of intellectual contributions. The overall level of faculty intellectual contribution is consistent with the mission of the school and the level of degree programs both graduate and undergraduate. The CoB has been able to support faculty scholarship through a variety of means including reduced teaching loads, summer grants and travel funds. While recent declines in state appropriations have impacted these budgets, supplemental funds have been provided and actions are underway to restore the previous level of state funding.

The CoB's ability to develop funding for endowed professors and chairs has been a major factor in attracting mature faculty to provide leadership in critical areas. The CoB places appropriate emphasis on applied scholarship and instructional development over basic scholarship in support of its mission. This has produced a

total of 198 refereed journal articles out of 558 total peer reviewed intellectual contributions from the 34 full time faculty over the past 5 years.

IV. Commendations of Strengths, Innovations, and Unique Features

- There is a contagious entrepreneurial spirit pervasive throughout the CoB.
- Strong faculty “buy-in” and enthusiasm to the activities associated with the CoB mission.
- Community support as indicated through private support and community partnerships is quite impressive.
- The Center for Leadership and Innovation (CLI) is quite commendable. It is apparent that the CLI has played an outstanding role in the development of partnerships with the regional business community. The number of activities and initiatives housed under the CLI umbrella is phenomenal.
- An outstanding system for student advising: university does freshmen advising; CoB professional staff does academic advising and CoB faculty does content advising.
- Students are quite complimentary of the university’s career development advising.
- Plans for integrating the Center for Leadership and Innovation, Executive MBA Program and the Small Business Development Center at the center (literally) of the planned Research and Technology Park are quite visionary and have great potential for synergy in the economic development of the Southwest Florida region.

V. Opportunities for Improvement Relevant to the Accreditation Standards and the Team’s Accreditation Recommendation

- While FGCU and CoB advising were commended above, need for additional professional advisor(s) in CoB was noted by a number of students interviewed.
- Given the leadership of the CoB (34 percent of FGCU majors) in developing a presence of the university in the region, a dedicated business facility seems essential.

VI. Effective Processes & Practices

- The CoB has developed an exemplary accreditation database system used for managing state, university, SACS and AACSB International accreditation processes. This system is extremely user friendly and will be a real asset as the CoB readies itself for the forthcoming “Maintenance of Accreditation” process.
- Development of the CLI as an early linkage to the needs of the business community has also been an important driver in creation of a relevant business curriculum.

VII. Consultative Feedback to Achieve or Enhance Overall High Quality and the Expectation of Continuous Improvement Not Considered Relevant to the Accreditation Standards and the Team's Accreditation Recommendation Stated Above

To enhance the value of AACSB International accreditation processes, Peer Review Teams are encouraged to provide consultative guidance relevant to the expectation of continuous improvement. This consultative advice is provided to assist the applicant and is considered

separate from the accreditation recommendation as stated above. The following suggestions are provided with this in mind.

- Given the professional credentials of many of the area business people (both active and recently retired) the CoB is encouraged to find the best qualified adjunct faculty available to enrich the overall quality of the educational experience of its students.
- Increase the direct value-added of the Second Circle International Model to the CoB by balancing exchanges. One possibility might be for a concentrated one-week exchange program for part-time CoB and MBA students with a partner school.

VIII. Summary of Peer Review Visit

A. Team members:

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B. Visit dates

November 3 – 6, 2002

C. List of documents and materials used in the Peer Review Process

See Attachment A

D. On-site schedule: See Attachment B

E. Brief summary of facts about the applicant

1. List of degree programs reviewed: undergraduate, masters, doctoral, accounting, etc.

B.S Programs	Accounting
	Computer Information Systems
	Finance

MBA Program
M.S. Programs

Management
Marketing
Accounting & Taxation
Computer Information Systems

2. Number of undergraduate, masters, and doctoral students enrolled and degrees granted for the self-evaluation year and estimated for the year of visit:

		2001-2002		2002-2003	
		Enrolled Fall 2001	Graduates	Enrolled Fall 2002	Graduates (Estimate)
B.S.	Accounting	178	33	179	32
	Computer Information Systems	203	22	200	38
	Finance	108	16	126	27
	Management	298	29	471	30
	Marketing	123	19	164	17
	Undeclared (Pre-business)		N/A		N/A
MBA		126	38	143	47
MS	Accounting & Taxation	35	13	31	10
	Computer Information Systems	17	10	10	9

ATTACHMENT A
Review Team Visit Documents
Documentation Cited in the SER

Document	Comment
Declaration of Intent for Pre-candidacy - September 1998	
Information for Pre-candidacy Advisor – October 1998	
Accreditation Plan – April 1999	
Year 1 Report – March 2000	
Year 2 Report – March 2001	
Self-Evaluation Report Volume I – June 2002	
Self-Evaluation Report Volume II: Intellectual Contributions – June 2002	
Executive Summary – June 2002	
Volume III (archived documents)	See separate listing for items in Vol. III below
Volume IV – Faculty Resource Management Plan	
Faculty Retreat Workbook – 1998	
Faculty Retreat Workbook – 1999	
Faculty Retreat Workbook – 2000	
Faculty Retreat Workbook – 2001	
Faculty Retreat Workbook – 2002	
COB Faculty Handbook 1999-2000 & 2000-2001 (with 2001 to present in Faculty Retreat Workbook)	

**Review Team Visit Documents
Requested Records and Materials**

Item #	Content	Comment
1	Graduation Lists for Sp 02 Commencement	
2	Student records – Fall 02	
3	Class rolls for all COB courses – Fall 01	
4	Faculty files – all faculty teaching Fall 02	
5	Probation and dismissal lists – AY 2001/02	
6	Transfer Student information	
7	Course Syllabi for Fall 2002	
8	Spring 2001 grads – employment and grad school	
9	Faculty hired, resigned, etc. for last 3 yrs	
10	FGCU Catalogs, brochures, recruitment info.	
11	Programs to be initiated or discontinued	
12	Final exams for all core courses – Spring 2002	
13	Updated Faculty Data Sheets	
14	Additional Copies of the SER, Exec Summary & Written Response to Peer Review Team	
15	Any Additional info in response to team's analysis report (See Below):	
	15.1: Dossiers – Faculty Scholarship: 1997-2002	
	15.2: COB Strategic Action Plan – 2000-2005	
	15.3: COB Faculty Retreat Workbooks (1998-2002)	

**Review Team Request for Additional Information
Standard by Standard Analysis Documents
Items for Discussion / Review on Site**

Seq. #	Sect	Description	Comment
1	3.1	P.1.c Budget	
2	3.2	M.5 NTU Detail	
3		M.5 Service Area / Second Circle	
4		a. M.5 Faculty / Staff Organization	
5		M.1 Meet Stakeholders	
6		FD.5 Professional Qualification	
7	3.3	FD.4 Diversity Plan	
8		FD.3.b Funding Decline	
9		FD.3.b and FD.5 Contract Renewal and Academic Qualification criteria	
10		FD.3.a Scholarship / Service emphasis	
11	3.4	C.1.1 Course Syllabi (see separate sheet)	
12		C.2 Stakeholder input to curriculum process	
13	3.5	IN.1 Usage of technological resources And Processes for technological Currency	
14	3.6	S.1.c At-risk students	
15		S.1.a Student involvement in scholarship	
16		S.2 Internships and learning models	
17	3.7	IC Plans to sustain level of intellectual activities	

**Review Team Visit Documents
Volume III – Archived Documents**

Tab #	Contents	Comment
1	Florida Statute 240.209	
2	Florida Statute 240.2095	
3	FGCU Moments in History	
4	Florida Statute 240.522	
5	Ten-Year Development Plan for a New University in Southwest Florida	
6	Board of Regents Minutes, March 15, 1996	
7	Board of Regents Agenda, January 14-15, 1999	
8	Southern Association of Colleges and Schools Commission on Colleges Letter, July 9, 1999	
9	FGCU Organization Chart	
10	FGCU Search and Screen Guidelines	
11	College of Business White Paper on Demographic Diversity	
12	Florida Education Governance Reorganization Act of 2000	
13	College of Business Founding Mission Statement (1996/1997)	
14	First College of Business Faculty Retreat (August 1998)	
15	College Mission Statement (1999 Revision)	
16	Revised Undergraduate Curriculum Core Competencies (1999)	
17	Revised Graduate Curriculum Core Competencies (1999)	
18	Revised Graduate Curriculum Core Competencies (1999)	
19	Founding Business Focus Groups	
20	College of Business Advisory Council	
21	Department Advisory Councils	
22	Graduate Program Committee Advisory Council	
23	University Founding Mission, Guiding Principles and Student Learning Outcomes	
24	University Vision, Purpose, Commitment	
25	BS Accounting Program Matrix	
26	BS CIS Program Matrix	
27	BS Finance Program Matrix	

28	BS Management Program Matrix	
29	BS Marketing Program Matrix	
30	MBA Program Matrix	
31	MS Accounting and Taxation Program Matrix	
32	MS CIS Program Matrix	
33	State of Florida Statute – Chapter 6.C.003	
34	Academic and Business Partnerships	
35	Faculty Applied Institutes	
36	Second Circle” International Model & Agreements	
37	National Technological University (NTU)	
38	Third College of Business Faculty Retreat (August 2000)	
39	COB Action Plans	
40	Budget Summary for Long-Term Goals	
41	University Philosophy for Selection of Faculty	
42	Values for College Success	
43	Calendar for Faculty Workshops	
44	Outside Employment Activity	
45	Standards for Teaching Graduate Courses	
46	Undergraduate Fact Sheets - Curriculum Planning Forms	
47	Grad Fact Sheets & Grade Program Handbook	
48	Educational Testing Service Major Field Test Scores	
49	TUBCAP Survey Instrument	
50	Importance-Performance Analysis	
51	TUBCAP Model (Communication)	
52	Business Librarian Correspondence	
53	Peer Institutions for Library Gap Analysis	
54	Faculty Workshop Calendars – Brownbag Sessions	
55	State University System Student Assessment of Instruction (SUSSAI)	
56	Agreements with Partnering Institutions	
57	Career Development Services (CDS) and related documents	
58	Student Internship Data	

**Review Team Visit Documents
Items Available for Review as Referenced in Body of SER**

SER Page #	Item	Comment
4	General Supporting material	
38	FRMP	
41	Retreat workbook and CoB handbook	
49	Summer Grant guidelines	
61	Details of Faculty Course Loads	
69	Sample Career Prospectus	
77	Syllabi - MAR6807 and GEB6895	
83	ETS subgroup data	
84	ETS Results	
85	TUBCAP surveys - Tab 46	
86	TUBCAP questions - Tab 50	
87	TUBCAP - complete analysis 2000 and 2001	
89	TUBCAP model	
89	TUBCAP survey results	
89	TUBCAP Spring 2002 analysis (available to faculty and 2002 Retreat)	
102	Examples of Library Communications	
127	List of Executive Seminars - 2 years	
129	List of firms involved in Internship	
129	Collection of CDS documents	
130	List of firms with which the College interacts	
131	TUBCAP Spring 2002 analysis	
131	Employment Survey - 2001	
133	IC detail by dept and year - FRMP / IC tab	
133	Intellectual Development by Dept and Year	

ATTACHMENT A

AGENDA-ANNOTATED
AACSB Site Visit
PEER REVIEW TEAM
Florida Gulf Coast University

Dr. Kenneth Stanley, Chair of Peer Review Team
Dean, Langdale College of Business
Valdosta State University

Dr. Otis Baskin
Special Advisor to the President
AACSB International &
Professor of Management
Pepperdine University

Dr. Michael Hopp
Director, Corporate Leadership & Employee Development
Lockheed Martin Corporation

b. November 3, 2002 (Sunday)

Team arrives – lodging at Hyatt on Coconut Road
(NOTE: Team members arrive on varied schedule, with Ken driving from Valdosta, Mike driving from Orlando, Otis flying in Saturday evening)

6:00 p.m. Reception & Dinner, Team and College Leadership
Dr. Richard Pegnetter, Dean; Dr. Hudson Rogers, Associate Dean; Carol Burnette, Assistant Dean of Student Affairs; Doug Steele, Director, Center for Leadership & Innovation; Dr. Walter Rodriguez, Chair of Computer Information Systems, Decision Sciences, Computer Sciences, & Engineering; Dr. Joe Rue, Chair of Finance and Accounting; and Dr. Jerry Schoenfeld, Chair of Management and Marketing

Restaurant: South Bay Bistro in the Promenade Shopping Center, Bonita Springs (239) 949-6030

c. November 4, 2002 (Monday)

8:30 a.m. Brief physical tour of campus
(NOTE: Dick will pick Team up at hotel and do a brief loop through campus on the way to first meeting)

9:00 a.m. Welcome meeting with Dr. William Merwin, President and Dr. Brad Bartel, Provost & Vice President of Academic Affairs
Location: President's Office, 2nd floor of the Library

9:30 a.m. General overview & presentation to Team and College of Business (COB) Faculty
Location: Whitaker Hall, Room # 101

10:00 a.m. Introduction to COB Dean's Office Staff

Team visits – concurrent, individual Team assignments (45 minute blocks)

10:15- 11:30 Dr. Hopp, Peer Review Member, to meet with Carol Burnette, Assistant Dean of Student Services in COB

Location: Reed Hall # 125

Dr. Baskin, Peer Review Member, to meet with Dr. Charles Fornaciari, COB Representative to the FGCU Technology Cmte; Tamera Baughman, COB Webmaster; and Jim Breitbach, AACSB Webmaster to discuss Instructional Technology

Location: Reed Hall # 223

Dean Stanley, Peer Review Chair, to meet with Dr. Richard Pegnetter; Dr. Hudson Rogers; and Barbara Gray, Administrative Assistant, to discuss Budget & Operational Review of the College.

Location: Library # 148

11:30 – 12:00 Dr. Baskin and Dean Stanley visits Operations Management class.

4. 12:00 p.m. Luncheon meeting with FGCU Deans' Council

Dr. Brad Bartel, Provost; Dr. Leslie Bielen, Associate VP, Academic Affairs; Dr. Audrea Anderson, Associate VP, Advancement; Dr. Lawrence Byrnes, Dean, College of Education; Dr. Jack Crocker, Dean, Graduate Studies & Continual Learning; Dr. Kathleen Davey, Dean, Instructional Technology; Dr. Carolyn Gray, Dean, College of Arts & Sciences; Dr. Peg Gray-Vickrey, President, Faculty Senate; Dr. Denise Heinemann, Dean, College of Health Professions; Kathleen Hoeth, Director, Library Services; Dr. James Lynch, Dean, Enrollment Management; Jose Madera-Fernandez, Assistant VP Academic Affairs; Dr. Johnny McGaha, Dean, College of Professional Studies; Dr. Richard Pegnetter, Dean, College of Business; Thomas Roberts, Director, Research & Sponsored Programs; Dr. Joseph Shepard, Dean, Division of Student Affairs.

Location: Broadcast Bldg. Executive Conference Room # 25

Team visits – concurrent, individual Team assignments (45 minute blocks)

- 1:30 – 2:15 Dr. Baskin, Peer Review Member, will meet with Elaine Hozdick, Director, Multi-Access Services; Dr. Hudson Rogers; Carol Burnette; Rosemary Meza, Program Coordinator to discuss International Programs
Location: Reed Hall # 125.
- Dr. Hopp, Peer Review Member, will meet with Reid Lennertz, Director, Career Development Services and Doug Steele, Director of Center for Leadership & Innovation, to discuss University Student Service & Placement Office.
Location: Howard Hall Conference Room # 221.
- Dean Stanley, Peer Review Chair, will meet with Dr. Walter Rodriguez, Chair of Computer Information Systems, Decision Sciences, Computer Sciences & Engineering; Dr. Joe Rue, Chair of Finance and Accounting; and Dr. Jerry Schoenfeld, Chair of Management and Marketing
Location: Reed Hall # 223.
- 2:30-3:15 Drs. Baskin & Hopp, Peer Review Members, to meet with Enrolled Graduate Students
EMBA: Michael Kennedy (Class of 2003), Chris Carroll (Class of 2004), and Tim Beckett (Class of 2004)
MBA: Josh Schwingame, Mary Gibbs, and Denis Poncet
MS in Accounting & Taxation: Steve Magiera, Lauren Billings, and Eric Forsythe
MS in CIS: David deMoya, Doug Falkins
Location: Reed Hall # 125
- 3:30 p.m. Dr. Peggnetter will take the Team to the Center for Leadership & Innovation
- 4:00 p.m. Tour of Center for Leadership & Innovation led by Doug Steele
- 4:30 p.m. Dr. Peggnetter will take the Team to the Hyatt Resort

5:30 p.m.

Reception

Location: Hyatt on Coconut Road- Great Egret Room

College of Business Advisory Council

- ❖ Robert Ball, Executive Director, SW Florida International Airport
- ❖ Richard Bothof, SW Florida President (Retired) First Union Bank
- ❖ Carol Conway, President, CRS Technology
- ❖ Joe Cox, Attorney at Law, Cox & Nici
- ❖ Adrian Kerr, Chairman, Ferniehirst Trading Llc.
- ❖ Bernard Lester, President & COO, Alico, Inc. (also a University Trustee)
- ❖ Paul Marinelli, President & CEO, Barron Collier Partnership
- ❖ Alan Reynolds, President, Wilson Miller Barton & Peek (also past Chair of Collier County EDC)
- ❖ William Schoen, Chairman, Health Management Associates, Inc.
- ❖ Edward Staros, VP and Managing Director, The Ritz-Carlton, Naples
- ❖ Gay Thompson, President, Cement Industries, Inc.
- ❖ Gary Tice, President & CEO, F. N. B. Corporation
- ❖ Dolph Von Arx, Former Chairman, Isolux Corporation

Economic Development

- ❖ Janet Watermeier, Director, Lee County Economic Council
- ❖ Jeffrey Fridkin, Past Chair of the Economic Development Council of Collier County (also a member of University Foundation Board)
- ❖ Tammie Nemecek, Interim Executive Director, Economic Development Council of Collier County

Alumni & Student Leaders

- ❖ Adam Riciardiello, President, FGCU Student Government (Business Major)
- ❖ Jennifer Olsen, President, Undergraduate Business Association
- ❖ Reid Lennertz, Vice President, Graduate Business Association
- ❖ Dr. Allen Weiss, EMBA Alumnus
- ❖ Bill Toussey, EMBA Alumnus
- ❖ Mark Laviolette, MBA Alumnus
- ❖ Scott Klein, MBA Alumnus
- ❖ Jorge Lopez, BS in Management Alumnus
- ❖ Bruce Hersey, BS in Marketing Alumnus

Focus Group Participants

- ❖ George Koszulinski, President, SW Florida Realty, Inc. (also past Chair of Lee County EDC)
- ❖ Steve Shimp, President, Owen-Ames-Kimball Company (also outgoing Chair of Lee County, EDC)
- ❖ Mary Ellen Dorsett, President, Medical Dimensions, Inc.

College of Business

- ❖ Dr. Richard Pegnetter
- ❖ Dr. Rajesh Srivastava, Dean's Advisory Council Member
- ❖ Rosemary Meza

6:30 p.m.

Team Only Dinner

November 5, 2002 (Tuesday)

7:00 a.m. Team Breakfast at Hyatt

8:00 a.m. Dr. Pegnetter will pick up Team members at the Hyatt and drive them to the FGCU campus.

Team visits – concurrent, individual Team assignments (45 minute blocks)

8:30- 9:15 Dean Stanley, Peer Review Chair, will lead an Open Faculty Forum.
Location: AB3 110

Dr. Baskin, Peer Review Member, will meet with Dr. Peggy Gray-Vickrey, FGCU Faculty Senate President
Location: Reed Hall # 125.

Dr. Hopp, Peer Review Member, will meet with Kathy Hoeth, Director, Library Services; Anjana Bhatt, Library Liaison College of Business
Location: Library # 148

10:00- 10:45 Dr. Baskin, Peer Review Member, will meet with Linda Lehtomaa, Director, University Advancement
Location: Campus Support Complex # 14

Dr. Hopp, Peer Review Member, with Dr. Hudson Rogers, Dr. Kazuo Nakatani, Assistant Professor of Computer Information Systems; Jim Breitbach, Tamera Baughman to review COB Information Systems Support.

Location: Reed Hall # 125

12:00 p.m. Lunch: Team Alone

1:00 p.m. Work time for Team for remainder of day
Three locations reserved: Library # 148, Reed Hall # 223 & 125

2:00 p.m. Dean Stanley visits capstone course Global Business Strategy taught by Dr. William Ritchie
Location: AB3, Classroom # 111

2:30 p.m. Dr. Pegnetter will be available to take Peer Review Team to the Hyatt any time the Team is ready to go.

November 6, 2002 (Wednesday)

7:30 a.m. Breakfast Meeting with Dr. Richard Pegnetter, Dean of Business
Location: Hyatt Resort

9:00 a.m. Exit interviews with President William Merwin & Dr. Brad Bartel, Provost

Location: President's Office- 2nd floor of the Library