

# Annual Report

## Part 1

### Section A

#### Unit Information

**Unit:** College of Professional Studies

**Mission Statement:**

The College of Professional Studies is committed to developing students' abilities to successfully address social, political, and economic problems, as well as to educating and training broad-based service professionals in the public and private sectors. Recognizing the rapidly changing environments in which such efforts must be carried out, the College's curricula are oriented toward lifelong approaches to professional and personal development integrating theory, practice, and technology. All programs in the College link students' learning experiences to the needs of communities and their members.

### Section B

#### Unit goals set within last year's (2003-2004) Annual Report

##### Strategic Plan Goal

##### Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?

What were your unit level goals for 2004-2005 as contained in your [2003-2004 annual report?](#)

Strategic Plan Goal 1-High Quality Education

**Enrollment:**

Increase enrollment in CPS at a faster rate than the FGCU enrollment growth.

**What action did you undertake to achieve this goal?**

1. The Division of Resort and Hospitality Management implemented an aggressive marketing/public relations and recruiting campaign to recruit 75 student majors for fiscal year 2004/2005 including:
  - Billboards Television/radio advertisements/active web page development
  - Print materials
  - Internet advertising/NAPS article placement
2. The Division of Social Work engaged in marketing campaigns for both the BSW and the MSW Program including:
  - annual MSW Information Workshop in October with notices mailed/e-

mailed to interested applicants and local agencies.

- 2 BSW Information Workshops ( 1 Fall 2004 and 1 Spring 2005)
  - new brochures were developed for the BSW Program and distributed
  - Field Instructor Training Workshop Spring 2005
3. The college continued marketing activities already in place.
  4. New courses and additional sections of previously offered courses, were added to the course schedule for Fall 2004 and Spring 2005.

**By what means did you assess goal achievement?**

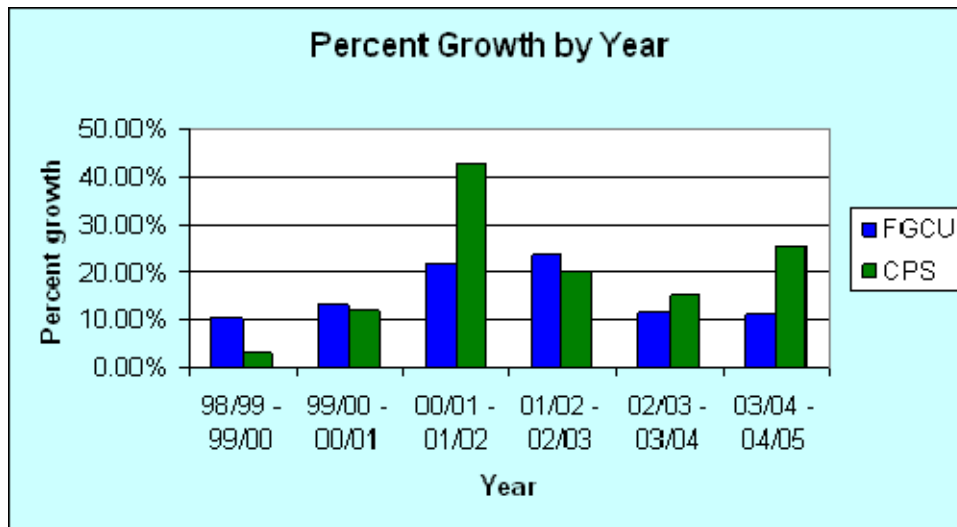
- Enrollment growth in CPS.

**Describe the assessment results and the conclusions about goal attainment you inferred from them.**

- Enrollment figures graphed below show that CPS enrollment is increasing at a faster rate than the overall FGCU enrollment increase (as CPS FTE percentage growth is larger than the total FGCU FTE percentage growth in 2003/04 and 2004/05). These same data indicate a total of 389.19 FTE in the college for AY 04/05, an increase of 79.48 FTE (or 26%) over the AY 03/04 figure of 309.71 FTE.

(Enrollment data from Crystal reports FGCU Administrative Intranet)

CPS enrollment exceeded enrollment growth at FGCU overall (see chart below). In the 04/05 AY FGCU total FTE increased by 11.08%; CPS FTE increased by 25.66% during that period. This goal was met.



**What continuous improvement resulted from the use of the assessment data?**

1. The Division of Resort & Hospitality Management will continue its aggressive
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- marketing activities.
2. The Division of Social Work will continue to:
    - implement the information workshops for MSW and BSW Programs
    - implement the field instructor workshops
  3. CPS will continue marketing efforts to grow enrollment.
  4. Course scheduling will continue to be closely monitored to provide students the courses needed for progress in program at times and through delivery methods that meet student needs.

**Strategic Plan Goal**

**Unit Goal**

With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?

What were your unit level goals for 2004-2005 as contained in your [2003-2004 annual report?](#)

Strategic Plan Goal 1-High Quality Education

**Marketing and Public Relations:** The Division of Resort and Hospitality Management will engage in an aggressive marketing and public relations campaign to recruit 75 RHM student majors.

**What action did you undertake to achieve this goal?**

1. The University Foundation raised \$5,000 and the RHM Advisory Board dedicated themselves to this purpose by creating a RHM fundraising event.
2. The Division of Resort and Hospitality Management implemented an aggressive marketing/public relations recruiting campaign including:
  - Billboards Television/radio advertisements/active web page development
  - Print materials/Brochure
  - Internet advertising/NAPS national article placement in rural US markets
  - Press releases
  - Working with local newspapers and magazines to cover RHM program news.

**By what means did you assess goal achievement?**

1. Number of declared student majors
  2. Funds raised
  3. RHM marketing activities carried out as planned
  4. Number of stories, articles run in local newspapers and magazines about RHM
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program.

**Describe the assessment results and the conclusions about goal attainment you inferred from them.**

1. Student enrollment grew to 122, exceeding the original goal for RHM majors. Students' origins are regional and out of state which suggests that the marketing/public relations efforts have had an impact. RHM enrollment figures show 55 FTE a total of 122 headcount for Spring 2005 (the projected Headcount for AY 04/05 was 80) for AY 04/05. This is a 66% increase over the projected 04/05 head count.
2. \$200,000 was raised for RHM marketing and operating efforts. These funds were raised through the RHM Advisory Board Wanderlust fundraising event and donations.
3. The following marketing efforts were conducted:  
Billboards were placed in four strategic locations in Lee County over the course of the year including highway I-75 and US41 for thousands of exposures! Television ads were placed on the major network stations over 100 times in a 5-month period. Radio ad placement on popular stations with teenage 18-25 year olds in local market. Printed brochure developed to respond to program inquiries. Internet service selected to drive potential students to RHM website information.
4. Printed articles on program appeared in 60 small town papers across the US.

This goal was met.

**What continuous improvement resulted from the use of the assessment data?**

RHM will continue the Wanderlust fund raising events to raise funds to be used to grow enrollment, operations and strengthen the program. Of the funds raised this year, \$75,000 was dedicated to marketing efforts to recruit students and raise awareness of the program. Funds will continue to be used to market RHM program to achieve further enrollment growth.

**Strategic Plan Goal**

**Unit Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?**

**What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?**

Goal #2: THE STUDENT COMMUNITY and **Student Success:** Increase the college's capacity for student advising to meet the  
GOAL #1: HIGH QUALITY EDUCATION

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needs of a larger number of majors.

**What action did you undertake to achieve this goal?**

Hire a full time (1.0 FTE) advisor beginning in August 2004.

**By what means did you assess goal achievement?**

Number of students advised.

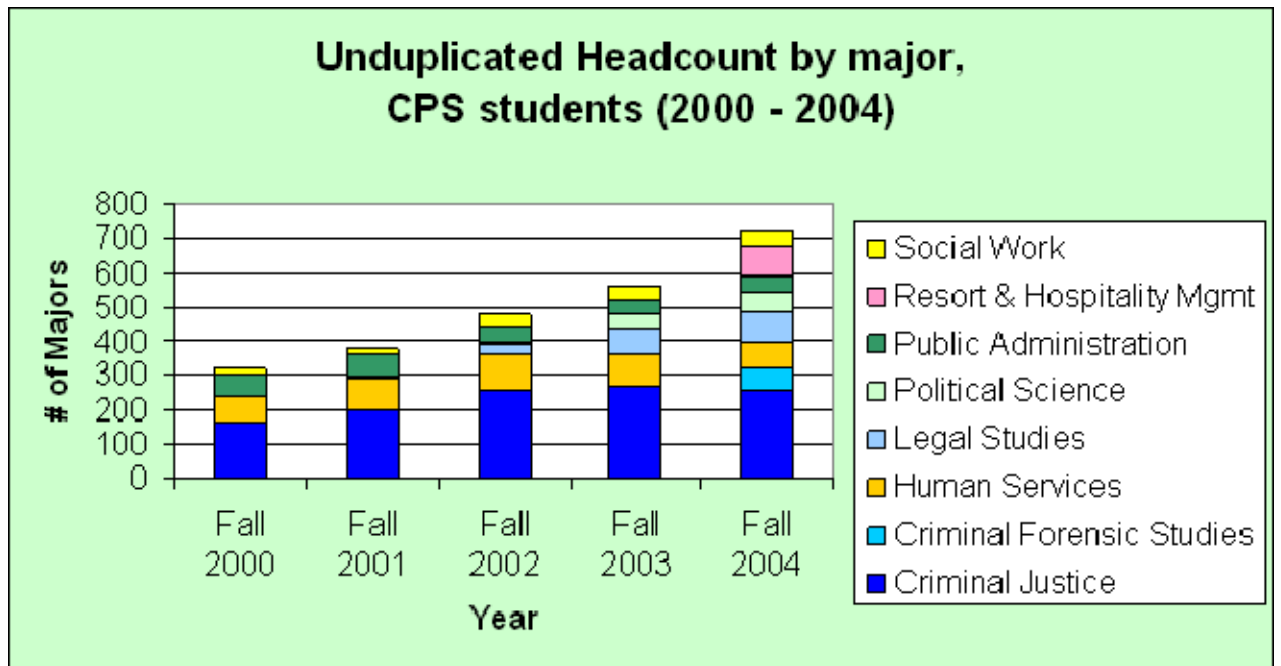
**Describe the assessment results and the conclusions about goal attainment you inferred from them.**

The number of students with declared majors (unduplicated headcount) enrolled in CPS programs has increased steadily over the past five years. In addition, the number of academic programs in the college has also increased recently. There were four programs of study (BS in Criminal Justice, BS in Human Services, MPA, MSW) in the unit from the fall of 1997 through fall of 2001. In 2002, the BS in Legal Studies program was implemented. In 2003, the BA in Political Science was added. In 2004, The BS in Resort & Hospitality Management and the BS in Criminal Forensic Studies were added.

The increased advising load merited the addition of a second full time advising position in the Fall 2004 semester. This second advisor has reduced the burden on the first advisor in two ways: reducing the number of students each advisor counsels and reducing the number of programs of study each advisor is responsible for. Currently, each advisor is responsible for four programs of study and the majors in those programs.

This reduction in work load has improved our ability to advise students in a timely manner. This goal was met.

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**What continuous improvement resulted from the use of the assessment data?**

Advising loads will be closely monitored as the college continues to grow enrollment to ensure appropriate academic advising resources for students.

Strategic Plan Goal

**Unit Goal**

With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?

What were your unit level goals for 2004-2005 as contained in your [2003-2004 annual report?](#)

Goal 1 High Quality Education

**Academic Programs** Expand curricular offerings to meet student needs.

**What action did you undertake to achieve this goal?**

As awareness of the quality programs offered in the College of Professional Studies results in increased enrollments of diverse and top quality majors, the following priorities have been implemented in 2004/05:

1. Develop a new PGM concentration in the BS in RHM degree.
2. Pursue PGA of America accreditation for the PGM concentration in the BS in RHM degree.
3. Commence discussions with planners in the region for development of a post-baccalaureate certificate in Urban and Regional Planning and for incorporating a

planning component in the Environmental Policy concentration in the MPA degree program.

4. Conduct self-study of the MPA program in anticipation of accreditation with the Committee on Professional Review and Accreditation (COPRA), National Association of Schools of Public Affairs and Administration (NASPAA).
5. Offer courses to enable timely graduation of Political Science majors; support student initiative in applying for national honor society chapter.
6. Implement BS in Criminal Forensic Studies program that was approved by the FGCU BOT in spring 2004.
7. Implement the BSW and pursue CSWE accreditation: a 12-month assistant faculty member to supervise undergraduate field instruction was hired in Fall 2004 to meet accreditation standards.

**By what means did you assess goal achievement?**

1. Obtaining FGCU BOT approval of the PGM concentration of the BS in RHM degree.
2. Obtaining PGA of America accreditation for the PGA/PGM concentration
3. Forming a committee of faculty and representatives of the planning community to explore needs to be fulfilled in a planning certificate; offering a special topics course in suburban planning.
4. Completion of initial draft of MPA self-study. MPA program review (internal to FGCU) will be complete in June 2005.
5. Scheduling Senior Seminar and Special Topics courses in Political Science; successful application for and designation of eligibility to form honor society chapter.
6. Enrollment in the BS in CFS
7. Progress in obtaining CSWE accreditation for the BSW

**Describe the assessment results and the conclusions about goal attainment you inferred from them.**

1. The PGA/PGM Concentration is under University Undergraduate Curriculum Team review and scheduled for presentation to the FGCU BOT in June 2005.
  2. The PGA/PGM concentration in the degree was the 16<sup>th</sup> program to be accredited by the PGA of America in the United States (February, 2005).
  3. Formal submission in Summer 05 of "approval to plan" for planning certificate and revisions to Environmental Policy concentration in MPA degree; positive feedback from student and community participants in suburban planning special topics course.
  4. Formal submission in August 2005 of MPA self-study.
  5. Students' successful completion of new course offerings in Political Science; induction ceremony for charter members of honor society.
  6. Enrollments in the BS in CFS far exceed projections in the degree program
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proposal. Crystal reports (linked to the Administrative Services Intranet page) indicate that there were 63 majors taking Criminal Forensic Studies courses in Fall 2005, and 118 majors taking classes in Spring 2005. The program proposal projected 40 majors in Year 1 and 90 majors in year 2; in its second semester the program has exceeded projections for the second year.

7. The BSW program is in the initial stages of accreditation by CSWE ; Candidacy status (first step in accreditation) is anticipated Fall 2006. One additional 12-month faculty line (field instructor) was hired in Fall 2004 for undergraduate field instruction to meet accreditation standards.

Program development, implementation, and accreditation is progressing in the college. This goal was met.

**What continuous improvement resulted from the use of the assessment data?**

- Enabled identification of competencies to serve the planning community and enhancement of the Environmental Policy concentration in the MPA program.
- Enabled identification of strengths, weaknesses, opportunities and threats in the MPA program as well as level of compliance with COPRA standards.
- Identification of need for additional elective course offerings in the Political Science major.
- Enabled CPS to Continue to monitor the number of majors in programs and offer a sufficient number of courses and sections for students as well as continue to market programs to maintain enrollment growth.

Strategic Plan Goal

**Unit Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?**

**What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?**

GOAL 6: RESEARCH AND SPONSORED PROGRAMS and GOAL 7: COMMUNITY LEADERSHIP (and perhaps GOAL 4: A TALENTED AND DEDICATED FACULTY AND STAFF)

**Research and Service** Enhance faculty and student research in CPS.

**What action did you undertake to achieve this goal?**

1. Hire an outside consultant to review the Center for Public & Social Policy
2. Edit and publish the Resort Industry Review, Timeshare, Resort & Club Management Articles. Contributions from faculty, industry experts and potential for RHM students.

3. Pursue grant opportunities, participate in national conferences, and publish in academic journals and other scholarly publications.

**By what means did you assess goal achievement?**

1. Outside evaluation of and appropriate changes in the Center for Public & Social Policy.
2. Publication of the Resort Industry Review with participation from students.
3. Grant awards, conference presentations, publications.

**Describe the assessment results and the conclusions about goal attainment you inferred from them.**

1. The Center for Public & Social Policy was restructured, with a new Director appointed, and a broader policy focus. The outside consultant completed an evaluation of the Center.
2. The Resort Industry Review (RIR) was assembled, edited and is scheduled for publication summer 2005. Three thousand copies will be distributed.
3. In addition to these measures, research by students in CPS was recognized by entities external to FGCU. Division of Justice Studies students won 1<sup>st</sup> and 2<sup>nd</sup> place in the Lambda Alpha Epsilon (the criminal justice national honor society) writing contest this year. An MBA graduate student (who recently graduated from the BS in CJ and BS in CFS programs in the college) won 1<sup>st</sup> place in the graduate writing award for this national criminal justice honor society. Nine CPS students (or groups of students) entered projects in the competition for research day. A SOW student received an award on Research Day for her project.

Public Affairs faculty participated in NASPAA national conference, presented papers at Public Administration Teaching Conference (sponsored by American Society for Public Administration), Midwest Political Science Association annual meeting, Urban Affairs Association Conference, Joint Conference of the Canadian Evaluation Society and American Evaluation Association, Association for Public Policy Analysis and Management Research Conference; provided political analysis and commentary through local media and community outlets (over 20 presentations); and faculty prepared and submitted manuscripts for publication in refereed journals, including *Encyclopedia of Governance*, *Public Organization Review*, among others, and chapter for forthcoming book, *The Road to Congress*.

Social Work faculty were recipients of 3 grants (total amount over \$100,000) and presented at 3 national conferences, 2 international conferences and published 1 article in an international monograph (in German and English).

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Faculty affiliated with the Center for Public & Social Policy received grants & contracts (Pine Island Capacity Building Project: \$9400 from the Pine Island Civic Association to provide technical assistance on the creation of a 501c(3) tax-exempt community-based development organization to lead the long-term recovery effort and provide affordable housing on Pine Island (March 05); Community Support Program: \$140,000 in cash and in-kind support from Lee County Human Services (\$69,000 cash), the SW Fla. Workforce Development Board (\$49,000 payroll) and the United Way of Lee County (\$20,000 contingent allocations to funded agencies) (For a project description, see below under New Initiatives) (February 05); and continued work on the SWFAS/SAMHSA-funded evaluation of a family drug court intervention in Florida's 20th Judicial Circuit), hosted several forums (*Community Justice Forum* – September 19, 2003; *Smart Growth Symposium* – November 7, 2003; *Children At-Risk: The Cost of Not Caring* – February 7, 2004; *Congressional Debate* – April 7, 2004; *School Safety Symposium* – April 20, 2004; *Homeless Conference* – May 28, 2004; *Community Justice Forum* – August 11, 2004; *Youth Leadership Conference* – November 5, 2004; and *Suburban Planning Forum* – January 20, 2005), presented at numerous conferences (National Association of School Resource Officers; Juvenile Justice Prevention Conference; National Conference on Juvenile Justice; Restorative Community Justice Conference ; Preventing Crime in the Black Community National Conference; Florida DARE Association State Conference; American Probation and Parole Association National Conference; Public Defenders Juvenile Justice Symposium; and National Conference of the Hamilton Fish Institute on School and Community Violence), and published (O'Brien, S. "Restorative Justice and Graduated Responses: The Connection," *Technical Assistance Bulletin*, Juvenile Sanctions Center, National Council of Juvenile and Family Court Judges, forthcoming; O'Brien, S. and M. Carey, "Restorative Justice and the 100<sup>th</sup> Monkey," in *Public Organization Review*, forthcoming (Peer reviewed); O'Brien, S. and G. Bazemore, "Community Justice: A Balanced Approach to Youth Crime," in *Encyclopedia of Youth Activism*, forthcoming (Peer reviewed); O'Brien, S. and G. Bazemore, "Crime, Government, and Communities: Tracking the Dimensions of Restorative Justice," *Public Organization Review A Global Journal*, 4(3), 2004 (Peer reviewed); O'Brien, S. and M. Zager. "Juvenile Assessment Center of Lee County Evaluation Report." Center for Public and Social Policy, Florida Gulf Coast University, Ft. Myers, FL, December 2003).

**What continuous improvement resulted from the use of the assessment data?**

Public Affairs:

Enhanced reputation of degree programs based on faculty/student research, professional development of faculty, and contributions to the literature.

Resort & Hospitality Management:

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The RHM program established itself as a contributor of scholarly knowledge to the Resort, Timeshare and Club Industry.

Social Work: Faculty will continue to successfully co-author articles, monographs, and presentations.

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## Section C

### Program or Service Specific Assessments

**What program or service specific assessment occurred in the current academic year?**

Each program implemented at least one objective from their program assessment plans. Specifically:

- The Criminal Justice program assessed critical thinking through one direct measure (a final exam) and a survey of several indirect measures (student perceptions of critical thinking requirements of the degree program).
  - The Criminal Forensic Studies program assessed critical thinking through one direct measure (a final exam) and a survey of several indirect measures (student perceptions of critical thinking requirements of the degree program).
  - The Legal Studies program assessed written and verbal communication skills through one direct measure (a midterm exam in the capstone course) and a survey of several indirect measures (student perceptions of communication requirements of the degree program for students in that capstone course).
  - The MPA program assessed critical thinking skills in a mid-term examination in the course, *Introduction to Public Administration* in March during Spring 05 semester. The program also surveyed alumni on problem-solving and decision-making skills in Spring 04 as part of its self-study for accreditation.
  - The Political Science program assessed communication skills, including writing and speaking skills, ability to organize ideas and ability to formulate arguments, in a survey administered in classes during Spring 05 semester.
  - The Public Services Management program assessed critical thinking and personal/professional competencies in the course, *Public Services Information Technology* in March of the Spring 05 semester using student's final projects.
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- The RHM program assessed critical thinking with a direct measure – a graded portfolio including 10 papers relating senior capstone topics to past RHM courses and textbooks and field experiences. Students were also asked to provide an assessment of their education experience in the RHM program. Graduating students completed an exit interview addressing program assessment.
- The Social Work program assessed critical thinking in the MSW program through one direct measure capstone projects and one indirect measure a survey instrument (Student Evaluation of the MSW Program).
- The Social Work program assessed critical thinking in the HUS program through one direct measure (final exams/final papers) and one indirect measure a survey instrument ( Student Evaluation of Learning in the HUS Program)

**How were the results of the assessment used to improve programs or services?**

- The Criminal Justice Program as well as the Criminal Forensics Studies program used the data on critical thinking by mandating that all of the syllabi used in the different courses have at least one component that challenges the students to employ their abilities to think in a critical manner. There must be demonstrated activities to address the objective of critical thinking. The students will have the opportunity to demonstrate this ability as they perform course assignments as well as when they take course examinations. The opportunity for critical thinking will also be available in the day- to- day dialogue that takes place in the classroom.
  - The Legal Studies program used the data on communication by assessing the current level of activities/projects that allow for the demonstration of both verbal and written communication skills and determining whether or not the current level was optimal for a legal program. The program will be reviewed in order to be certain that students are receiving effective opportunities to develop in terms of effective and persuasive oral and written arguments in the legal profession. The legal studies program will continue to revise courses in order to meet the changing demands in the field. This change will probably be most noticeable in midterm capstone project as this project allows for a comprehensive demonstration of communication skills.
  - MPA students in the introductory course scored 88% or higher in an essay question directed at assessing their critical thinking skills. MPA alumni rated their problem-solving and decision-making skills at 4.67 (mean score) on a 5-point scale. These results will be used to reinforce and enhance learning experiences of students in classes.
  - Political Science students reported that they “agree” or “mostly agree” that their courses strengthened and improved communication skills. Writing: 85%; Speaking: 80%; Ability to organize ideas: 85%; Ability to formulate arguments:
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70%. These results will be used to reinforce and enhance learning experiences of students in classes.

- Public Services Management students in their final projects scored on average of 91% in the project criteria related to critical thinking; directed at their ability to understand how problems and systems inter-relate and students ability to solve problems and make recommendations within the political/cultural/environmental constraints of their professional environment. Students scored an average of 90% in the project criteria related to Personal/ Professional Competencies of applying theory to practice. These results will be used to reinforce and enhance the learning experiences of students in the areas of critical thinking and personal/professional competencies.
- The RHM program assesses critical thinking through one direct measure and grades portfolio including ten papers linking Senior Capstone learning objectives and topics to past RHM coursework, textbook, RHM articles and required work experiences. As an indirect measure students were asked to provide a written assessment of their educational experience in the RHM program. Graduating seniors completed an exit interview specifically addressing program assessment criteria.

## Section D

### Unit Contribution to President's Performance Measures

**Please review the President's Performance Measures for 2004-2005. Did your unit contribute to any specific performance goals for the President?** (If so, please indicate whether the measure set was attained and to what degree.)

GOAL 15: HIRING: equity goals for women and minorities

In 2004/05, several new faculty were hired in CPS including an assistant professor (Carmen Perez, a Hispanic female) in the Division of Social Work to be the undergraduate field instruction supervisor. One female faculty member on a visiting line applied for and obtained a regular assistant professor line in the Division of Public Affairs (Margaret Banyan). CPS has hired a visiting assistant professor for next year in forensic anthropology (she is female). RHM hired one minority male as a visiting professor, Fall 2004.

GOAL 22: Growth Staffing

Six new faculty positions were filled in the College of Professional Studies.

- One assistant professor position in Justice Studies (filled by Charles Mesloh, who

- teaches law enforcement, ethics, and senior seminar to CJ and CFS students).
- One assistant professor position in Public Affairs (vacancy) filled by Dr. Margaret Banyan, who teaches public administration and public services management.
  - One visiting assistant professor position in Public Affairs (vacancy filled by Dr. Joseph Grubbs who teaches public administration, political science and planning).
  - One assistant professor position in Resort & Hospitality Management (filled by Steve Eisenberg, who is the Director of the Golf program).
  - One assistant professor position in Social Work (filled by Carmen Perez, who is the coordinator of field education).
  - One instructor position in Justice Studies (filled by Jeff Kleeger, who teaches law related classes in PLA and CJL).

#### GOAL 24: Accreditations

The Professional Golf Management concentration in the Resort & Hospitality Management Program was accredited by the PGA of America in February. This is one of only 17 accredited programs in the United States.

The BSW Program has successfully completed the initial step in accreditation, submission of Letter of Institutional Commitment and Candidacy Eligibility Application. These materials were accepted and the Program has been permitted to move to the next step-- submission of Benchmark I Documentation.

## Part 2

### Section A

## Unit Goals for Coming Year (2005-2006)

<u>Strategic Plan Goal</u>	Unit Goal
With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?	Goal for 2005-2006
Strategic Plan Goal 1-High Quality Education and Goal 2-The Student Community Implement MS in Criminal Forensic Studies.	
<b>What action(s) will you undertake to achieve the goal?</b>	
<ol style="list-style-type: none"> <li>1. Obtain approval for the MS in CFS from the FGCU BOT.</li> <li>2. Hire 1.0 FTE Forensic Anthropologist to teach in the BS in CFS and new MS in CFS programs.</li> </ol>	

**By what means will you assess goal achievement?**

Students enrolled in program.

**How will you know if you have successfully attained each goal?**

MS in CFS will be approved and implemented in January 2006 with at least 10 students enrolled.

**How will the results of the above assessments be used to improve student learning or services?**

Student enrollment figures should reflect student demand for programs. Meeting expectations will indicate that we are providing educational objectives that are in demand. Low enrollments will indicate a need for either program changes or increased outreach to inform students of available programs.

**Strategic Plan Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

Strategic Plan Goal 1-High Quality Education and Goal 2-The Student Community  
Implement PGA/PGM concentration in BS in RHM degree program.

**What action(s) will you undertake to achieve the goal?**

1. Hire 1.0 FTE administrative Assistant for PGA/PGM.
2. Enroll students in the PGA/PGM concentration.

**By what means will you assess goal achievement?**

Successful hire of full time Administrative Assistant for PGA/PGM program.  
Enrollment 10-15 students in PGA/PGM concentration in BS in RHM degree for AY 2005-2006.

**How will you know if you have successfully attained each goal?**

PGA/PGM concentration in BS in RHM degree program will be approved and implemented in August 2005 with at least 50 incoming student majors for spring 2006.

**How will the results of the above assessments be used to improve student learning or services?**

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Student enrollment figures should reflect student demand for programs. Meeting expectations will indicate that we are providing educational objectives that are in demand. Low enrollments will indicate a need for either program changes or increased outreach to inform students of available programs.

**Strategic Plan Goal**  
**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**  
**Goal for 2005-2006**

Strategic Plan Goal 1-High Quality Education and Goal 2-The Student Community  
Implement BSW in Fall 2005.

**What action(s) will you undertake to achieve the goal?**

1. Hire BSW Field Coordinator
2. Progress towards accreditation

**By what means will you assess goal achievement?**

- Student enrollment in BSW Program
- Submission of Benchmark I Documentation

**How will you know if you have successfully attained each goal?**

- BSW program will be implemented Fall 2005
- Benchmark I Documentation will be received and deemed acceptable

**How will the results of the above assessments be used to improve student learning or services?**

- Student enrollment numbers in the BSW program will not be an adequate indicator of demand for the program due to the continuation of the HUS program.
- Assessment of the curriculum will be used to improve student learning.

**Strategic Plan Goal**  
**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**  
**Goal for 2005-2006**

Strategic Plan Goal 1-High Quality Education and Goal 2-The Student Community  
Continue to recruit and retain a diverse body of high-quality students in CPS programs as

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enrollment continues to grow.

**What action(s) will you undertake to achieve the goal?**

1. Hire student advisor on a 1.0 FTE faculty line (replacing current OPS position).
2. Implement marketing plan for CPS (with special emphasis on graduate programs) to increase program visibility.

**By what means will you assess goal achievement?**

Rates of successful recruitment, retention, and graduation of students in all CPS programs.

**How will you know if you have successfully attained each goal?**

Student retention, and graduation will remain stable or increase as student enrollments increase in CPS. Graduates employed/continuing study will exceed 62% as per FETPIP report.

**How will the results of the above assessments be used to improve student learning or services?**

If retention and graduation rates hold or improve, this will indicate that student learning has not suffered from increased enrollment. If rates decrease, strategies for improvement will be identified and implemented.

**Strategic Plan Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

Strategic Plan Goal 3-Co-Curricular Activities

Enhance student learning by expanding culturally diverse curricular offerings and international partnerships.

**What action(s) will you undertake to achieve the goal?**

- Send more students in RHM program to International Swiss Student Exchange Program.
  - Fund faculty sponsors of international experiences for students, and provide need-based student scholarships for international experiences (particularly for students who would not otherwise have the resources to travel).
  - Initiate a faculty exchange with RHM Swiss University partner.
  - Continue to infuse diversity content and global content throughout the BSW and MSW curriculum .
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- Continue the international partnership with the University of the Applied Social Sciences in Bochum, Germany by cross listing with Bochum BSW internet courses and encouraging their students to enroll.

**By what means will you assess goal achievement?**

- Number of international partnerships and student experiences outside of the U.S., student journals and reflections on international and multi-cultural learning experiences.
- Review BSW and MSW syllabi to determine whether diversity and global content have been infused in the curriculum
- Monitor student perceptions of learning through survey items in the Student Evaluation of Learning Surveys
- Number of international students enrolled in cross listed courses

**How will you know if you have successfully attained each goal?**

- Student participation in International experiences will increase in 2005/06 compared to prior years. Number of International partnerships will increase in 2005/06.
- Number of items in BSW and MSW syllabi bibliography pertaining to diversity and globalization
- Number of student papers/projects that include diversity and globalization in the references

**How will the results of the above assessments be used to improve student learning or services?**

If student international and multi-cultural experiences increase, student learning will increase in undergraduate student learning goal number 2 (culturally diverse perspective). Student reflections on international and multi-cultural experiences will be used to implement continual assessment/improvement. Evidence of diversity and globalization content in syllabi and assignments will substantiate undergraduate and graduate student learning.

**Strategic Plan Goal**

With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?

**Unit Goal**

Goal for 2005-2006

Strategic Plan Goal 1-High Quality Education and Goal 6- Research and Sponsored Programs

Support and enhance faculty/student research activities.

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**What action(s) will you undertake to achieve the goal?**

Provide a one course buyout or \$3000 overload stipend per year for faculty with ongoing research that can involve students and has high potential for faculty/student publication. Additional funding for student research resources funded as needed based on faculty application. Annual application process within CPS to determine faculty who will participate, faculty identify student participants based on demonstrated scholarship in program.

**By what means will you assess goal achievement?**

Number of faculty/student research projects, presentations, and publications.

**How will you know if you have successfully attained each goal?**

Increased number of faculty/student research projects, presentations, and publications.

**How will the results of the above assessments be used to improve student learning or services?**

If faculty/student research increases, student learning will increase in several areas. An increase in the number of faculty/student research projects, presentations, and publications will indicate students have achieved several student learning outcomes including but not limited to: effective communication, information literacy, problem-solving abilities, and personal growth and development.

**Strategic Plan Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

Strategic Plan Goal 4-Talented and Dedicated Faculty and Staff

Recruit the best available faculty for programs that will be implemented or expanded in the 2006/07 academic year.

**What action(s) will you undertake to achieve the goal?**

Recruit and hire new faculty for the 2006/07 AY including:

- Assistant/ Associate Professor position in the Division of Public Affairs (to fill vacant line)
  - Assistant/ Associate Professor of Forensic Anthropology (to replace Fall 2005 visiting line)
  - Assistant/ Associate Professor of Criminal Forensic Studies: Lab Specialist for the
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- expansion of the MS in CFS program (requesting new line)
- Assistant/ Associate Professor in Public Affairs for the expansion of the BA in PS program (requesting new line)
- Two Assistant/ Associate Professors of Resort & Hospitality Management One Instructor of Resort & Hospitality Management (requesting new lines)
- Assistant Professor of Social Work with expertise in macro social work practice to assist with the newly developed BSW Program (to replace current visiting line)

**By what means will you assess goal achievement?**

Time frame for faculty searches, number of qualified applicants for positions, faculty participation on search committees and attendance at interviews/presentations.

**How will you know if you have successfully attained each goal?**

Goal will be attained if qualified faculty are hired for each position.

**How will the results of the above assessments be used to improve student learning or services?**

All new faculty will attend new faculty orientation, faculty meetings in the division, etc. New faculty who have minimal teaching experience will be mentored by program coordinators to ensure that teaching is valued. Student assessments will be reviewed regularly, new faculty will develop teaching portfolios.

**Strategic Plan Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

Strategic Plan Goal 8-Ongoing Quality Improvement

Offer the highest quality professional programs possible with allocated resources.

**What action(s) will you undertake to achieve the goal?**

Fully implement program assessment/continuous improvement plans for each program in CPS.

**By what means will you assess goal achievement?**

Level of implementation of program assessment plans for each program in CPS.

**How will you know if you have successfully attained each goal?**



For each program in CPS, program assessment plans will be fully implemented by the end of the 2006/07 AY.

**How will the results of the above assessments be used to improve student learning or services?**

Each program assessment plan focuses on student learning. The process of assessment and continuous improvement requires particular attention to improved student learning.

**Strategic Plan Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

Strategic Plan Goal 1- High Quality Education, Strategic Plan Goal 2-Community Leadership  
Continue to grow RHM student head count to 300 by Spring 2006, plus 75 students in PGM concentration for a total head count of 375 RHM majors.

**What action(s) will you undertake to achieve the goal?**

Continue aggressive marketing efforts to recruit students into RHM program. Analyze where/how students are finding out about the RHM program. Begin offering more sections of core courses each semester to keep up with RHM enrollment.

**By what means will you assess goal achievement?**

All Core Classes except Senior Seminar Capstone class are offered at least twice a year. Two hundred fifty declared RHM majors by Spring 2006.

**How will you know if you have successfully attained each goal?**

RHM classes fill  
RHM student enrollment projections met for 2006/07

**How will the results of the above assessments be used to improve student learning or services?**

More students will benefit from the experience of applying knowledge gained in the classroom in a real work environment thus strengthening the connection between learning and doing.

**Strategic Plan Goal**

**With which 1 or 2 goals from the 8**

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**Unit Goal**

current strategic plan goals does your 2005-2006 goal best align?

Goal for 2005-2006

Strategic Plan Goal 1 - High Quality Education Add Event Management Concentration in RHM program.

**What action(s) will you undertake to achieve the goal?**

Assign faculty member to develop proposal for Event Management concentration development.

**By what means will you assess goal achievement?**

Approval of Event Management concentration in RHM.

**How will you know if you have successfully attained each goal?**

Event Management concentration in RHM will be approved and implemented.

**How will the results of the above assessments be used to improve student learning or services?**

Many students are expressing an interest in Event Management. This concentration will meet student and employer needs.

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?

Unit Goal

Goal for 2005-2006

Strategic Plan 1 - High Quality Education Begin developing Spa Management Concentration

**What action(s) will you undertake to achieve the goal?**

Assign faculty member to develop Spa Management Concentration.

**By what means will you assess goal achievement?**

Spa courses developed to submit to undergraduate curriculum committees fall 2007.

**How will you know if you have successfully attained each goal?**

Spa curriculum ready for submission in Fall 2007.

**How will the results of the above assessments be used to improve student learning or services?**

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More students will benefit from the experience of applying knowledge gained in the classroom in a real work environment thus strengthening the connection between learning and doing.

**Strategic Plan Goal**  
**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**  
**Goal for 2005-2006**

Strategic Plan Goal 2 - Community Leadership  
Work with Industry to raise additional funds for RHM building internal soft goods.

**What action(s) will you undertake to achieve the goal?**

Ask RHM Advisory Committee to form a task force to raise additional funds for RHM building.

**By what means will you assess goal achievement?**

Additional funds from industry gifted to new building interior.

**How will you know if you have successfully attained each goal?**

RHM building will have all necessary soft goods provided by the industry funds raised.

**How will the results of the above assessments be used to improve student learning or services?**

Students will have a learning laboratory to hone their skills for future growth.

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## **Section B**

### **Resources**

**What additional resources have you requested and received a commitment for during 2005-2006 from your area VP or the President that is based on your analysis of assessment data for 2004-2005?**

1. Additional faculty for BS in CFS program, and to help implement MS in CFS. Budget request for Forensic Anthropologist (9 month, beginning Fall 2005): \$50,000 + fringe. Fall 2005 will be a visiting line; a search will be conducted in Fall 2005 to fill this as an assistant professor line in Fall 2006. This also requires additional space; one office for our faculty member, an additional office for some special skeletal remains; and space in the research lab planned for the second floor of Griffin Hall.
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Assessment of student need resulted in this year's implementation of the BS in CFS degree. Demand was above initial expectations; increased enrollments in the criminal forensic studies program and planned implementation of the MS in criminal forensic studies are the basis for this request. This request will foster strategic plan goal 1 - high quality education.

2. RHM/PGM Administrative Assistant \$35-40,000 + fringe. In addition to the Program Director's line, The Internship Coordinator position was filled in March 2005. This also requires additional space; one office for the Internship Coordinator, and one for the Administrative Assistant. By 2006/2007 all RHM positions will be funded through E& G including: 1 Division Director (12 month), 1 Executive Secretary (12 month), 1 Instructor (9 month), 1 Assistant Professor (9 month), 2 "new-hire" professors (9 month). Adjunct pay for 10 classes. \*Excludes PGM Golf program which is already funded by University.

Assessment of student need resulted in the implementation of the BS in RHM degree that has demonstrated larger than expected enrollment in the program to date (122 majors as of Spring 2005) . The recently accredited PGA/PGM concentration in the BS in RHM (to be implemented Fall 2005) is expected to rapidly grow to 150 head count. This demonstrated student need is the basis for this request. This request will foster strategic plan goal 1 - high quality education.

**What additional resource needs do you have for fulfillment of your goals that you wish for consideration from your area VP or the President that is based on your analysis of assessment data for 2004-2005?**

3. Additional resources for the BSW program including:

Increase the number of hours (10 @ \$9.00 per hour plus benefits) of the OPS secretary in SOW to assist the Field Coordinators with the expanding number of student interns, continuing education activities and workshops (BSW Field Instructor Training).

Assessment of student needs resulted in the implementation of the BSW degree for Fall 2005. The Council of Social Work Accreditation requires that the BSW program have at least 50% time for a dedicated secretarial support person. Currently, secretarial support to the BSW program (including field internships) is being provided by an OPS position that receives its primary funding from the homeless grant. Only five hours a week for this position are being funded out of the Division funds. Since the homeless grant is on an annual legislative appropriation, funding could be cut at any time and the BSW program would fall below accreditation standards.

Cost: \$18,000

Expanded Budget of at least 10% to meet the increasing demands of additional students in

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field ( field manuals for students, faculty, field supervisors, field instructor workshops, additional information workshops.) (This budget was submitted to the office of Academic Affairs Fall 2004 ).

These resources will allow us to implement the BSW in Fall 2005.

4. There are two proposed approaches to recruiting and retaining high-quality students and two separate resource needs.

- A. Change second student advisor line to a 1.0 FTE faculty line (it is currently an OPS line). Additional job security will encourage our current advisor to remain as the college enrollment grows. This stability will allow the college to increase retention and on-time graduation rates for majors in the college despite growing enrollments. COST: \$45,000 per year (incl. fringe) beginning Fall 2006.
- B. Increase marketing for CPS programs, especially graduate programs. \$100,000 is requested for aggressive marketing and recruiting campaign to include:
  - Billboards Television/radio advertisements
  - Print materials
  - Internet advertising.

Rationale:

- A. The increased enrollments and continued expansion of program offerings (with one new graduate program and an additional concentration in the BS in RHM degree) mean that the advisor positions are more crucial than ever. Increasing the desirability of this advisor position will increase the likelihood of stability in staffing and better serve the students in CPS. The need to keep the qualified candidate that is currently filling an OPS line is the basis for this request (the current employee has received a 3.0 overall rating on a 0-3 scale for her performance in her first year). The following duties are performed by the current advisor:

**Specific Tasks:**

- Lynde advises approximately 140 Resort Hospitality Management (RHM)students, 65 Political Science Students (PS) and 14 Public Service Management (PSM)students
  - In addition to this student load, Lynde spends one day a week at ECC to meet with potential PSM students.
  - She has updated student files in these programs and helped create current program of studies for each major degree
  - She helps market these programs to students through events for the college and the Academic Advising Council.
  - She works creatively with faculty and administrators to further the goals and mission of the programs in the college.
  - She has represented CPS in the new banner program – soon to be instituted for record keeping - CAPPs
  - Assist with tracking enrollment in all college programs and provides reports for registration in each semester.
  - Assist with dissemination of marketing information for MPA degree. Directs students to the appropriate faculty for advising.
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- B. Recently, aggressive marketing has brought nearly 100 majors to the RHM program in its first year. To continue growth in the undergraduate programs, additional marketing efforts will target other programs in the college. Recent enrollment growth (and concurrent marketing efforts) is the basis for this request.

Targeted recruiting activities have demonstrated great success this year for the RHM program specifically. The need for increased enrollment growth in CPS justifies this request for additional marketing and recruiting funds for all programs in the college. Prior assessment of student enrollment and advising loads indicated that one advisor could not adequately advise the number of students in the college. Past enrollment trends and future enrollment projections indicate that two highly qualified academic advisors will continue to be essential to successful student retention and progress in programs. The requested resources will allow us to continue to recruit and retain a diverse body of high-quality students in CPS programs and contribute to achievement of strategic plan goal 2 - the student community.

5. \$15,000 per year for student international travel scholarships and faculty support. These resources will allow us to enhance student learning by expanding culturally diverse curricular offerings and international partnerships.

Rationale: Student interest in international travel continues to be strong in CPS. This demonstrated need for expanding student learning by supporting international travel is the basis for this request that will foster achievement of strategic plan goal 3 - co-curricular activities.

6. Faculty/student research: Provide a one course buyout or \$3000 overload stipend per year for faculty with ongoing research that can involve students and has high potential for faculty/student publication. Annual application process within CPS to determine faculty who will participate.

COST: \$65,000. These resources will allow us to support and enhance faculty/student research activities.

Rationale: Students who are working closely with faculty have demonstrated success in publishing and presenting their research to the community and the nation. This demonstrated benefit to student learning indicates a need for more opportunities for student/faculty research. Supporting faculty/student research will encourage the faculty to continue providing excellent opportunities for faculty/student research. The need to continue faculty/student research activities is the basis for this request that will foster strategic plan goal 1 - high quality education and strategic plan goal 6 - research and sponsored programs.

7. Need funds for eight faculty searches. These resources will allow us to recruit the best available faculty for programs that will be implemented or expanded in the 2006/07
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academic year.

Each national search will require:

- Advertising in Chronicle and field specific publications approximately \$400 per search;
- travel funds to bring 3 applicants to campus (airfare 3@ \$700= \$2100 + 1 night hotel 3 @ \$125 = \$375 + per diem and miscellaneous travel expenses ( parking, shuttle, etc.) approximately \$2775 per search

Total: \$3175 per search \* 8 searches = \$25,400.

Rationale: Expanding enrollments and additional degree programs require additional faculty. Student need is driving increased enrollments; to serve these students we must provide additional faculty. Recent enrollment figures indicate strong student interest in CPS programs. The expected increase in enrollment in CPS is the basis for this request that will foster strategic plan goal 1 - high quality education.

8. Program assessment/continuous improvement:

To implement recently enhanced assessment plans, CPS will need resources for assessment instruments, administration of assessment instruments, and analysis of assessment data. These may be shared resources (such as PIP personnel and university wide assessment instruments that can be tailored to include items specific to CPS programs) or resources devoted specifically to the college.

At the college level, to engage in assessment and continuous improvement we will need additional funds to contact current students and alums for surveys, plus membership in the organization that provides information on student licensure test scores, student worker to do data entry, report writing, (\$12,000) These resources will allow us to offer the highest quality professional programs possible with allocated resources.

Rationale: Assessment plans are in development for every program in the College. Some plans are fully operational while others are in the initial stages. To implement a strong assessment based system of managing and budgeting academic programs, assessment must be enhanced. Enhanced assessment and continuous improvement requires additional resources (both monetary and personnel). This request will foster the achievement of strategic plan goal 8 - ongoing quality improvement.

9. Faculty and Staff Positions/Marketing/Recruiting/Supplies/Materials are needed by the RHM program. Total Request approximately \$540,000 for positions and items listed above.

Rationale: The program has exceeded growth estimates. Projected 2006 headcount is 250-300 RHM majors. Except for funding of the PGM concentration, the division has operated

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from donor gifts and industry fundraising activities. University support is needed to ensure a quality RHM program is offered to future FGCU students. The Resort & Hospitality Management Program requests University funding of approximately \$540,000 to support RHM faculty and staff positions, operations costs, and marketing expenses in 2006/07.

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### Section C

## Assessment Plans

**What assessments are you planning to conduct during 2005-2006?**

All programs will assess at least one student learning goal per year as discussed in preliminary evaluation plans submitted to the Office of Undergraduate Curriculum & Instruction. The BS in Legal Studies program will undergo a cyclical program review.

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### Section D

## Coming Year - Strategic Plan Contributions

**High Quality Education: 1.3.4.**

- MPA: NASPAA accreditation— Submit self-study to proceed toward MPA accreditation.
- Obtain approval for post-baccalaureate certificate in planning and expansion of offerings in MPA concentration in Environmental Policy.
- Expand course offerings in B.A. Political Science degree program; support activities of student honor society.

**Student Community: 2.5.1.a.**

- The MS in Criminal Forensic Studies will be implemented in January 2006.
  - BSW Program will be implemented Fall 2005 and complete the next step towards Candidacy and Accreditation
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**Goal 4: Faculty:**

1.x. increased faculty staff

4.2.1: faculty/staff diversity

The College will continue to seek highly qualified faculty/staff and will offer programs that are attractive to different segments of the community/population. SOW division faculty 4 of the 7 full-time faculty ( including the Director) are female and women of color - 2 African American, 1 Dominican American, 1 Puerto Rican American)

The number of male faculty has been increased with the hire of the BSW Field Coordinator. The adjunct faculty includes one African American woman. The student worker is Cuban American and the Division Secretary is African Caribbean.

**Goal 6 Strategy 1:** mutually defined college goals for research, increase in scholarly productivity

SOW faculty continue as productive scholars with the publication of 1 journal article, 1 chapter in a monograph, 1 conference abstract, 1 regional presentation, 2 national presentations and 1 international presentation

**Goal 7 Strategy:** participation of faculty in external organizations, especially membership on boards of directors

The College and its divisions will continue to encourage faculty to be involved in the community and to reach for board membership(s) at external organizations. The concept of "Adopt an Agency" will be strongly encouraged.

All SOW faculty are currently involved as Board Members and/or elected officers in local, regional or national organizations

In order to meet accreditation requirements for both the BSW and MSW Programs SOW has developed several instruments for continuous assessment: several survey instruments developed or under development, capstone project, and field evaluation forms.

RHM Faculty members belong to at least one of the following organizations: Travel and Tourism (TTRA) Board, Southeastern Travel and Tourism Association, FLA/USA Visit Florida, Research Committee, American Resort Development Association, ISTTE.

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