

Florida Gulf Coast University
MBA Program Review

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Introduction and Program Overview

The MBA program, housed in the Lutgert College of Business, seeks to provide graduates with the general and managerial knowledge and skills to be ethical leaders of organizations competing in today's global business economy. The MBA Director is currently Raj Srivastava, Chair of the ISOM & Marketing departments. The MBA program has concentrations in finance, general management, information systems, marketing, and interdisciplinary business.

Part 1:
Program Overview

1A: Curriculum (Course Offerings):

NARRATIVE DESCRIPTION #1: CURRICULUM

In this section, please provide a BRIEF overview of the curriculum.

The MBA program, housed in the Lutgert College of Business, seeks to provide graduates with the general and managerial knowledge and skills to be ethical leaders of organizations competing in today's global business economy. Approximately one-third of the students completed undergraduate degrees at FGCU.

The program is divided into 24 credit hours of foundation courses (generally intended for students who did not complete an undergraduate business program), 21 credit hours of required core courses, 9 credit hours of concentration courses. Up to a maximum of 24 credit hours of foundation courses may be waived by equivalent undergraduate or graduate courses completed at a regionally accredited institution within the last six years with a grade of C or higher.

All of the Foundation and Core Courses of the MBA program are offered on-campus and by distance education.

TABLE 1: COURSES:

Course #	Course Name	Catalog Description	Required*	Seldom*
FOUNDATION COURSES				
ACG 6025	Accounting Fundamentals for Mgrs	A study of the users and uses of accounting information for decision making. The economic impacts of business transactions and the flow of related data through accounting information systems are explored. Topics include accounting systems, data needs of different users of accounting information, accrual vs. cash flow measures of performance, cost systems, and decision analysis tools. (Course does not meet Florida CPA requirements.)	X ¹	
ECO 5005	Foundations of Economics	An accelerated survey of microeconomic and macroeconomic concepts. The microeconomics component addresses economic decision-making by individuals and firms in a market economy. Resource allocation, supply and demand, market structures and the wealth effects of a market economy are covered. The macroeconomic component deals with output, employment, the business cycle and policy decisions at the national level. Open to graduate students without a previous background in economics.	X ¹	
FIN 5405	Foundations of Business Finance	An introduction to the terminology, methodology, and basic decision models of business finance with emphasis on working capital management, capital budgeting, capital structure, and the dividend decision.	X ¹	
ISM 6021	Management Information Systems	Introduces computer information systems technology (IT) principles, tools and strategies used to gain competitive advantage in the marketplace. The emphasis is on addressing business problems in the "information-age" and communicating--in writing and with commonly used desktop software--the results of one's analysis of a business IT problem or situation. In addition, students apply IT strategies in the design of an Internet-based enterprise (E-Commerce)--including on-line presentation of e-business plan and enterprise resource planning (ERP) strategy.	X ¹	
MAN 6055	Contemporary Management Concepts	Fundamentals of effective management from an organizational behavior perspective. Emphasis on tools and skills for understanding contemporary business activity in such areas as decision-making, planning, organizing, communicating, staffing, and controlling. The role leadership plays in these areas will be examined. These concepts are applied to business, government, and not-for-profit organizations.	X ¹	
MAR 6805	Marketing Management	Explores managerial aspects of the marketing of goods and services in a global economy. Analysis of operational and strategic planning problems confronting marketing managers. Topics include consumer behavior, target market identification and selection, product development and commercialization, pricing, distribution. Introduces emerging marketing technologies, and reinforces the importance of ethics and social responsibility in the orderly operation of the market system.	X ¹	
QMB 6305	Statistical Methods for Management	Develops the basic statistical tools used in quantitative analysis in business. Topics include descriptive statistics, interval estimation, hypothesis tests, correlation and regression analysis, analysis of variance and analysis of qualitative data. Emphasis is on applications, concepts and interpretation of results, rather than theory and calculations. Students use a computer software package for data analysis	X ¹	

QMB 6603	Quantitative Methods in Business	Introduction to basic quantitative tools used by managers to improve the decision making process in organizations, and the applications of these tools to real life problems. Quantitative methods covered include decision analysis, forecasting, network models, queuing, inventory models, and linear programming. Emphasis is on applications, concepts, and interpretation of results rather than theory and calculations. Students use a computer software package for model analysis	X ¹	
CORE COURSES				
ACG 6075	Managerial Accounting	An examination of the role of accounting information in managing economic organizations. Emphasis on the efficient allocation and consumption of resources and the need for managers to recognize and respond to challenges and opportunities in a high-tech, global market economy.	x	
FIN 6406	Financial Management	Explores the process of securing and allocating funds with the business organization with emphasis on relevant financial decision-making and policy aspects.	x	
MAN 6266	The Challenge of Leadership	Engages students in a variety of activities designed to enhance their understanding of the challenges which confront today's business professionals. In addition to specific skill development in the areas of problem-solving, written and oral communications, leading teams, and goal setting, it will include models for examining personal career paths, ethical decision-making, and the role of organizational change-agents.	x	
MAN 6607	Global Organizational Issues	Addresses the cross-cultural skills necessary for managers in today's multinational and multicultural organizations. Examines culture-specific needs for leadership, communications and negotiations; and focuses on culture's impact on legal, ethical, diversity, and environmental issues.	x	
MAR 6807	Adv Marketing Analysis & Strategy	Advanced concepts and analysis with a strategic focus on developing marketing plans and programs for business and non-business opportunities while emphasizing applied marketing theories, technological tools, and decision-making processes.	x	
GEB 6895	Business Strategy	MBA capstone experience that requires student teams to analyze and implement solutions to complex organizational problems and opportunities. Students are required to incorporate knowledge acquired in all areas of the MBA program in actual business situations and present their findings in highly professional oral and written formats. Course taken student's final semester.	x	
TRA 6158	Operations Management	Introduction to concepts and models instrumental in creating goods and services through value (supply) chains and their respective processes. Topics include service management, inventory management, quality, capacity, technology, project management, lean, and scheduling.	x	
ELECTIVES				
FIN 6246	Money & Capital Markets	A survey of financial markets structures, operations, and instruments with emphasis on flow of funds, interest rate determination, and allocation of resources.		
FIN 6515	Analysis of Investments	Covers the investment of objectives, environment and institutions. It deals with the theory models, and tools of analysis required in the management of financial assets.		
FIN 6525	Portfolio Management	An advanced and comprehensive coverage of investments topics including both valuation analysis and portfolio construction and management for debt and equity portfolios. Coverage will include		

		individual portfolios and mutual fund analysis.		
ISM 5405	Business Intelligence	Study of the use of analytical tools to transform operational data into complex and competitive information for decision makers. Topics will include data warehouse, data mining, and data cleansing.		x
ISM 6045	Implications of IT	Digitization of information and the rise of global networks are enabling new relationships among organizations, new opportunities, and new ways of working. Students will examine how technology shapes, and is shaped by business, social, legal, and political issues.		
ISM 6121	Business Process Analysis	Study and application of systems development approaches. Covers structured methods, object-oriented analysis methods and other methods. Also covers computer aided system engineering tools. Students as a group will work on a real life project to apply concepts and methods they have learned.		
ISM 6155	Enterprise Systems	Strategies and technologies for the implementation of enterprise-wide computer information systems. Study of business processes and enterprise resource planning (ERP) systems for decision-making, process design, and control.		
ISM 6316	Project Management	The course introduces the use of scheduling, resource-allocation, and capacity planning in the design, development, and implementation of information systems and/or systems changes. The course covers state of the art models such as the Capability Maturity Model and the People Maturity Model developed at the Software Engineering Institute.		
ISM 6488	IT Management and Security	This course focuses on the design and management of an overall system of three interacting subsystems: the enterprise itself, the IS function, and the IT architecture. The alignment of competitive strategy, core competencies, and information systems, as well as approaches to managing the IS function will be covered.		
MAR 6158	International Marketing	An advanced study of the process and problems associated with establishing and maintaining global marketing operations. Analytical tools available to global marketing managers will be emphasized to assess competitive alternatives to include justification of international trade, and the formulation of global marketing strategies. Cross-cultural, legal, political, ethical and environmental factors are introduced to enhance global marketing decision-making.		
MAN 6289	Org Development & Change	Studies organization development as a process of planned change to improve an organization's problem-solving skills and its overall effectiveness within a changing and complex environment, including behavioral effects of power and authority, formal organizations, structural variation, leadership, motivation, and organizational change.		
MAN 6305	Human Resource Management	Provides a broad exposure to the policies, functions (such as recruitment, selection, compensation, evaluation, and development), and current issues involved in managing a firm's employees. The strategic role of HRM will be emphasized.		
GEB 6445	Business, Ethics, and Society	This class delves into the issues surrounding business' role within society as a whole. Students will use current ethical and societal issues to analyze, discuss, and make recommendations consistent with sound business concepts.		
MAN 6149	Leadership & Group Dynamics	Group theory, concepts, research, and application principles. Development of communication skills necessary to lead and work effectively in groups. Classes utilize group exercises and experien-		x

		tial learning.		
MAN 6321	Employee Staffing	Provides students with a detailed overview of the staffing activities performed by organizations. Examines selection from the process of determining what type of employees are needed by the organization, when they are needed, generating a pool of qualified candidates, selecting the "best" candidate, to making a successful offer. Also includes evaluation of an organization's staffing policies and practices.		x
MAN 6331	Management of Compensation	The evolution of innovative compensation policies aimed at aligning individual and organizational performance with competitive business strategies in domestic and global markets. Relevant labor market pay practices and government policies such as ERISA and COBRA, are examined. Internal organization pay policies, ESOP's, pay-for-performance incentive systems, and various indirect compensation benefits are covered.		x
MAN 6351	Training & Development	Provides the knowledge, skills, and ability for students to develop programs that train and develop employees to deal with global, technological, quality, and leadership challenges. Topics include assessing organizational training needs, clarify training objectives, selecting or develop training programs, and evaluating the outcomes of these programs. Focus will be on both current skills training and the development of employees for an on-going role within an organization.		x
MAN 6403	Employment Laws & Regulations	Focuses on the federal and state laws and regulations that govern employees in the workplace. The issues and topics discussed include managing workplace diversity, EEO and immigration laws, employee job rights, occupational safety, health and worker's compensation, employee drug testing, right to privacy, labor laws, and fair labor standards.		x
MAN 6448	Conflict Management	The causes of various forms of interpersonal, intra-group conflict and how to effectively manage conflict are the principle focus of this course. Topics may include stakeholder analysis, political processes and power within the organization, competitive rivalry in domestic and global market places, integrative and distributive bargaining, and the role of third-party neutrals in helping to resolve disputes.		
MAN 6601	International Management	study of characteristics of the international and multinational company, environmental constraints, human resources and labor relations factors, and strategic planning and policies from an international perspective		x
MAN 6805	Management of Small Business	Introduces students to the practical realities, transition points, issues, and dilemmas facing small to mid-sized businesses. Focuses on leadership, management, and decision-making processes necessary for long-term health and success in the small business arena.		x
MAN 6808	Business Plan Development	Students develop business plans for an opportunities for an existing business, independent start-up or to pursue new product/service resulting in professional-quality business plans and oral business plan presentations.		
MAR 6216	Logistics & Supply Chain Mktg	Advanced study of the marketing logistical process and its impact on business strategy. Attention is given to the dynamic interrelationships among the functional areas of business as they impact marketing channels of distribution. Issues are addressed relating to wholesale and retail inventory, warehousing, packaging, trans-		

		portation and information processing techniques useful in establishing customer service levels		
MAR 6336	Marketing Communications Mgt	Case study approach to understanding the role of promotion strategy in brand management and corporate communications, with a focus on research and evaluation and communications strategy development in a global environment		
MAR 6646	Advanced Marketing Research	A study of the relationship between research methods and information systems in the context of marketing decision-making. Emphasis is placed on understanding the limits of research, and the managerial use of information. Advanced methods and techniques applicable to marketing problem-solving will include formulating marketing research issues, research design, data sources, data collection procedures, statistical analysis of qualitative and quantitative data, and report presentation. Attention is also given to defining information needs, determining the value of information for business decision-making, and social/ethical issues of marketing research		x
MAR 6726	Marketing on the Internet	Advanced analysis of the strategic and ethical use of the Internet for marketing communications and strategy in domestic and global entities. Topics center on using the Internet to maximize marketing promotions and customer experiences at all customer contact points.		x
MAR 6849	Services Marketing			
TRA 6166	Quality Management	A study of the concepts and models of quality management and their applications. Topics normally include statistical process control, continuous improvement, quality by design, customer satisfaction, empowerment, and cost of quality		
TRA 6726	Global Operations Management	Studies supply (value) chains in a variety of goods-producing and service-providing industries with emphasis on cost, time, quality, flexibility, and innovation. Case studies are used to apply modern concepts and models to practical situations.		

*Check if required in the program and/or if offered seldom (less frequently than every two years).

¹Required if not taken at the undergraduate or graduate level within the past 6 years.

1B: Faculty

Graduate faculty from all areas (accounting, economics, computer information systems, operations management, marketing, management and finance) in the Lutgert College of Business teach in the MBA program. Therefore, their research is varied. Approximately 2/3 of their research is applied, 20% basic, and 12% pedagogical.

Of the 37 faculty teaching in the MBA program, 96% were academically qualified (faculty possess a terminal degree in their teaching field and have published at least 2 peer-reviewed journal articles during the past 5 years); the remaining faculty have significant work experience and at least 18 graduate hours in their teaching field.

TABLE 2: FACULTY

Name	Status (Full or Part-Time)	Rank (if appropriate)
Aboulnasr, Khaled	Full	Associate
Allen, Tim	Full	Eminent Scholar
Benford, Tanya	Full	Assistant
Burgess, Dee	Full	Professor

Cecil, Wayne	Full	Professor
Coccari, Ronald	Full	Visiting Instructor
Collier, David	Full	Eminent Scholar
Drew, Stephen	Full	Professor
Fornaciari, Charles	Full	Professor
Fraser, Steven	Full	Associate
Haytko, Diana	Full	Professor
Hobbs, Bradley	Full	Professor
Jones, Travis	Full	Associate
Kerekes, Carrie	Full	Assistant
King-Kauanui, Sandra	Full	Professor
Kirche, Elias	Full	Associate
Krome, Mary	Full	Assistant
Pendergast, Mark	Full	Associate
Perretti, Gizelle	Full	Assistant
Placid, Raymond	Full	Associate
Randall, Craig	Full	Assistant
Rodriguez, Walter	Full	Professor
Rubens, Arthur	Full	Professor
Schoenfeld, Gerald	Full	Professor
Srivastava, Rajesh	Full	Professor
Stansel, Dean	Full	Associate
Swaleheen, Mushfiq	Full	Associate
Totterdale, Robert	Full	Assistant
Valencia, Adrian	Full	Assistant
Van Auken, Stuart	Full	Eminent Scholar
Volkan, Ara	Full	Professor
Weeks, Shelton	Full	Professor
Wells, Ludmilla	Full	Professor
Wenzel, Nikolai	Full	Visiting Asst Professor
Wright, Gail	Full	Professor
Yazici, H. Julie	Full	Associate
Zhao, Fan	Full	Assistant

1C: Students

Most students are part-time; virtually all are degree-seeking. All classes are offered in the evening or online, since virtually all students are employed full-time. Of the 152 students enrolled fall 2011, 51% were male. 22% were ethnic minorities.

General Admission Requirements

- Earned undergraduate degree from a regionally accredited institution of higher learning.
- Provide an official copy of all academic transcripts and Graduate Management Admission Test (GMAT) or GRE scores.
- One of the following:
 - Minimum 3.0 GPA in upper division coursework (last 60 credit hours) or
 - Score of 500 or higher on the GMAT or equivalent score on GRE.
- Total points of 1050 (GPA x 200 + GMAT) with a GMAT score of at least 450 or equivalent.

lent score on GRE.

- International students must have a satisfactory score on the TOEFL exam (minimum score of 550 paper-based, 213 computer-based, or 79 internet-based for international students from countries where English is not the primary language).
- Prior to admission to a graduate program, students may complete a maximum of 9 credit hours of graduate level courses on a non-degree seeking basis.

1D: Library resources, physical resources, staff support, and student support services

Library Resources supporting the Management Department LCOB	
Number	Type of Resource
6502	Books or e-books that are available for loan or use online
53	Books or microfilm in reference; must be used in the library
1074	Electronic journals
39	Journals, physically in the library in print (mostly no longer received; some of these titles could overlap with electronic journals)
46	Videos in all formats (VHS, DVD)
43	Databases categorized as "business and industry"

Lutgert hall has approximately 60 faculty offices. Each faculty member has their own computer and phone, as well as networked printer and copier access. Four conference rooms are available for use by the program. Although no support staff are directly assigned to the MBA program, three departmental executive secretaries share the workload.

The LCOB Office of Student Affairs is available for student academic advising. Although all 3.5 business academic advisors are available for MBA student assistance, one is specifically designated as the graduate advisor.

Classrooms (14)	Conference Rooms	Equipment and Supplies	Staff Support
LH 1201	LH 3335	5 printers	3 executive secretaries
LH 1202	LH 4200	3 copiers	
LH 1203*	LH 1205	1 ScanTron Unit	
LH1204	LH 1301	Office Supplies:	
LH 1205		Miscellaneous	
LH 1206			
LH 2201			
LH 2202			
LH 2208			
LH 2209*			
LH 2210			
LH 2211*			
LH 2212*			
LH 4201			

*Computer classrooms and labs.

Part 2:

Review of mission(s) and purpose(s) of the program (6C-8.015 (3)(b)1, FAC)

The university is responsible for aligning its mission, vision, and strategic plan with the Board of Governors' Strategic Plan. The BOG Strategic Plan provides the more general context for the university's work. The goals of the 2012 plan are:

1. Strengthen Quality and Reputation of Academic Programs and Universities
2. Increase Degree Productivity and Program Efficiency
3. Increase the Number of Degrees Awarded in STEM and Other Areas of Strategic Emphasis
4. Strengthen Quality & Reputation of Scholarship, Research, and Innovation
5. Increase Research and Commercialization Activity
6. Increase Collaboration and External Support for Research Activity
7. Strengthen the Quality and Recognition of Commitment to Community and Business Engagement
8. Increase Levels of Community and Business Engagement
9. Increase Community and Business Workforce

The complete BOG Strategic Plan is located at: http://www.flbog.edu/pressroom/_doc/2011-11-28_Strategic_Plan_2012-2025_FINAL.PDF

The University mission, vision and guiding principles

The university's mission, vision, guiding principles, and strategic plan is aligned with the wider goals of the Board of Governors. The FGCU mission, vision, and guiding principles state:

Vision

Florida Gulf Coast University will achieve national prominence in undergraduate education with expanding recognition for graduate programs. *(Approved Jan 19, 2010 by BOT)*

Mission

M1: Established on the verge of the 21st century, Florida Gulf Coast University infuses the strengths of the traditional public university with innovation and learning-centered spirit, its chief aim being to fulfill the academic, cultural, social, and career expectations of its constituents.

M2: Outstanding faculty uphold challenging academic standards and balance research, scholarly activities, and service expectations with their central responsibilities of teaching and mentoring. Working together, faculty and staff of the University transform students' lives and the southwest Florida region.

M3: Florida Gulf Coast University continuously pursues academic excellence, practices and promotes environmental sustainability, embraces diversity, nurtures community partnerships, values public service, encourages civic responsibility, cultivates habits of lifelong learning, and keeps the advancement of knowledge and pursuit of truth as noble ideals at the heart of the university's purpose. *(Approved Jan 19, 2010 by BOT)*

FGCU Guiding Principles

- P1: Student success is at the center of all University endeavors.
- P2: Academic freedom is the foundation for the transmission and advancement of knowledge.
- P3: Diversity is a source of renewal and vitality.
- P4: Informed and engaged citizens are essential to the creation of a civil and sustainable society.
- P5: Service to Southwest Florida, including access to the University, is a public trust.
- P6: Technology is a fundamental tool in achieving educational quality, efficiency, and distribution.
- P7: Connected knowing and collaborative learning are basic to being well educated.
- P8: Assessment of all functions is necessary for improvement and continual renewal.

2A: PROGRAM MISSION AND PURPOSE

The Master of Business Administration (MBA) program prepares students for leadership in careers across all types of business and public organizations. This professional degree program emphasizes the application of analytical, technical, and behavioral tools to solve organizational problems. Not only do students learn fundamental concepts across all of the business disciplines, but leadership and teamwork, the appropriate application of technology, entrepreneurial approaches, and global and ethical awareness are integrated throughout the program.

2B: REVIEW OF PROGRAM WITHIN CONTEXT OF FGCU AND BOG

The MBA program supports the mission, vision, and guiding principles of Florida Gulf Coast University and the strategic plan of the Board of Governors in a variety of ways.

Board of Governors’ Strategic Plan: As part of the Lutgert College of Business, the MBA program has achieved AACSB International external accreditation through The Association to Advance Collegiate Schools of Business, a distinction held by the top 10% of business schools in the United States, aligning with Goal 1 (G1) of the Board of Governors. The MBA program also supports Goal 2 (G2) of the Board of Governors, as one of the largest graduate programs at FGCU.

Florida Gulf Coast University Mission, Vision, and Guiding Principles: Although the MBA program supports all of the goals of FGCU, it greatly contributes to a few key aspects of the mission and guiding principles. The MBA program supports Mission 2 (M2) of the University Mission and Principle 2 (P2) of the Guiding Principles by empowering faculty to be involved not only in the classroom, but in prominent research and publication opportunities within their discipline and area of expertise, as well as in service to the community.

The MBA program also supports Mission 3 (M3) of the FGCU Mission and Principles and Principle 1 (P1) and Principle 7 (P7) of the Guiding Principles through the interdisciplinary and interconnectedness of the content and knowledge discussed in the program. The MBA program encourages students to gain additional perspectives in business, economics, sustainability, and diversity in order to promote lifelong learning and professional success. Learning goals of the MBA program encompass diversity and sustainability.

Lastly, the MBA Program supports Principle 8 (P8) of the FGCU Guiding Principles through thorough assessment in the classroom by way of course-embedded exam questions, presentations, research papers, case studies, and teamwork. Results from both of these measures are utilized to make positive program changes to the program, such as adaptation of content knowledge; changes in coursework; and methods of assessment.

Part 3:

List of teaching, research, service, and other program goals and objectives

TABLE 4: GOALS

Classification	Goal #	Goal and Objectives
Teaching	T1	Ensure Student Learning Outcomes are regularly assessed.
	T2	Over 90% of SCH will be taught by AQ faculty.
	T3	The average MBA class size will be under 30.
	T4	90% of graduates will be employed within 6 months of graduation.
Research and Scholarship	R1	The average publication rate for MBA faculty is 2 peer reviewed journal articles every 5 years.

	R2	A majority of the faculty research will be related to the College or University mission and vision.
Service	S1	MBA faculty will average one LCOB and one university service commitment annually.
	S2	The MBA faculty will contribute to the professional and local communities

3D: SLOS

TABLE 5: STUDENT LEARNING OUTCOMES

SLO #	Student Learning Outcome
1	Explain the ethical implications of business decisions.
2	Evaluate the global impact of business decisions.
3	Assess leadership skills & develop personal leadership plan.
4	Examine the environmental impact of business decisions.
5	Formulate effective solutions to business problems.
6	Graduates will be able to demonstrate effective communication skills
7	Synthesize interdisciplinary knowledge to make strategic decisions.

Part 4:

Assessment Results Report (6C-8.015 (3)(b)3, FAC)

TABLE 6: TEACHING GOAL(S) ACHIEVEMENT

Teaching Goal	Measures or Instruments	Results (Data Analysis)
T1	College assessment schedule & reports	All student learning outcomes in the MBA program have been assessed at least twice within the past 5 years.
T2	Gulflines SCH	96% of SCH were taught by full-time academically qualified faculty; the remainder were taught by professionally qualified adjuncts
T3	Gulflines	Average class size: Fall 2011 – 24; Fall 2012 – 21
T4	FETPIP data	<p>Of the 10 SUS MBA programs:</p> <p>2010-2011: FGCU 2nd in % employed (77%) in 6 months and 9th in amount earned (\$13,980/qtr).</p> <p>2009-2010: FGCU 5th in % employed in 6 months (68%) and 10th in amount earned (\$12,531/qtr).</p> <p>2008-2009: FGCU 5th in % employed in 6 months (68%) and 2nd in amount earned (\$19,647/qtr).</p> <p>2007-2008: 6th FGCU 5th in % employed in 6 months (68%) and 4th in amount earned (\$18,412/qtr).</p> <p>2006-2007: FGCU 1st in % employed (76%) in 6 months and 4th in amount earned (\$22,727/qtr).</p> <p>The economic downturn seems to have affected FGCU graduates' earning potential to a greater extent than other SUS graduates.</p>

TABLE 7: RESEARCH/SCHOLARSHIP GOAL(S) ACHIEVEMENT

Research and Scholarship Goal	Measures or Instruments	Results (Data Analysis)
R1	Annual reviews & CVs	The 37 MBA faculty published a total of 259 peer reviewed journal articles between 2007-2012, or an average of 7 each during the 5 year period.
R2	Annual reviews & CVs	Of the 259 peer reviewed articles, most were applied research (the LCOB/MBA's focus)

TABLE 8: SERVICE GOAL(S) ACHIEVEMENT

Service Goal	Measures or Instruments	Results (Data Analysis)
S1	Annual reviews & CVs	See MBA Service table below
S2	Annual reviews & CVs	See MBA Service table below

MBA Service Summary 2011-12

Faculty	University	College	Dept.	Professional	Community	EconDev	Total
Aboulnasr	1	3	1	1	2		8
Allen							NA
Benford	2	2	2	11			17
Burgess	2		2	1			5
Cecil	1	3	1	1			6
Coccari	1	1			1		3
Collier	8	26			1		35
Drew	1	1	1	1			4
Fornaciari	2	1	3	7	3		16
Fraser		1					1
Haytko	2	1		7	2		12
Hobbs	4	4	2	15	14		39
Jones	2	1	1	4	3		11
Kerekes	2	3	3	3	11		22
King-Kauanui	2	4		1	2	1	10
Krome	1	1	1				3
Pendergast	2	3	4	4	2		15
Perretti	1	2	1	1	2		7
Placid	1	6		3	1		11
Randall	1	1					2
Rodriguez	2	2	2	6	3	2	17
Rottig	1	3	2	10			16
Rubens	4	1					5
Schoenfeld	3	3	2	1	2		11
Srivastava		5		7			12
Stansel	1	2		1			4
Swaleheen	1	1					2
Totterdale	1	1			4		6

Valencia	1	1	2	2			6
Van Auken		2					2
Volkan		2		5	6		13
Weeks		4		1			5
Wells	1	3		4	1		9
Wenzel	1	1		1	2		5
Wright		1	4	1			6
Yazici	6	2		4	3		15
Zhao	1	3		2			6

NA – Started August 2012

4B: Data demonstrating student learning (6C-8.015 (3)(b)3b, FAC)

TABLE 9: SLO ACHIEVEMENT

(For details, see LCOB Fifth Year Maintenance of Accreditation Report, prepared for the AACSB)

Learning Objectives	Direct Assessments							Indirect Assessments				
	Course Embedded							Exit Survey		Alumni Survey	Employer Survey	
MBA Graduates will:	05-06	06-07	07-08	08-09	09-10	10-11	11-12	10-11	11-12	11-12	11-12	
Demonstrate effective communication skills. ¹				✓-		✓-	✓-	✓	✓	✓-	✓-	
Construct personal leadership plan.					✓	☑	☑			✓-	✓	
Formulate effective solutions to business problems.	✓+		☑-	✓-	☑	✓	☑-	✓	✓	✓-	✓	
Evaluate the global impact of business decisions						✓-	☑	✓	✓	✓-	✓	
Explain the ethical implications of business decisions			✓	✓		☑-	✓-	✓	✓	✓	✓	
Examine the environmental impact of business decisions.							☑-	✓	✓	✓	✓	
Synthesize interdisciplinary knowledge to make strategic decisions.	✓+		✓	✓	✓	☑	☑	✓	✓			

¹This objective was assessed in AY 2012-13 (Summer 2012), closing the loop from 2011-2012.

LEGEND:

- ✓+ Exemplary assessment outcome
- ✓ Acceptable assessment outcome
- ✓- Unacceptable assessment outcome
- ☑ Assessment “closed loop”
- Pedagogical, curriculum, or program changes resulted
- Assessment process changes resulted
- Both pedagogical and process changes resulted
- No substantive changes resulted

4C: Use of results for continuous improvement (6C-8.015 (3)(b)3c, FAC)

TABLE 10: GOALS IMPROVEMENT

Goal	Improvements Planned	Improvements Made	Changes in Results
T1		Prior to 2010 SLO assessment was not systematic or well documented; since 2010 it has been	Led to identification of weaknesses in writing and problem solving in students, which has led to pedagogical and curriculum changes. Writing has improved.
R2	Faculty will be encouraged to let LCOB mission motivate their research. This will be supported by professional development funding internal to the college.		

TABLE 11: Summary of Key Continuous Improvements – MBA SLO

Learning outcome	Improve- ment Type			Assessment Dates		Cycle 2 Improvement	Result	Successful?	Planned Cycle 3 Improvement
	Curriculum	Course	Process	Cycle 1 ¹ (Course)	Cycle 2 ² (Course)				
Explain the ethical implications of business decisions.			X	Spring 2011 (ACG6075)	Fall 2011 (MAN6607)	Assessment was moved from managerial accounting course to global management course and rubric was developed for assessment.	In spring, 77% of students were below expectations but there was no understanding of problem areas. In the fall problems could be identified as and making ethical recommendations, while students were successful identifying ethical issues & assessing causes & consequences of ethical breaches.	★	Pedagogical improvements & reassessment
Evaluate the global impact of business decisions.		X	X	Su 2010 (MAN6607)	Spring 2011 (MAN6607)	Change assessment process from test question to case write-up and develop rubric for scoring.	Students' performance decreased on the 2011 case study. Unable to specific problem areas using this rubric.		Improve rubric & reassess. Strengthen course coverage of global strategic decision making.
			X	Spring 2011 (MAN6607)	Fall 2011 (MAN6607)	Modified rubric to provide more information on student problem areas.	Rubric provided information. Students were able to identify global issues & make recommendations but failed to consistently demonstrate knowledge of nuances of culture & beliefs & how this impacts organizations.	★	Make course improvements.

¹ Cycle 1 is first assessment in the assessment round

² Cycle 2 is the "loop closing" assessment

★Cycle 2 improvement had positive results

Learning outcome	Improvement Type			Assessment Dates		Cycle 2 Improvement	Result	Successful?	Planned Cycle 3 Improvement
	Curriculum	Course	Process	Cycle 1 (Course)	Cycle 2 (Course)				
Demonstrate effective communication skills.			X	Fall 2008 (MAR6807)	Summer 2012 (MAN6607)	In 2008 students performed poorly on most dimensions of writing; however, they did not have the rubric when they did the assignment. In Summer 2012 (MAN 6607) students had the rubric.	Students performed significantly better when given the rubric before the assignment. Acceptable outcomes for everything except writing mechanics (e.g. syntax, grammar).	★	Emphasize writing in all classes.
Assess leadership skills and develop personal leadership plan.		X	X	Fall 2010 (MAN6626)	Fall 2011 (MAN6626)	Provided students with schedule to help them manage lengthy assignments and formalized rubric for use in all sections.	Although 2010 results were acceptable, 2011 results improved.	★	Reassess and monitor.
Synthesize interdisciplinary knowledge to make strategic decisions.			X	Spring 2010 (GEB6895)	Spring 2012 (GEB6895)	In 2010 all students met or exceeded expectations (since 2005 generally over 90% did) leading faculty to decide to use an individual, not team, case for the assessment.	Spring 2012 results (based on individual work) were lower, with one section performing acceptably and another not.		Will continue to improve course material and update readings and cases and reassess.
Examine the environmental impact of business decisions		X		Fall 2011 (MAN6501)	Spring 2012 (MAN6501)	In Fall 2011 less than 80% of students answered 80% of the questions correctly. Faculty rewrote questions for clarity and improved course coverage.	Spring 2012 showed no improvement in answering test questions.		Reassess and monitor.

4D: Sufficiency of resources and support services for achieving program goals and objectives (6C-8.015 (3)(b)3d, FAC)

Based on the strengths and resources of the MBA program that were previously identified through SWOT and assessment data, judgments can be made about the impact on achieving goals and outcomes.

The following are the needs for the resources for the MBA program:

- Funding for an additional staff to conduct assist with assessment reports and data maintenance;
- Faculty development to support travel and research;
- Scholarship money for students;
- Funding for technology (e.g. databases and enterprise systems for business intelligence) in order to modernize curriculum;
- Technology support for online courses in the graduate program;
- Additional advising staff;
- Need to have better data base and technology to maintain and report student, faculty and assessment information – integrated database system that will allow program leaders to access data/reports directly;
- Funding to advertise MBA program – increasing local competition from Nova Southeast and Hodges;
- Technology, funding, and resources to support an online MBA program.

Part 5:

Prerequisites and Limited Access (bachelor’s level programs only)

5A: Compliance review of lower level prerequisite courses with State-approved common prerequisites (if appropriate).

NA

5B: Determination of need for continuation of limited access status of the program (if appropriate).

NA

Part 6:

**Data for University Level Report
(6C-8.015 (4), FAC)**

This section is designed for the program to conduct a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis. Consider all areas of the program that have been discussed earlier in the review when doing this comprehensive, summary analysis.

**6A: Brief description of major changes made since the previous program review
(6C-8.015 (4)(a)5, FAC)**

TABLE 12: MAJOR CHANGES:

Change	Rationale (including recommendations from prior review)	Results Achieved
Addition of 2 full-time academic advisors	Recommended by AACSB team in 2003 report	Student:advisor ratio reduced from 939:1 (2003) to 700:1 (2011), although continue to be high.
Evening phone advising available for MBA students during priority registration	Students noted difficulty accessing advisors (MBA is an evening program)	No negative student feedback, although the service is under-utilized

6B: Summary of current strengths of the program (6C-8.015 (4)(a)6, FAC):**TABLE 13: PROGRAM STRENGTHS**

Category	Strength
Curriculum	Interdisciplinary business curriculum, offering several areas of concentration.
	Possible to obtain generalist MBA degree entirely online
Faculty	All with terminal degrees in their field
	High scholarly productivity
Students	Successful in finding employment
	Entrepreneurial tendencies
Resources	New building

6C: Summary of current weaknesses of the program (6C-8.015 (4)(a)7, FAC):**TABLE 14: PROGRAM WEAKNESSES**

Category	Weakness
Curriculum	No distinctive features differentiating it from other MBA programs – curriculum relative unchanged for 10 years
Faculty	
Students	Extremely varied – from new college graduates with no business experience to seasoned, more mature business professionals
Resources	Inadequate graduate assistant funding and scholarships.
	Inadequate resources for advertising
	Inadequate support for online pedagogy

6D: Summary of current opportunities for the program**TABLE 15: PROGRAM OPPORTUNITIES**

Category	Opportunity
Curriculum	Increasing demand for entrepreneurship education
Faculty	
Students	Growing international student market
Resources	Largely untapped market for donors in the community

6E: Summary of current threats for the program**TABLE 16: PROGRAM THREATS**

Category	Threat
Curriculum	Increased competition from other educational providers (e.g. Nova, Hodges)
	Increase in online education providers
Faculty	Decreasing state funding for adequate lines & competitive salaries
	Compression/inversion of faculty salaries for some faculty provide an increasing threat of losing higher-quality faculty members to other institutions
Students	Decreased access to student loans; increasing tuition cost
Resources	Increased cost of technology and delivery for online education
	Limited employment market for MBAs in local area

6F: Summary of current recommendations and/or proposed action plans (including monitoring and follow-up) resulting from self-study/review of the program (6C-8.015 (4)(a)8, FAC)

TABLE 17: SUMMARY LIST OF RECOMMENDATIONS

Provide a list of summary recommendations based on completion of this self-study review.

Category	Recommendations
Curriculum	Improve MBA curriculum, using assessment data and information from competing programs.
Faculty	
Students	Advertise program; step up student recruitment; offer scholarships
Resources	

TABLE 18: ACTION PLAN

Based on the SWOT analysis, please identify the actions proposed by program faculty and leaders resulting from this self-study review, including timeline and personnel responsible for implementation and monitoring.

Category	Action	Timeline	Responsible Parties
Curriculum	<ul style="list-style-type: none"> Establish regular meetings between MBA Director and Graduate Curriculum Team to discuss assessment results and curriculum revisions Review competing programs to identify offerings, curricula, and price points Explore possibility of online professional component to MBA program 	<ul style="list-style-type: none"> Start AY 2103-14 Sp13 – Sp14 Sp13 – Sp14 	<ul style="list-style-type: none"> Dean & AD; LCOB Graduate Curriculum team MBA Director Dean, AD; LCOB Graduate Curriculum team
Faculty			
Students			
Resources	<ul style="list-style-type: none"> Begin fundraising campaign to raise money for student scholarships and public relations 	Start Spring 2013; ongoing	Dean