



Executive Summary
2021 Academic Program Review
College of Business

International Business [CIP: 521101]

Review Team

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Program Degrees by Level

Undergraduate Programs:

International Business (B.B.A. and B.S.)

Graduate Programs:

Master of Science in International Business (M.S. International Business)

Mission and Purpose

Using experiential-based pedagogy, we are committed to provide International Business students with the skills and knowledge commensurate with those provided by top-rated programs that will enable them to procure jobs in fields with an international component, whether in the U.S. or abroad. In addition, we aim to provide related service to the South Florida community as well as the International Business academic community. Finally, our faculty are committed to continuous development in the field of International Business by publishing International Business and related research in high quality peer-reviewed journals. As such, we view our pedagogical, research and service missions as complementary.

Strategic Goals and Action Plans

Goal 1. Leverage the Consortium for Undergraduate International Business Education (CUIBE) accreditation to enhance the stature of the International Business program among academic and business stakeholders.

The International Business program at FAU was accredited as an “Associate Member” in 2016 and elevated to a “Full Member” in 2018 by the Consortium for Undergraduate International Business Education (CUIBE). This accreditation advanced the program’s visibility resulting in its first national ranking. The following objectives are intended to leverage this accomplishment in order to further increase the program’s visibility and thereby expand the program’s impact for all stakeholders.

Objective 1.1 Develop and submit proposals to the U.S. Department of Education and other entities (e.g., U.S. Department of State) for external funding in support of establishing a Center for International Business at FAU. File appropriate application for establishing a Center for International Business at FAU in support of obtaining necessary approval by the University and the Board of Governors.

The exercise of developing proposals for external funding from a federal agency and writing an application for the establishment of a center at FAU provides a pathway for taking the International Business program to the next level. The preparation of these documents will require us to formally develop clear statements of mission and purpose, as well as measurable goals to advance the program. The Director will oversee this initiative and collaborate with key individuals in FAU’s Division of Research and the U.S. Department of Education. The Director will also conduct appropriate benchmarking research of successful centers located at other “Full Member” CUIBE institutions. And the Director will oversee the necessary steps and documentation required for approval of a center at FAU as described in the Division of Research’s memo on “Procedures for the Submission of Institute or Center Proposals for Assessment and Approval at the University Level and by the Board of Governors.”

Objective 1.2 Develop a fund raising plan in collaboration with the Associate Dean for Development in the college in support of a named Center for International Business.

Successful fundraising initiatives are based on a clear and convincing vision that will be attractive to potential donors. This vision will include justifiable goals and projected outcomes. The vision is necessarily borne out the interactions among program chairs/directors, college administrators, and university development officers. The Director will collaborate in the development of the vision with the appropriate college and university administrators and staff, and ensure that the fundraising initiatives are in line with the aspirations of the International Business faculty.

Objective 1.3: Improve the stature of the advisory board for the International Business program and apply for university approval of the board.

An assessment of the current advisory board’s effectiveness will be conducted by the Director of the International Business program in collaboration with the Chair of the Management Programs Department. The Director will seek guidance in managing advisory boards through input from directors at other “Full Member” CUIBE institutions and participate in national

workshops designed in support of successful board management. The outcome of these proactive efforts will inform decisions about the future mission and composition of the board.

Assuming the advisory board continuance, the Director in collaboration with the International Business faculty, will formally apply for university approval of the board following University Policy 2.5 on Advisory Bodies which includes a template of Guidelines and Operating Principles.

Object 1.4: Host a CUIBE Governance Meeting.

This initiative is underway. The college is scheduled to host the Governance Meeting in the fall of 2021.

Goal 2: Advance the profile of the International Business program in the college.

The college took an important step toward advancing the profile of the program when a Director of the International Business program was hired in the fall of 2016. The following objectives are intended to continue to advance its profile.

Objective 2.1: Hire a replacement for a professor who retired a year and a half ago.

The request to replace Tom Lenartowicz was approved before the most recent hiring freeze. The request to fill the line by the fall 2022 was recently made by the Dean to the Provost Office in May 2021.

Objective 2.2: Establish International Business Fellows among appropriate faculty in other departments of the college.

A number of faculty in various departments of the college have well-established records of teaching courses aligned with the mission of the International Business program and/or publishing in highly ranked International Business journals. All faculty who publish in highly ranked journals, including International Business journals, are currently provided monetary compensation for their accomplishments through summer research awards. All faculty, as well as International Business faculty in the Management Programs Department, are currently eligible for Fellowships/Professorships. Some of the latter are named appointments provided through donor contributions.

In order to acknowledge the teaching and research contributions of faculty in departments other than Management Programs, the Director of the International Business program will identify and invite targeted faculty to apply for a title that reflects their contributions to the discipline. A possible title would be an "Affiliate [rank] Professor of International Business". This title would enhance the visibility of the contributions of all the faculty in the college in support of the International Business discipline.

In order to enhance the visibility of extraordinary contributions, the Director will collaborate with the appropriate college and university administrators and staff seeking external funding to support named Fellows/Professors of International Business. (See Objective 1.2 above.)

Objective 2.3 Develop a strategy for leveraging knowledge among International Business faculty of the management of cultural diversity to enhance the institution's commitment to diversity and inclusion.

Diversity and Inclusion (D&I) is a priority for FAU, for universities all over the country, and for various grant programs of the federal government and private foundations. FAU is wonderfully positioned to be a leader on Diversity and Inclusion because of its highly diverse student population, and demographics of the local community. Efforts to expand the International Business faculty's commitment to D&I will be represented in deliberations involving the development of a Center for International Business (see Objective 1.1 above), in the recruitment of International Business faculty going forward (see Objective 2.1 above), and in engagement with student organizations (see Objective 3.3 below). The diverse student body and population of the southeastern Florida region will ease efforts in attracting diverse faculty candidates.

The Director will oversee the development of an ongoing strategy for leveraging knowledge of diversity with International business faculty. The strategy and the resulting efforts and accomplishments will be reported each year in the Annual Report of the College.

Objective 2.4 Establish an International Business Appreciation Week/Month.

Other CUIBE accredited institutions have implemented International Appreciation events. The review team provided an example of such an initiative at the University of Missouri at St. Louis: <http://www.umsl.edu/ibcc/> . The initiative could focus on how students prepare for and start a career in International Business, and thus complement Objective 4.1 below. It could also involve members of an advisory board, faculty, and student groups. While the University of Missouri example of a month-long event might be overly ambitious from the start, the Director will oversee this initiative with the International Business faculty.

Objective 2.5 Advocate for a separate listing of International Business courses and International Business related courses cross-listed under a separate category on the university course schedule webpage.

The Director of the International Business program will advocate the way that courses offered in International Business courses (now shown under "Management Programs") and International Business related courses offered by other departments in the college be listed under a separate heading of "International Business" on the university course schedule website. This effort will include collaboration with the college Executive Director of Student Academic Services (SAS)

who serves on the university's A-Team, the Registrar, the Chief Information Officer, and other appropriate units in the university to determine whether and how this might be possible.

Goal 3: Increase Undergraduate Enrollments and Undergraduate Graduation Rates.

Over the past seven years, the number of undergraduate majors in International Business has steadily declined from 254 majors in 2014-2015 to 115 majors in 2020-2021. The following objectives are intended to reverse this trend.

Objective 3.1 Engage potential International Business majors during their first year and second year at FAU when they are formally classified as pre-Business majors.

Three programs in the college have established a practice of engaging students before they are eligible to declare their majors through successful student organizations. We intend to mirror their success going forward. The Global Business Association was established in January 2020. This student organization currently has approximately 30 members. An assessment of this organization's success will be conducted by the Director of the International Business program in collaboration with the Chair of the Management Programs Department.

The Faculty Advisor of the student organization and the Director of the program (as needed) will participate in on-going coordination with the faculty advisors of the other student organizations in the college. The purpose of the coordination will be to share best practices for ensuring the ongoing success of each student organization in the college and to develop/sustain efforts of engaging first year and second year students who are pre-business majors.

The Director and the Faculty Advisor will participate in annual events focused on attracting potential students to FAU, and on exposing new FAU students to the majors offered by the college. These events are hosted by the college Student Academic Services (SAS) or sponsored by the University in collaboration with the college SAS. Appropriate coordination with the Executive Director of SAS will ensure sustained visibility of the International Business major with the targeted audience of each event.

The Faculty Advisor will provide a report of the student organization's activities and their collaboration with the college SAS which will be an entry in the Department Annual Report submitted to the Dean's Office each June.

Objective 3.2 Grow the internships offered to International Business majors and actively promote them as an important opportunity/component for building student career success.

Internships are an important experiential learning opportunity for students as well as a bridge-building mechanism between the program/department/college and stakeholders in the business community. Internships also provide an experience that will hopefully advance the student's

career interest which, in turn, will serve as a motivation for continued commitment to completing academic programs. The Director of the International Business program in collaboration with the Chair of the Management Programs Department will assess the structure supporting internships for International Business majors. An appropriate faculty member will be assigned to oversee International Business internships, who will participate in on-going coordination with the faculty who have similar responsibilities in the college. The purpose of the coordination will be to share best practices in support of student retention and on-time graduation rates for International Business majors.

Objective 3.3 Promote the International Business minor across the college and the university.

We plan to promote our newly developed International Business minor to Marketing and Finance majors in the college. We also plan to initiate collaborations with the Department of Language and Linguistics in the College of Arts and Letters with the intent to promote/develop courses/curriculum offerings of mutual interest to our students. The Director of the International Business will oversee promotion of the minor which will include appropriate website updates pertaining to the minor and outreach to student organizations with an affinity to the International Business program (e.g., organizations focused on ethnicity and/or country of origin).

Objective 3.4 Develop and offer an honors program for International Business.

The development of an honors program for International Business undergraduate students would support two goals. It would advance Goal 2 (above) by enhancing the profile of the undergraduate program in International Business in the college. Secondly, because honors programs at FAU have historically attracted goal-driven students, they have a strong record of on-time graduation.

The International Business faculty have been considering an honors program for several years. One model for such a program would include foreign language proficiency -- a more rigorous standard compared to passing foreign language courses -- a study abroad experience, and an internship. It is likely that many students would be attracted to such an option, given the reputation of the program. The Director will convene a faculty committee to develop the curriculum for such a program, and obtain approval from the college and university undergraduate councils. The Director will also collaborate with the advisory board (see Objective 1.3 above) seeking internship opportunities and funding in support of study-abroad experiences.

Goal 4: Launch and grow the MS in International Business.

Objective 4.1 Launch the MS in International Business.

For many years International Business courses have successfully been offered by the college due to priority given to concentrations in the graduate programs offered by Executive Programs. A revised curriculum for the MS in International Business, which builds on the success of the courses that have been offered, has been approved by the university. We will continue to advocate that the MS program be launched and view it as a valuable addition to the roster of programs offered by the college. The MS program will contribute to elevating the visibility and brand of the International Business program, and be a vehicle for enhancing partnerships with local companies.

Object 4.2 Launch a marketing campaign to attract international students to the MS in International Business program.

The Director in collaboration with the Assistant Dean for accreditation and international programs, will launch a marketing campaign to attract international students. The Assistant Dean has given this matter serious consideration and maintains that a day-time course schedule would be necessary to ensure success of the program.

Objective 4.3 Conduct on-going bench-marking with other MS International Business programs throughout the country.

To ensure the success of the MS in International Business over time, the Director will oversee regular benchmarking with similar programs offered by CUIBE accredited institutions. This will ensure that the curriculum and structure of FAU's program will be responsive to changes in student demand and opportunity.