

1. Name of Branch campus: Florida State University – Panama, Edificio 227, Ciudad del Saber, Panama, Republic of Panama

2. Date Established: 1957

3. Program(s) Offered:

Name of Program	Number of Program Credit Hours	Credential Awarded
Environmental Studies	41	B.S.
Interdisciplinary Social Science	42	B.A. or B.S.
International Affairs	39	B.A. or B.S.
Latin American and Caribbean Studies	36	B.A. or B.S.
International Affairs	32	M.S.

4. Fall 2013: 401, unduplicated headcount, 304.1 FTE.

Characteristics of a the branch campus – specifically address all four characteristics defined above

Since 1957, Florida State University has operated a permanent branch campus located in the City of Knowledge in Panama City, Republic of Panama. The campus is bordered on one side by the Panama Canal's Miraflores Locks, and on the other by Camino de Cruces National Park. The campus serves approximately 400 students. This figure does not include distance learning students enrolled at the university, but located at Panama City, Republic of Panama. About 60% of the students are native Panamanians. While most students eventually transfer to the main campus in Tallahassee, the branch campus awards 15-25 degrees each year. The campus provides a comprehensive, public education throughout the year, having fall, spring and summer semester classes.

At present, FSU-Panama grants undergraduate degrees in four different programs with online computer science also offered in a hybrid arrangement. The branch campus began offering a master's degree in international affairs in Spring 2014. FSU-Panama adheres to the academic requirements of FSU. All classes follow the same description of those at the main campus. Professors and texts are approved by the corresponding departments. FSU-Panama students must also fulfill the same requirements of FSU students in Tallahassee before a degree is granted. The FSU - Panama branch campus hires and is administrated by its own staff of approximately 48 full-time employees. The Florida State University – Panama branch has an annual budget of \$4 million and hires its own staff.

Compliance with SACSCOC Policy and Principles of Accreditation – specifically address locus of control characteristics defined above

The FSU - Panama branch campus complies with the Principles of Accreditation and Commission policies. The Off-Site Committee did not identify any areas of non-compliance with the core requirements, comprehensive standards, or federal requirements. FSU has a Board of Trustees that governs the entire university regardless of mode of delivery or campus location. As required by the Florida Constitution, a thirteen member board of trustees administers the university and the Florida Board of Governors establishes the powers and duties of the individual university boards of trustees. The Florida Board of Governors exercises its constitutional authority primarily through regulations and has established the powers and duties of the university boards of trustees in its Regulation 1.001. This regulation delegates each of the university boards of trustees' powers and duties to the board as a whole, including the quasi-legislative power to adopt university regulations. A Section of this Regulation provides that the university president shall serve as the chief executive officer of the BOT and shall be responsible to the BOT for all operations of the university. FSU's chief executive officer is responsible for the entire university regardless of mode of delivery or campus location. The rector of the campus is the chief executive and administrative officer and reports to the director of FSU International Programs who in turn reports to the provost and university president. The vice rector for academic affairs serves as the chief academic officer for the Republic of Panama.

The government of the Republic of Panama recognizes the Florida State University-Panama campus as a legal entity.

In addition to the general degree granting authority of Florida State University, additional authority to grant degrees at its Panama Canal Zone Branch is contained in Regulation FSU-5.078, which was originally adopted as a rule under the Florida Administrative Code and now a Regulation authorized by the Florida Board of Governors. Paragraph (7) of that Regulation provides that B.S. and B.A. degrees are granted by their respective divisions of the University in the same manner and with the same requirements as for on-campus students. The FSU-Panama Agreement also documents that FSU retains full authority over degree approval and that students at the FSU-Panama Branch are considered as meeting the FSU-Tallahassee residency requirement.

Personnel – brief description of faculty, staff, and administrators at the branch campus

The FSU - Panama campus is staffed on a continuing basis by 48 full-time employees. The campus has 17 resident faculty (of the 17, 4 also have executive administrative positions) and 31 staff. Course offerings are complemented by courses taught by a group of approximately 20 adjunct faculty members. The campus is headed by a rector who reports to the Director of FSU International Programs and in turn to the Provost of the university.

The rector has served in this capacity for several years, has a Ph.D. in Industrial Engineering Education, and long history of service in administrative positions to Florida State University. The vice rector for Academic Affairs holds a master's degree and has been affiliated with the FSU - Panama campus for a number of years.

Administrative support services are provided at the FSU - Panama campus primarily by full-time campus based personnel. These range from housing and maintenance to financial and personnel activities. Security services are outsourced.

Over the last ten years, the FSU - Panama campus has increased its number of full-time faculty. Positions were filled in the areas of physics, geography, and international affairs. Last year, a position in economics was also filled. Effective Fall 2013, another full-time faculty member will be added in English. As on the main campus, students also register for distance learning classes which provide them with a broader choice of courses and contact with main campus faculty.

Physical Facilities – brief description of facilities that support educational programs and services offered at the branch campus and scope of safety/health measures taken at the branch campus

FSU - Panama City operates in a 5-story, 34,912 square foot building located in and leased from the City of Knowledge, Panama, Republic of Panama. The City of Knowledge is a foundation whose mission includes the convergence of learning, service and research institutions. The main building houses the administrative offices, faculty offices, the bookstore, a teaching computer lab with 30 terminals, the English Language Program, two floors of classrooms which include 13 technology-enhanced classrooms equipped with all the computing and audio-visual equipment needed; science labs (Biology, Chemistry, Physics Studio and Geography Studio), and the student lounge/computer lab/study area. There are; and areas for student support services.

In addition to the 5-story building that is entirely used to serve the needs of FSU - Panama's educational mission, the university's library occupies the ground floor of an adjacent building. The library with about 3,600 ft² of space, houses a physical collection of 40,000+ items, and computer stations as well as study areas for the students.

The City of Knowledge is responsible for repairing structural damages, the roof, the exterior of the building, and the grounds surrounding the building. The university is responsible for the maintenance and cleaning of all these areas, any necessary improvements not covered by the City of Knowledge, additions, or repair needs. All of the areas are equipped and furnished to serve the needs of the academic program (enough classrooms, science labs, administrative offices, and faculty/staff offices, as well as recreational facilities). The university provides Wi-Fi internet service to all students around the entire main building, air-conditioned areas, technology-enhanced classrooms, and science labs as well as the library. Through a contractual agreement with KIWANIS, the agency that administers sports facilities on the City of Knowledge, FSU - Panama students have access to all sports facilities, including a gymnasium,

racquetball and tennis courts, various fields, swimming pool, etc.). [The University recently renovated a multi-use sports court, located between the main building and the library.

FSU Panama Housing includes a complex of five apartments/houses which are rented from the landlords in the surrounding community. These apartments include thirty-six beds which are available primarily with double occupancy per room. Some apartments/houses include two story buildings with 3, 4 or 5 bedrooms and 3 bathrooms, living-dining room, kitchen, laundry area, terrace; all of them fully furnished. Residential units all have a full time permanent program assistant or a student resident assistant that reside with the students. General maintenance is provided by FSU-Panama, and cleaning is provided by a member of the housing cleaning staff. The campus outsources some repairs and maintenance, as well as plumbing, spraying, security devices (cameras and safes) and other electrical needs. All apartments/housing units have a security system (cameras) which records activity around the perimeter on a hard disk which can be accessed through the web by a Program Assistant and other housing officials.

The campus provides control over physical resources through regular inventory of all items. Items having a value of at least \$500 are registered as fixed assets in the accounting system. Other items are kept on an inventory system which keeps track of basic information like a brief description of the item, the acquisition date, the purchase value and the physical location. The departments who are custodians of the items are responsible for accounting for the item as well as requesting maintenance whenever needed.

The campus provides for a healthy, safe and secure environment for all members of the campus community at the branch campus. All common areas of the main building are equipped with surveillance cameras. Security services are provided by a private Security Company as well as security personnel from the City of Knowledge. In general, the City of Knowledge, where we are located, is a safe area given that it's an enclosed area with only two access points that are easily controlled by the local police as well as the contracted security services. All our students, staff, faculty and guests are covered by accidental insurance and private ambulance services for emergency situations. First-aid kits are available in the Student Affairs areas of the building for cases of small accidents.

Library resources – brief description of library services and personnel that support educational programs offered at branch campus

The Florida State University-Panama Library provides information resources and services that support the learning, teaching and research at our local campus. The print collection totals 40,000, the largest English language collection in Panama. All registered students, faculty, and staff have access to a wide range of electronic resources, which include 1.1 million e-books, 778 databases, 80,000 e-journals via the FSU main campus library portal. Moreover, materials on course reserves are available

at the library in both print and electronic formats. The library located on the FSU-Panama campus has seven workstations for student use, seating for 40, and several study areas, including private study rooms. Total square footage is 3,600.

A professional librarian provides support for accessing study and research materials, with help from student assistants who also handle daily circulation, material handling and information requests. Interlibrary Loan is often utilized for access to physical resources borrowed from FSU's main campus or other institutions. The librarian serves students, faculty, and programs offered by the campus with the assistance of trained student assistants.

Students at the branch campus have access to regular and timely instruction in the use of the library and other learning/information resources. New students are introduced to the library resources at the New Student Orientations. The Head Librarian at FSU - Panama Library delivers information literacy (bibliographic) sessions within the Library on a one-on-one or group basis, depending on the time of the semester. Additionally, he provides information sessions in classroom settings upon instructors' requests.

The library is open to students and faculty 6 days a week and has Wi Fi access. The operation times are extended during exam week.

Technology – brief description of technology resources, services, and personnel that support educational programs offered at branch campus

The FSU-Panama Campus provides technology resources, including network and server infrastructure (storage, authentication, wired and Wi-Fi internet access), physical computer labs, administrative computers, and classroom technology. These resources are funded by a Republic of Panama Technology Fee assessed to each student. Information technology services are provided by two campus staff members.

The Florida State University - Panama campus has deployed three computer networks: one administrative, one academic and one for the WIFI. Overall, FSU - Panama has a total of 94 desktop computers, and 7 servers. The administrative network has 26 desktop computers and 3 servers. The academic network has 68 desktop computers and 3 servers. The WIFI network has one server.

Student computer laboratories and shared facilities include the following: a computer classroom with 31 computers, a computer lab with 7 computers and a network printer, a GIS lab with 6 computers equipped with ArcGIS, a chemistry lab with 2 computers, biology lab with a computer, physics lab equipped with an interactive smart projector, and a computer lab in the library with 7 computers and a scanner. Four laptops are available for checkout by faculty and staff. Fourteen classrooms have audiovisual capabilities.

The chemistry lab uses "Virtual ChemLab" for chemistry lab experiments, and the Geography lab uses ArcGIS Version 10. The campus has fiber optic connectivity to its internet provider with a bandwidth of 30 Mbps upload and download and provides Wi-Fi

in the main building and the library. In addition, the campus has: of the 15 classrooms, 13 are technology-enhanced classrooms equipped with computer, audio-visual equipment and projectors; one lecture room equipped with interactive Dell S500si smart projector, computer and audio-visual equipment; study areas in the Student Lounge and in the Library with computers and Internet access; three servers for the Academic LAN, three servers for the Administrative LAN and one server for the WIFI; and access to main campus online resources, including Blackboard.

Students are given instructions for activating their FSUID at orientation and are introduced to online resources that can provide additional assistance: SASS reports, online registration tool, Blackboard, course search, and academic guides. Students are part of a listserv that is used to circulate important information, updates, announcements of campus activities, and overall maintain the concept of an academic community. Students also receive announcements sent from main campus to all the FSU community.

Financial – annual operating budget (adequacy of budget) for the branch campus

FSU - Panama branch campus operates on a budget of \$4,000,000 a year (4,046,953 for fiscal year 2013-2014). All expense items have been covered by the amount budgeted over the years, including expenses on improvements made to the physical facilities as well as acquisition of new equipment.

The President of the university is the Chair of the U.S. based International Programs Association Inc. (IPA). IPA develops and approves a consolidated budget for all international programs, all locations, including the Republic of Panama campus. The President of the University approves the FSU Panama budget. The IPA consolidated budget is also approved by the FSU Board of Trustees as are the budgets of all other university Direct Service Organizations (DSO). The IPA consolidated budget has separate lines for the Republic of Panama's budgeted revenues and expenditures. Most of the funds of the Republic of Panama campus DSO are receipted and spent in Panama by the DSO and that entails the use of the funds according to the mission of the DSO versus the requirement to use the university's U.S. main campus services and related policies.

Access to student support programs, services, and activities that promote student learning and enhance the development of students at the branch campus

The Divisions of Student Affairs and Academic Affairs in Tallahassee collaborate with faculty and staff to offer an extensive variety of support services for students both on the Tallahassee campus and at FSU - Panama. More than 32 separate student support services are offered at the campus in areas ranging from advising and academic maps to disability support and orientation. The Florida State University - Panama students have access to a series of support activities and services, both on-site and online through the web-based tools that FSU has implemented.

FSU - Panama provides academic support services for prospective and current students. For example, open house and school visits introduce admission requirements and structure of academic programs to prospective students. New students are provided an orientation (mandatory) where students are introduced to the policies of the university, structure of academic programs, Liberal Studies requirements, and academic mapping. Students are also given guidance with regards to registration, course selection, services available to them, and other important information. They are provided with a copy of the *Quest for Excellence*, the Republic of Panama's version of *It's All Academic*. Campus services and support activities are reviewed at the New Student Orientation and announced through email during the semester.

The Student Affairs Office on the campus provides information about scholarships, grants, work-study and loans available in FSU - Panama and through the Tallahassee campus.

Students receive academic advising through the office of Admissions and Records in conjunction with the Vice Rector for Academic Affairs. Advising takes place on a walk-in basis, or by appointment for more complex cases. Advising sessions reinforce university policies, track student's advancement towards their intended majors, and select classes. In addition, the office of Admissions and Records offers a series of workshops on topics of interest to the student body that relate to limited access programs, transfer process, and meeting academic requirements for the different colleges.

By activating their FSUID, students have access to all web-based tools that the main campus has developed to assist students with their academic endeavors: online registration, checkpoints for Liberal Studies compliance, graduation requirements, and also access to online Library resources. FSU - Panama students are introduced to these online tools at orientation. The student listserv serves as a communication avenue for information and announcements, notifications of services, and dissemination of policies. The listserv is also supported by the FSU network: fsupstudents@lists.fsu.edu.

The campus provides additional services used by many students. The Math Learning center provides support and tutoring for math difficulties, and it is staffed by a faculty member in the area of Mathematics and student tutors. The Writing center provides support with writing difficulties. The Wellness Office provides basic counseling and referral services and organizes a series of workshops every semester (topics include "Stress and its Effects," "Improving Academic Skills," "Sports and Wellness," "Stress and its Effects"). Services are announced to students through the student listserv, and advertised through print announcement placed around campus.

Some campus services target specific groups. For example, the Office of Academic Affairs is a collection point of paperwork for veterans attending FSU - Panama, which is then forwarded to the Veterans Affairs Coordinator in Tallahassee.

The FSU - Panama campus maintains communication with Students with Disabilities Resource Center (SDRC) on the main campus for the evaluation of students' special needs and request for accommodations. Based on these evaluations, the FSU - Panama campus provides the students with the approved accommodations. Both areas are handled by the vice rector for Academic Affairs.

Career and job openings are made available and circulated among current students and alumni on the appropriate listserv. In addition, the office of Admissions and Records places students in internships based on their particular academic needs and preparation. A strong component in the internship program is the series of agreements with local and international agencies that relate to academic programs, such as UNICEF, UNDP, ANCON (National Association for the Nature Conservancy), and CATHALAC.

The institution makes available to students at the branch campus current academic calendars, grading policies, and refund policies. The academic calendar is provided in hard copy to the new students at the New Student Orientation session, and also circulated via email through the student listserv across the campus. Grading policies for each course are contained in the syllabi that all instructors must distribute during the first week of classes. A copy of each syllabus is also kept in the administration and forwarded to the main campus. Refund policies are communicated through the website, at the new student orientation, via email upon the beginning of each new semester, the academic calendar, and the student registration form that students must fill out and submit upon registration.

The procedures for addressing written student complaints at the branch campus and resolving student complaints involves a number of individuals on campus. Students have access to three major administrative figures in order to address complaints: The rector, the vice rector, and the director of Student Affairs.

Academic complaints regarding grades or the instructor or program that are not resolved by contacting the instructor are addressed through the General Academic Appeals process or the grade appeal process, and the main administrative figure that takes action is the vice rector for Academic Affairs.

Complaints about issues that are neither academic nor about general university services are addressed through contacting the relevant staff, or channeled through the Director of Student Affairs.

Any complaints of discrimination against a fellow student are addressed by contacting the Director of Student Affairs, and are handled through reference to the Student Handbook. Any complaints of discrimination and sexual harassment against a staff member are addressed through the rector. If the complaint is against a faculty member, then the report will be received by the vice rector of Academic Affairs, who will then request the support of the Equal Opportunity and Compliance office on the main campus.

The campus complies with the university student complaint policy. Whenever the small size of campus interferes with due process and compromises objectivity or impartiality, the support of the relevant office from the main campus is requested. This is typically the case of a written complaint of discrimination of sexual harassment filed against a faculty member. In this situation, the receiving officer (vice rector for Academic Affairs) forwards the complaint to the Office of Equal Opportunity and Compliance, and provides the support needed to allow the investigation to proceed in the best possible manner: providing updated contact information for all parties; facilitating the space and technology support for interviews; or offering additional background information as needed.

To facilitate the expression of student written complaints and ensure that they reach the relevant staff member on campus, the FSU - Panama campus has implemented a complaint and grievances tool on its website that allows timely notification of complaints and keeps a log of activities and interactions that are part of the resolution.

Institutional effectiveness – brief description of IE efforts at the branch campus

In concert with the academic departments, learning outcomes are developed, assessed and reviewed for improvement for all educational programs offered at FSU - Panama. As applicable, the expected outcomes mirror those on the main campus. The outcomes, standards, results, and planned improvements are entered in the university's institutional effectiveness system annually. The performance of undergraduate and graduate students at the university branch campus compares favorably with that on the main campus, in general. It typically exceeds the standards established in the relevant strategic plan outcomes. In instances where the branch campus performance lags the results are addressed in the relevant planned improvement action plans. Faculty and administrators review and approve entries in the IE system annually. The university reports the status of its IE system annually to the Florida Board of Governors which mandates such assessment by each university for all bachelor's degrees offered at the institution.

For the most part, the outcome results are comparable to those on the main campus. There are instances where the class sizes at FSU-Panama are not large enough to generate robust results (e.g. Biological Sciences I lab groups are typically 4-5 students). There are areas where the branch has a unique situation with regard to English composition. Working with a student body of multilingual students makes the assessment process challenging in many cases.