International Assembly for Collegiate Business Education

Report of Outcomes Assessment Results

Institution:	Alaska Pacific University
Academic Business Unit:	Business Administration Department
Academic Year:	2015/16

International Assembly for Collegiate Business Education
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USA

Outcomes Assessment Results

For Academic Year: 2015/16

Section I: Student Learning Assessment

Business Administration Department	
Intended Student Learning Outcomes for Business Administration and Management	
1. *Manage Organizational Change*: Developed competencies in the core areas of business	
2. *Leadership:* Learn to identify different leadership strategies to motivate employees and effectively manage organizations	
3. *Global Strategy:* Acquired knowledge on techniques for achieving competitive advantage in the global market environment	
4. *Written & Oral Communication:* Developed written and oral communications skills for effective performance in the work place	
5. *Problem Solving*: Developed competencies in the methods of inquiry to solve organizational problems	
6. *Financial Management:* Attained an understanding of business financial management including financial statement analysis, financing and investing	
7. *Law & Ethics*: Understand the law of contracts & legal and ethical issues involved with business management	
8. *Research & Application:* Gained an understanding of the research process and its application	
Assessment Instruments for Intended Student Learning Outcomes—Direct Measures of Student Learning:	**Performance Objectives (Targets/Criteria) for Direct Measures:**
1. *Direct Measure 1* Senior Project: Written	*Objective (Target/Criterion) for Direct Measure 1* *At least 80% of students receive a score of 70% or higher for each outcome* *SLOs 4, 5, 8*
2. *Direct Measure 2* Senior Project: Oral	*Objective (Target/Criterion) for Direct Measure 2* *At least 80% of students receive a score of 70% or higher for each outcome* *SLO 4*

3. *Direct Measure 3* Qualitative : To assess competencies not assessed by senior project	*Objective (Target/Criterion) for Direct Measure 3* *We revised our OAP in Nov 2015 to include Capstone CompXM*as a direct measure to assess those competencies not assessed by the senior project: SLOs 1, 2,3,6 & 7.* *The outcome goal for these SLOs are: 75% of students receive score of 65% or higher for each SLO* *From Nov 2015 OAP: "This second direct measure that replaces our old "graduation competencies" will become effective in fall 2016, our next academic calendar year. We realize therefore that the 2015/16 assessment results will not cover the SLOs that the senior project will not be able to assess. To make up for this gap we plan to do a qualitative assessment of those competencies (not assessed by senior project) by the following method: The instructors of 400 level courses where these outcomes are achieved will do an assessment of how well the students in those classes met the said SLOs. We will summarize and report those results."*
Assessment Instruments for Intended Student Learning Outcomes—Indirect Measures of Student Learning:	**Performance Objectives (Targets/Criteria) for Indirect Measures:**
1. *Indirect Measure 1* Student Survey	*Objective (Target/Criterion) for Indirect Measure 1* *At least 90% of students will indicate "met expectations" or " exceeds expectation" in achieving the intended learning outcomes for all outcomes*

Assessment Results: *Business Administration and Management* ***N=11***
Summary of Results from Implementing Direct Measures of Student Learning:
1. *Summary of Results for Direct Measure 1:* *Senior project written. 100% of students received 70% or higher*
2. *Summary of Results for Direct Measure 2:* *Senior project oral. 100% of students received 70% or higher*
3. *Summary of Results for Direct Measure 3:* *Mixed Results. See table below*
Summary of Results from Implementing Indirect Measures of Student Learning:
1. *Summary of Results for Indirect Measure 1:* *Did not meet target for two SLOs.*
2. *Summary of Results for Indirect Measure 2:* *Alumni Survey was not conducted during 2015-16 year*

Intended Student Learning Outcomes					
General Program ISLOs	***Direct Measure 1***	***Direct Measure 2***	***Direct Measure 3***	***Indirect Measure 1***	***Indirect Measure 2***
	Performance Target Was…	**Performance Target Was…**	**Performance Target Was…**	**Performance Target Was…**	**Performance Target Was…**
1. *Manage Organizational Change*: Developed competencies in the core areas of business			Mixed results. Students with work experience demonstrated competency most successfully (Qualitative)	Met 100% of students agreed or strongly agreed (n=7)	
2. *Leadership:* Learn to identify different leadership strategies to motivate employees and effectively manage organizations			Met. As demonstrated by learning activities (Qualitative)	Not met 71% of students agreed or strongly agreed (n=7)	
3. *Global Strategy:* Acquired knowledge on techniques for achieving competitive advantage in the global market environment				Not met 85% of students agreed or	

				strongly agreed (n=7)	
4. *Written & Oral Communication:* Developed written and oral communications skills for effective performance in the work place	Met 100% of students earned 70% or higher	Met 100% of students earned 70% or higher		Met 100% of students agreed or strongly agreed (n=7)	
5. *Problem Solving*: Developed competencies in the methods of inquiry to solve organizational problems	Met 100% of students earned 70% or higher				
6. *Financial Management:* Attained an understanding of business financial management including financial statement analysis, financing and investing			Not met. Only 50% of the students demonstrated average abilities (Qualitative)	Met 100% of students agreed or strongly agreed (n=7)	
7. *Law & Ethics*: Understand the law of contracts & legal and ethical issues involved with business management			Met. Class outcome demonstrated fully developed competency (Qualitative)	Met 100% of students agreed or strongly agreed (n=7)	
8. *Research & Application:* Gained an understanding of the research process and its application	Met 100% of students earned 70% or higher			Met 100% of students agreed or strongly agreed (n=7)	

Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:
1. *Course of Action 1: Effective Fall 2016 we have instituted a new direct method of assessment using capstone course to assess those learning outcomes not assessed by senior project.*
2. *Course of Action 2: Exploring ideas for how to use senior projects to demonstrate business competencies in addition to research methods, written and oral communication*

Business Administration Department	
Intended Student Learning Outcomes for Master of Business Administration N=15	
1. Gain an appreciation of the local, domestic, and global environments as they relate to business leadership	
2. Enhance business judgment and identify sound management methods including the ability to think critically and strategically	
3. Attain an understanding of, and ability to appropriately leverage, interpersonal relationships and team work within an organization	
4. Develop analytical expertise and functional frameworks drawn from a broad range of managerial skills including accounting, finance, economics, marketing, management, and law; understand organizational systems to accommodate and build on these functional areas	
5. Develop analytical expertise and functional frameworks drawn from a broad range of managerial skills including accounting, finance, economics, marketing, management, and law; understand organizational systems to accommodate and build on these functional areas	
6. Establish outstanding multi-method communication skills appropriate for leadership positions	
7. Recognize the value of effective and ethical leadership so they can lead themselves, others, and organizations	
Assessment Instruments for Intended Student Learning Outcomes—Direct Measures of Student Learning:	**Performance Objectives (Targets/Criteria) for Direct Measures:**
Capstone Presentation & Performance General Program ISLOs Assessed by this Measure: *Outcomes List* 1. Gain an appreciation of the local, domestic, and global environments as they relate to business leadership 2. Enhance business judgment and identify sound management methods including the ability to think critically and strategically *3.* Attain an understanding of, and ability to appropriately leverage, interpersonal relationships and team work within an organization 4. Develop analytical expertise and functional frameworks drawn from a broad range of managerial skills including accounting, finance, economics, marketing, management, and law; 5. Acquire an ability to incorporate appropriate quantitative and qualitative data, including an appreciation for the value and costs of obtaining data, into management decisions 6. Establish outstanding multi-method communication skills appropriate for leadership positions *7.* Recognize the value of effective and ethical leadership so they can lead themselves, others, and organizations	*Objective (Target/Criterion) for Direct Measure 1* *Capstone student presentation & performance: At least 65% of students receive an average score of 80% or higher* (*SLOs 1, 6 & 7)* *#1: Board Query (demonstrated appreciation for local environments): 0% achieved 80% or higher* *#6: No metrics in the capstone course was used to measure this outcome* *#7: HR Functional score: 53% achieved 65% or higher* *Operations functional score: 31% achieved 65% or higher*

Capstone CompXm General Program ISLOs Assessed by this Measure: *Outcomes List* 1. Gain an appreciation of the local, domestic, and global environments as they relate to business leadership 2. Enhance business judgment and identify sound management methods including the ability to think critically and strategically *3.* Attain an understanding of, and ability to appropriately leverage, interpersonal relationships and team work within an organization 4. Develop analytical expertise and functional frameworks drawn from a broad range of managerial skills including accounting, finance, economics, marketing, management, and law; 5. Acquire an ability to incorporate appropriate quantitative and qualitative data, including an appreciation for the value and costs of obtaining data, into management decisions 6. Establish outstanding multi-method communication skills appropriate for leadership positions *7.* Recognize the value of effective and ethical leadership so they can lead themselves, others, and organizations	*Objective (Target/Criterion) for Direct Measure 2* *Capstone CompXM: 75% of students receive score of 65% or higher* (*SLOs 2, 3, 4 & 5)* *#2: BSC 0% achieved 65% or higher* *Strategy functional score: 40% achieved 65% or higher* *#3:HR functional score: 53% achieved 65% or higher* *#4: Accounting functional score: 40% achieved 65% or higher* *Finance functional score: 33% achieved 65% or higher* *Marketing functional score: 56% achieved 65% or higher* *#5: Accounting functional score: 40% achieved 65% or higher* *Finance functional score: 33% achieved 65% or higher*
Assessment Instruments for Intended Student Learning Outcomes—Indirect Measures of Student Learning:	**Performance Objectives (Targets/Criteria) for Indirect Measures:**
Student Exit Survey General Program ISLOs Assessed by this Measure: *Outcomes List* 1. Gain an appreciation of the local, domestic, and global	*Objective (Target/Criterion) for Indirect Measure 1* *75% of students select "Agree" or higher in achieving each intended*

environments as they relate to business leadership 2. Enhance business judgment and identify sound management methods including the ability to think critically and strategically *3.* Attain an understanding of, and ability to appropriately leverage, interpersonal relationships and team work within an organization 4. Develop analytical expertise and functional frameworks drawn from a broad range of managerial skills including accounting, finance, economics, marketing, management, and law; 5. Acquire an ability to incorporate appropriate quantitative and qualitative data, including an appreciation for the value and costs of obtaining data, into management decisions 6. Establish outstanding multi-method communication skills appropriate for leadership positions *7.* Recognize the value of effective and ethical leadership so they can lead themselves, others, and organizations	*learning outcomes* *N=8* *1. 100% agreed or strongly agreed* *2. 100% agreed or strongly agreed* *3. 87.5% agreed or strongly agreed* *4. 100% agreed or strongly agreed* *5. 100% agreed or strongly agreed* *6. 100% agreed or strongly agreed* *7. 100% agreed or strongly agreed*
Employer Focus Group General Program ISLOs Assessed by this Measure: *Outcomes List* 1. Gain an appreciation of the local, domestic, and global environments as they relate to business leadership 2. Enhance business judgment and identify sound management methods including the ability to think critically and strategically *3.* Attain an understanding of, and ability to appropriately leverage, interpersonal relationships and team work within an organization 4. Develop analytical expertise and functional frameworks drawn from a broad range of managerial skills including accounting, finance, economics, marketing, management, and law; 5. Acquire an ability to incorporate appropriate quantitative and qualitative data, including an appreciation for the value and	*Objective (Target/Criterion) for Indirect Measure 2* *75% of surveyed select "Agree" or higher for each SLO* *Focus group not conducted*

costs of obtaining data, into management decisions 6. Establish outstanding multi-method communication skills appropriate for leadership positions 7. Recognize the value of effective and ethical leadership so they can lead themselves, others, and organizations	

Assessment Results: ***Master of Business Administration***

Summary of Results from Implementing Direct Measures of Student Learning:

Summary of Results for Direct Measure 1: Capstone Presentation & Performance: Students demonstrate this outcome in teams. See results in above table.

Summary of Results for Direct Measure 2: CompXM scores in the functional domains of Accounting, Finance, Strategy, Marketing, Operations, and HR were consistently close to (in fall 2015) or above (in spring 2016) national average. However, individuals learning outcome targets were not met. See results in above table

Summary of Results from Implementing Indirect Measures of Student Learning:

Summary of Results for Indirect Measure 1: Met outcomes

Summary of Results for Indirect Measure 2: Employer Focus Group not conducted

Intended Student Learning Outcomes				
General Program ISLOs	***Direct Measure 1***	***Direct Measure 2***	***Indirect Measure 1***	***Indirect Measure 1***
	Performance Target Was…	**Performance Target Was…**	**Performance Target Was…**	**Performance Target Was…**
Program Learning Outcome 1	Not met		Met	
Program Learning Outcome 2		Not met	Met	
Program Learning Outcome 3		Not met	Met	
Program Learning Outcome 4		Not met	Met	
Program Learning Outcome 5		Not met	Met	
Program Learning Outcome 6	Not measured		Met	
Program Learning Outcome 7	Not Met		Met	

Business Administration Department	
Intended Student Learning Outcomes for Executive Master of Business Administration in Strategic Leadership **N=0**	
1. Gain an appreciation of the local, domestic, and global environments as they relate to business leadership	
2. Enhance business judgment and identify sound management methods including the ability to think critically and strategically	
3. Attain an understanding of, and ability to appropriately leverage, interpersonal relationships and team work within an organization	
4. Develop analytical expertise and functional frameworks drawn from a broad range of managerial skills including accounting, finance, economics, marketing, management, and law; understand organizational systems to accommodate and build on these functional areas	
5. Develop analytical expertise and functional frameworks drawn from a broad range of managerial skills including accounting, finance, economics, marketing, management, and law; understand organizational systems to accommodate and build on these functional areas	
6. Establish outstanding multi-method communication skills appropriate for leadership positions	
7. Recognize the value of effective and ethical leadership so they can lead themselves, others, and organizations	
Assessment Instruments for Intended Student Learning Outcomes—Direct Measures of Student Learning:	**Performance Objectives (Targets/Criteria) for Direct Measures:**
Capstone Presentation & Performance General Program ISLOs Assessed by this Measure: *Outcomes List* • Gain an appreciation of the local, domestic, and global environments as they relate to business leadership • Enhance business judgment and identify sound management methods including the ability to think critically and strategically • Attain an understanding of, and ability to appropriately leverage, interpersonal relationships and team work within an organization • Develop analytical expertise and functional frameworks drawn from a broad range of managerial skills including accounting, finance, economics, marketing, management, and law; • Acquire an ability to incorporate appropriate quantitative and qualitative data, including an appreciation for the value and costs of obtaining data, into management decisions • Establish outstanding multi-method communication skills appropriate for leadership positions • Recognize the value of effective and ethical leadership so they	*Objective (Target/Criterion) for Direct Measure 1* *Capstone student presentation & performance: At least 65% of students receive an average score of 80% or higher* (*SLOs 1, 6 & 7)*

can lead themselves, others, and organizations	
Capstone CompXm General Program ISLOs Assessed by this Measure: *Outcomes List* • Gain an appreciation of the local, domestic, and global environments as they relate to business leadership • Enhance business judgment and identify sound management methods including the ability to think critically and strategically • Attain an understanding of, and ability to appropriately leverage, interpersonal relationships and team work within an organization • Develop analytical expertise and functional frameworks drawn from a broad range of managerial skills including accounting, finance, economics, marketing, management, and law; • Acquire an ability to incorporate appropriate quantitative and qualitative data, including an appreciation for the value and costs of obtaining data, into management decisions • Establish outstanding multi-method communication skills appropriate for leadership positions • Recognize the value of effective and ethical leadership so they can lead themselves, others, and organizations	*Objective (Target/Criterion) for Direct Measure 2* *Capstone CompXM: 75% of students receive score of 65% or higher (SLOs 2, 3, 4 & 5)*
Assessment Instruments for Intended Student Learning Outcomes—Indirect Measures of Student Learning:	**Performance Objectives (Targets/Criteria) for Indirect Measures:**

Student Exit Survey General Program ISLOs Assessed by this Measure: *Outcomes List* • Gain an appreciation of the local, domestic, and global environments as they relate to business leadership • Enhance business judgment and identify sound management methods including the ability to think critically and strategically • Attain an understanding of, and ability to appropriately leverage, interpersonal relationships and team work within an organization • Develop analytical expertise and functional frameworks drawn from a broad range of managerial skills including accounting, finance, economics, marketing, management, and law; • Acquire an ability to incorporate appropriate quantitative and qualitative data, including an appreciation for the value and costs of obtaining data, into management decisions • Establish outstanding multi-method communication skills appropriate for leadership positions • Recognize the value of effective and ethical leadership so they can lead themselves, others, and organizations	*Objective (Target/Criterion) for Indirect Measure 1* *75% of students select "Agree" or higher in achieving each intended learning outcomes*
Employer Focus Group General Program ISLOs Assessed by this Measure: *Outcomes List* • Gain an appreciation of the local, domestic, and global environments as they relate to business leadership • Enhance business judgment and identify sound management methods including the ability to think critically and strategically • Attain an understanding of, and ability to appropriately leverage, interpersonal relationships and team work within an organization • Develop analytical expertise and functional frameworks drawn from a broad range of managerial skills including accounting, finance, economics, marketing, management, and	*Objective (Target/Criterion) for Indirect Measure 2* *75% of surveyed select "Agree" or higher for each SLO*

law; • Acquire an ability to incorporate appropriate quantitative and qualitative data, including an appreciation for the value and costs of obtaining data, into management decisions • Establish outstanding multi-method communication skills appropriate for leadership positions • Recognize the value of effective and ethical leadership so they can lead themselves, others, and organizations	

Assessment Results: Executive *Master of Business Administration in Strategic Leadership*

Summary of Results from Implementing Direct Measures of Student Learning:
1. *Summary of Results for Direct Measure 1: No results reported. No student in this program did Capstone course in 2015/16*
2. *Summary of Results for Direct Measure 2: No results reported. No student in this program did Capstone course in 2015/16*
Summary of Results from Implementing Indirect Measures of Student Learning:
1. *Summary of Results for Indirect Measure 1: No results reported. No student in this program did Capstone course in 2015/16*
2. *Summary of Results for Indirect Measure 2: No results reported. No student in this program did Capstone course in 2015/16*

Intended Student Learning Outcomes				
General Program ISLOs	***Direct Measure 1***	***Direct Measure 2***	***Indirect Measure 1***	***Indirect Measure 2***
	Performance Target Was…	**Performance Target Was…**	**Performance Target Was…**	**Performance Target Was…**
Program Learning Outcome 1				
Program Learning Outcome 2				
Program Learning Outcome 3				
Program Learning Outcome 4				
Program Learning Outcome 5				
Program Learning Outcome 6				
Program Learning Outcome 7				

Business Administration Department	
Intended Student Learning Outcomes for Accelerated Business Administration and Management/ Master of Business Administration N=1	
1. Gain an appreciation of the local, domestic, and global environments as they relate to business leadership	
2. Enhance business judgment and identify sound management methods including the ability to think critically and strategically	
3. Attain an understanding of, and ability to appropriately leverage, interpersonal relationships and team work within an organization	
4. Develop analytical expertise and functional frameworks drawn from a broad range of managerial skills including accounting, finance, economics, marketing, management and law	
5. Acquire an ability to incorporate appropriate quantitative and qualitative data, including an appreciation for the value and costs of obtaining data, into management decisions	
6. Establish outstanding multi-method communication skills appropriate for leadership positions	
7. Recognize the value of effective and ethical leadership so they can lead themselves, others, and organizations	
Assessment Instruments for Intended Student Learning Outcomes—Direct Measures of Student Learning:	**Performance Objectives (Targets/Criteria) for Direct Measures:**
Direct measure 1: Capstone General Program ISLOs Assessed by this Measure: *Outcomes List* 1. Gain an appreciation of the local, domestic, and global environments as they relate to business leadership 2. Enhance business judgment and identify sound management methods including the ability to think critically and strategically *3.* Attain an understanding of, and ability to appropriately leverage, interpersonal relationships and team work within an organization 4. Develop analytical expertise and functional frameworks drawn from a broad range of managerial skills including accounting, finance, economics, marketing, management, and law;	*Objective (Target/Criterion) for Direct Measure 1* *Capstone student presentation & performance: At least 65% of students receive an average score of 80% or higher (SLOs 1, 6 & 7)* *Capstone Comp-XM: 75% of students receive score of 65% or higher (SLOs 2, 3, 4 & 5)* *#1: Board Query (demonstrated appreciation for local environments): 0% achieved 80% or higher* *#2: BSC 0% achieved 65% or higher* *Strategy functional score: 100% achieved 65% or higher*

5. Acquire an ability to incorporate appropriate quantitative and qualitative data, including an appreciation for the value and costs of obtaining data, into management decisions 6. Establish outstanding multi-method communication skills appropriate for leadership positions *7.* Recognize the value of effective and ethical leadership so they can lead themselves, others, and organizations	*#3:HR Functional score: 100% achieved 65% or higher* *#4: Accounting Score: 100% achieved 65% or higher* *Finance score: 100% achieved 65% or higher* *Marketing score: 0% achieved 65% or higher* *#5: Accounting Score: 100% achieved 65% or higher* *Finance score: 100% achieved 65% or higher* *#6: No metrics in the capstone course was used to measure this outcome* *#7: HR Functional score: 100% achieved 65% or higher* *Operations functional score: 0% achieved 65% or higher*
Direct Measure 2: Master Thesis General Program ISLOs Assessed by this Measure: *Outcomes List* *1. Manage Organizational Change*: Developed competencies in the core areas of business *2. Leadership:* Learn to identify different leadership strategies to motivate employees and effectively manage organizations *3. Global Strategy:* Acquired knowledge on techniques for achieving competitive advantage in the global market environment *4. Written & Oral Communication:* Developed written and oral communications skills for effective performance in the work place *5. Problem Solving*: Developed competencies in the methods of inquiry to solve organizational problems *6. Financial Management:* Attained an understanding of business financial management including financial statement analysis, financing and investing *7. Law & Ethics*: Understand the law of contracts & legal and ethical issues involved with business management *8. Research & Application:* Gained an understanding of the	*Objective (Target/Criterion) for Direct Measure 2* *75% of students will receive a score of 80% or higher for all outcomes* *The Accelerated BAM/MBA student has not completed Master Thesis*

research process and its application	
Assessment Instruments for Intended Student Learning Outcomes—Indirect Measures of Student Learning:	**Performance Objectives (Targets/Criteria) for Indirect Measures:**
Student Exit Survey General Program ISLOs Assessed by this Measure: *Outcomes List* 1. Gain an appreciation of the local, domestic, and global environments as they relate to business leadership 2. Enhance business judgment and identify sound management methods including the ability to think critically and strategically *3.* Attain an understanding of, and ability to appropriately leverage, interpersonal relationships and team work within an organization 4. Develop analytical expertise and functional frameworks drawn from a broad range of managerial skills including accounting, finance, economics, marketing, management, and law; 5. Acquire an ability to incorporate appropriate quantitative and qualitative data, including an appreciation for the value and costs of obtaining data, into management decisions 6. Establish outstanding multi-method communication skills appropriate for leadership positions *7.* Recognize the value of effective and ethical leadership so they can lead themselves, others, and organizations	*Objective (Target/Criterion) for Indirect Measure 1* *75% of students select "Agree" or higher in achieving each intended learning outcomes* *Exit survey to be conducted at time of graduation*
Employer Focus Group General Program ISLOs Assessed by this Measure: *Outcomes List*	*Objective (Target/Criterion) for Indirect Measure 2* *Not conducted*
Assessment Results: Accelerated Business Administration and Management/ Masters in Business Administration	
Summary of Results from Implementing Direct Measures of Student Learning:	
Summary of Results for Direct Measure 1: Mostly met outcomes.	
Summary of Results for Direct Measure 2: No data.	

Summary of Results from Implementing Indirect Measures of Student Learning:
Summary of Results for Indirect Measure 1: No data
Summary of Results for Indirect Measure 2: Employer focus group not conducted in 2015/16

Intended Student Learning Outcomes				
General Program ISLOs	***Direct Measure 1***	***Direct Measure 2***	***Indirect Measure 1***	***Indirect Measure 2***
	Performance Target Was…	**Performance Target Was…**	**Performance Target Was…**	**Performance Target Was…**
1. *Program Learning Outcome 1*	Not met			
2. *Program Learning Outcome 2*		Partially met		
3. *Program Learning Outcome 3*		Met		
4. *Program Learning Outcome 4*		Partially met		
5. *Program Learning Outcome 5*		Met		
6. Program Learning Outcome 6	Not measured			
7. Program Learning Outcome 7	Partially met			

Section II: Operational Assessment (**Note: Complete this section only if you received first-time accreditation or reaffirmation of accreditation after January 1, 2011**.)

Business Administration Department	
Operational Assessment	
Intended Operational Outcomes:	
Intended Operational Outcome 1: Outcomes assessment process documentation	
Intended Operational Outcome 2: (a) Adequate and qualified faculty (b) Satisfied faculty	
Intended Operational Outcome 3: Sufficient infrastructure to support course delivery	
Intended Operational Outcome 4: Satisfied Employers	
Intended Operational Outcome 5: Market relevance of degree offerings	
Intended Operational Outcome 6: Frequency of offerings and availability of courses	
Intended Operational Outcome 7: Interdepartmental collaborative events	
Intended Operational Outcome 8: Interdisciplinary course offerings	
Intended Operational Outcome 9: Alumni relations, community partnerships	
Assessment Measures/Methods for Intended Operational Outcomes:	**Performance Objectives (Targets/Criteria) for Operational Assessment Measures/Methods:**
1. *Operational Assessment Measure/Method 1: Deadlines met* Intended Operational Outcomes Assessed by this Measure: *Outcomes List:* -Outcomes assessment process documentation (Outcome 1)	*Objective (Target/Criterion) for Measure/Method 1* *Revised OAP by November 15, 2015*
2. *Operational Assessment Measure/Method 2: Department input* Intended Operational Outcomes Assessed by this Measure:	*Objective (Target/Criterion) for Measure/Method 2*

Outcomes List: *(Outcome 2)* - (a) Adequate and qualified faculty - (b) Satisfied faculty	*(a) All available positions filled with qualified faculty; adjunct faculty appropriately qualified* *(b) 90% of Faculty are more than "somewhat satisfied"*
3. *Operational Assessment Measure/Method 3: Faculty evaluation* Intended Operational Outcomes Assessed by this Measure: *Outcomes List:* - Sufficient infrastructure to support course delivery (Outcome 3)	*Objective (Target/Criterion) for Measure/Method 3* *Faculty course evaluation satisfaction score>2.5* *Used information from student survey instead*
Operational Assessment Measure/Method 4: Alumni/Employer focus groups & Business Advisory Board/Curriculum review 4. Intended Operational Outcomes Assessed by this Measure: *Outcomes List:* - Satisfied Employers (Outcome 4) - Market relevance of degree offerings (Outcome 5)	*Objective (Target/Criterion) for Measure/Method 4* *Focus group: 80% of participants response: Satisfied or, Very Satisfied* *Curriculum review and Business advisory: 80% participants response: Moderate –to High relevance*
5. *Operational Assessment Measure/Method 5: Course Schedules* Intended Operational Outcomes Assessed by this Measure: *Outcomes List:* - Frequency of offerings and availability of courses (Outcome 6)	*Objective (Target/Criterion) for Measure/Method 5* *Frequency of core offerings per year per course >=2* *Number of elective courses per year at least 1*
6. *Operational Assessment Measure/Method 6: Current student survey* Intended Operational Outcomes Assessed by this Measure: *Outcomes List:* - Frequency of offerings and availability of courses (Outcome 6) - Interdisciplinary course offerings (Outcome 8)	*Objective (Target/Criterion) for Measure/Method 6* *Frequency of core course offerings per year >1* *Number of elective courses per year at least 1* *Number of interdisciplinary course offerings per year at least 1*
7. *Operational Assessment Measure/Method 7: Calendar of events-department* Intended Operational Outcomes Assessed by this Measure: *Outcomes List:*	*Objective (Target/Criterion) for Measure/Method 7* *Number of collaborative events per year at least 1*

- Interdepartmental collaborative events (Outcome 7)	*Department sponsored community event per year: at least 1*
8. *Operational Assessment Measure/Method 8:* Alumni Relations, Community Partnership (Outcome 9)	*Objective (Target/Criterion) for Measure/Method 8:* Newsletters

Summary of Results from Implementing Operational Assessment Measures/Methods:
Summary of Results for Measure/Method 1: Achieved. Revised OAP completed by Nov 15, 2015
Summary of Results for Measure/Method 2: (a) Achieved. All open positions filled in 2015/16. Adjunct faculty appropriately qualified; (b) No data
Summary of Results for Measure/Method 3: Students surveyed strongly agreed eLearning infrastructure met their expectations
Summary of Results for Measure/Method 4: Focus group not conducted. Curriculum reviewed on a regular basis by program directors
Summary of Results for Measure/Method 5: Met frequency of core courses offered at least twice in the year. At least one elective course offered
Summary of Results for Measure/Method 6: Met. At least one elective course offered. One interdisciplinary course offered (Personal Finance)
Summary of Results for Measure/Method 7: Not met
Summary of Results for Measure/Method 8: Continued effort made to stay connected to Alumni through newsletter

Intended Operational Outcomes	***Operational Assessment Measure/ Method 1***	***Operational Assessment Measure/ Method 2***	***Operational Assessment Measure/ Method 3***	***Operational Assessment Measure/ Method 4***	***Operational Assessment Measure Method 5***	***Operational Assessment Measure/ Method 6***	***Operational Assessment Measure/ Method 7***	***Operational Assessment Measure/ Method 8***
	Performance Target Was…	**Performance Target Was…**	**Performance Target Was…**	**Performance Target Was…**	**Performance Target Was…**	**Performance Target Was…**	**Performance Target Was…**	**Performance Target Was…**
Intended Operational Outcome 1	Met							
Intended Operational Outcome 2		Met						
Intended Operational Outcome 3			Met					
Intended Operational Outcome 4				Not assessed/Continuing				
Intended Operational Outcome 5				Not assessed/ Continuing				
Intended Operational Outcome 6					Met	Met		

Intended Operational Outcome 7							Not met	
Intended Operational Outcome 8						Met		
Intended Operational Outcome 9								Met

Proposed Courses of Action for Improvement in Operational Outcomes for which Performance Targets Were Not Met:
1. *Course of Action 1: The new organizational structure that centralized academic department under one Dean of curriculum and instructions in fall 2016 presents opportunities for collaboration across disciplines. Operational outcome #7.*
2. *Course of Action 2: Going forward focus groups of employers will be conducted on a regular basis by the new Dean of Curriculum and Instruction. Operational Outcome #4*