



Public Disclosure of Student Learning

Institution	<u>Alaska Pacific University</u>
Academic Business Unit	<u>Institute of Business and Public Policy</u>
Academic Year	<u>2017-2018</u>

Report of Student Learning and Achievement
Alaska Pacific University
Institute of Business and Public Policy

For Academic Year: 2017-2018

Mission of the Institute of Business and Public Policy
APU's Institute of Business & Public Policy promotes the advancement of knowledge, understanding, and reasoning in Business Administration, Management, and Public Policy. Honoring Alaska's complex and distinctive organizational and business enterprises, the Institute prepares students to address and engage in stewardship of our peoples and communities, with relevance to the world.

Student Learning Assessment for Bachelor of Arts in Business Administration and Management	
Program Intended Student Learning Outcomes (Program ISLOs)	
1. <i>Manage Organizational Change</i> : Developed competencies in the core areas of business	
2. <i>Leadership</i> : Learn to identify different leadership strategies to motivate employees and effectively manage organizations	
3. <i>Global Strategy</i> : Acquired knowledge on techniques for achieving competitive advantage in the global market environment	
4. <i>Written & Oral Communication</i> : Developed written and oral communications skills for effective performance in the work place	
5. <i>Problem Solving</i> : Developed competencies in the methods of inquiry to solve organizational problems	
6. <i>Financial Management</i> : Attained an understanding of business financial management including financial statement analysis, financing and investing	
7. <i>Law & Ethics</i> : Understand the law of contracts & legal and ethical issues involved with business management	
8. <i>Research & Application</i> : 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. Senior Project: Written Program ISLOs Assessed by this Measure: 4, 5, 8	At least 80% of students receive a score of 70% or higher for each outcome

2. Senior Project: Oral Program ISLOs Assessed by this Measure: 4	At least 80% of students receive a score of 70% or higher
3. Capsim Comp-XM Program ISLOs Assessed by this Measure: 1, 2, 3, 6, 7	75% of students receive score of 65% or higher for each SLO
Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Indirect Measures:
1. Student Survey Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6, 7, 8	At least 90% of students will indicate “met expectations” or “exceeds expectation” in achieving the intended learning outcomes for all outcomes
2. Alumni Survey Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6, 7, 8	At least 90% of alumni will indicate “met expectations” or “exceeds expectation” in achieving the intended learning outcomes for all outcomes
Assessment Results: Bachelor of Arts in Business Administration and Management	
Summary of Results from Implementing Direct Measures of Student Learning:	
1. Senior Project: Written: 100% of n=4 students received 70% or higher	
2. Senior Project: Oral: 100% of n=4 students received 70% or higher	
3. Capsim Comp-XM: No data collected during 2017-18. First students to fall under the capstone requirement will take the Capsim-XM exam in Fall 2018	
Summary of Results from Implementing Indirect Measures of Student Learning:	
1. Student Survey: Student survey not conducted during 2017-18	
2. Alumni Survey: Alumni survey not conducted during 2017-18. Due to low survey response rates in previous years, an alumni focus group was conducted in July 2018 with MBA alumni. Results are being used to generate better survey questions for future use.	

Summary of Achievement of Intended Student Learning Outcomes:

Intended Student Learning Outcomes	Learning Assessment Measures							
Program ISLOs	Senior Project: Written	Senior Project: Oral	Capsim Comp-XM	<i>Direct Measure 4</i>	Student Survey	Alumni Survey	<i>Indirect Measure 3</i>	<i>Indirect Measure 4</i>
	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...
1. <i>Manage Organizational Change:</i> Developed competencies in the core areas of business	NA	NA	NA		NA	NA		
2. <i>Leadership:</i> Learn to identify different leadership strategies to motivate employees and effectively manage organizations	NA	NA	NA		NA	NA		
3. <i>Global Strategy:</i> Acquired knowledge on techniques for achieving competitive advantage in the global market environment	NA	NA	NA		NA	NA		
4. <i>Written & Oral Communication:</i> Developed written and oral communications skills for effective performance in the work place	Met	Met	NA		NA	NA		
5. <i>Problem Solving:</i> Developed competencies in the methods of inquiry to solve organizational problems	Met	NA	NA		NA	NA		
6. <i>Financial Management:</i> Attained an understanding of business financial management including financial statement analysis, financing and investing	NA	NA	NA		NA	NA		

7. <i>Law & Ethics</i> : Understand the law of contracts & legal and ethical issues involved with business management	NA	NA	NA		NA	NA		
8. <i>Research & Application</i> : Gained an understanding of the research process and its application	Met	NA	NA		NA	NA		
Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:								
1. Business faculty will evaluate the first undergraduate results from the Capsim Comp-XM comprehensive exam, which was scheduled for Fall 2018, during a scheduled January 2019 faculty meeting focused on assessment results..								
2. Business faculty will consider re-writing the Senior Project scoring rubric to align it more closely with the ISLOs for this undergraduate degree. A new set of "Senior Project Guidelines for Business Students" has already been prepared to assist Business Administration and Management (BAM) students in focusing their senior projects on inquiry related to business that will demonstrate achievement of the ISLOs for the BAM program.								

Student Learning Assessment for Master of Business Administration	
Program Intended Student Learning Outcomes (Program ISLOs)	
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. 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:
1. Capsim Comp-XM comprehensive exam Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6, 7	75% of students receive scores of 65% or higher in the following categories: ISLO #1: Overall “Quiz” (previously “Board Query”) score ISLO #2: “Simulation” (previously “Balanced Scorecard) score; Strategy functional score ISLO#3: Team Effectiveness supplemental score ISLO #4: Accounting functional score Finance functional score Marketing functional score ISLO #5: Accounting functional score Finance functional score ISLO #6: Business Communications supplemental score ISLO #7: Operations functional score Ethics supplemental score
Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Indirect Measures:

1. Student Exit Survey Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6, 7	75% of students select "Agree" or higher for each SLO
2. Alumni Survey Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6, 7	75% of survey respondents select "Agree" or higher for each SLO

Assessment Results: Master of Business Administration

Summary of Results from Implementing Direct Measures of Student Learning:

1. Capsim Comp-XM comprehensive exam:

Student scores on Comp-XM by category:

ISLO #	Category description	# of students answering	# of students 65% or more correct	% of students 65% or more correct
1	Overall "Quiz" score	25	17	68%
2	Overall "Simulation" score	25	25	100%
2	Strategy functional score	25	25	100%
	<i>Average of scores related to ISLO #2</i>			100%
3	Team Effectiveness supplemental score	17	12	71%
4	Accounting functional score	25	19	76%
4	Finance functional score	25	21	84%
4	Marketing functional score	25	20	80%
	<i>Average of scores related to ISLO #4</i>			80%
5	Accounting functional score	25	19	76%
5	Finance functional score	25	21	84%
	<i>Average of scores related to ISLO #5</i>			80%
6	Business Communications supplemental score	17	8	47%
7	Ethics supplemental score	17	5	29%
7	Operations functional score	25	21	84%
	<i>Average of scores related to ISLO #7</i>			57%

Summary of Results from Implementing Indirect Measures of Student Learning:

1. Student Exit Survey:

Number of students answering "Agree" or "Strongly Agree" to statements directly related to each Program ISLO:

ISLO #	ISLO description	# of students	% of students
1	Appreciation of the local, domestic, and global environments	18	95%
2	Enhance business judgment; think critically and strategically	18.5	97%
3	Interpersonal relationships and team work	18	95%
4	Analytical expertise; functional frameworks; organizational systems	17	89%
5	Incorporate quantitative and qualitative data	17	89%
6	Communication skills	19	100%
7	Recognize value of effective and ethical leadership	17	89%

Total number of respondents: 19

2. Alumni Survey: Alumni survey not conducted during 2017-18. Due to low survey response rates in previous years, an alumni focus group was conducted in July 2018 with MBA alumni. Results are being used to generate better survey questions for future use.

Summary of Achievement of Intended Student Learning Outcomes:

Intended Student Learning Outcomes	Learning Assessment Measures							
	Comp-XM exam	Direct Measure 2	Direct Measure 3	Direct Measure 4	Student Exit Survey	Alumni Survey	Indirect Measure 3	Indirect Measure 4
	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...
1. Gain an appreciation of the local, domestic, and global environments as they relate to business leadership	Not Met				Met	NA		
2. Enhance business judgment and identify sound management methods including the ability to think critically and strategically	Met				Met	NA		
3. Attain an understanding of, and ability to appropriately leverage, interpersonal relationships and team	Not Met				Met	NA		

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	Met				Met	NA		
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	Met				Met	NA		
6. Establish outstanding multi-method communication skills appropriate for leadership positions	Not Met				Met	NA		
7. Recognize the value of effective and ethical leadership so they can lead themselves, others, and organizations	Not Met				Met	NA		
Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:								
<p>1. Program ISLO 1: All program faculty will be briefed on this and all other Comp-XM scores by category at a scheduled January 2019 faculty meeting devoted to assessment results. One or more instructors may wish to review the question pool for this set of questions to assess whether they are appropriately aligned with the outcome.</p>								
<p>2. Program ISLO 3: This ISLO relates to teamwork and team effectiveness. In response to previous assessment results, the MBA Leadership course was redesigned for 2018. A reflection on this redesign process and the initial delivery of the changed course is included with this IQAR as Appendix C.</p>								
<p>3. Program ISLO 6: This ISLO relates to communication skills. Less than half of 17 students scored 65% or higher on the comprehensive exam, while 100% of 19 students (from a slightly different pool) agreed or strongly agreed that “My ability to communicate business information in written and oral format has improved.” The distinction between low measured <i>proficiency</i> and high perceived <i>improvement</i> suggests that students and faculty might benefit from having additional objective measurement of communication skills take place earlier in the program.</p>								

4. Program ISLO 7: The measured weakness is in “Ethics” as measured by the Comp-XM supplemental questions. Business faculty teaching the Business Ethics course should review the question pool for this category to determine whether course coverage aligns with the exam questions. Only 89% of exit survey students agreed or strongly agreed that “I am better able to assess ethical issues in business and to consider ethical implications of my decisions.” As with other ISLOs, the student survey question measures perceived *improvement* and not perceived proficiency.

Student Learning Assessment for Executive Master of Business Administration in Strategic Leadership

Program Intended Student Learning Outcomes (Program ISLOs)

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. 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:

1. Capsim Comp-XM comprehensive exam
Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6, 7

75% of students receive scores of 65% or higher in the following categories:
 ISLO #1: Overall “Quiz” (previously “Board Query”) score
 ISLO #2: “Simulation” (previously “Balanced Scorecard”) score;
 Strategy functional score
 ISLO#3: Team Effectiveness supplemental score
 ISLO #4: Accounting functional score
 Finance functional score
 Marketing functional score
 ISLO #5: Accounting functional score
 Finance functional score
 ISLO #6: Business Communications supplemental score
 ISLO #7: Operations functional score
 Ethics supplemental score

**Assessment Instruments for Intended Student Learning Outcomes—
Indirect Measures of Student Learning:**

Performance Objectives (Targets/Criteria) for Indirect Measures:

1. Student Exit Survey Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6, 7	75% of students select "Agree" or higher for each SLO
2. Alumni Survey Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6, 7	75% of survey respondents select "Agree" or higher for each SLO

Assessment Results: Executive Master of Business Administration in Strategic Leadership

Summary of Results from Implementing Direct Measures of Student Learning:

1. Capsim Comp-XM comprehensive exam:

Student scores on Comp-XM by category:

ISLO #	Category description	# of students answering	# of students 65% or more correct	% of students 65% or more correct
1	Overall "Quiz" score	6	4	67%
2	Overall "Simulation" score	6	6	100%
2	Strategy functional score	6	6	100%
	<i>Average of scores related to ISLO #2</i>			100%
3	Team Effectiveness supplemental score	1	1	100%
4	Accounting functional score	6	5	83%
4	Finance functional score	6	6	100%
4	Marketing functional score	6	6	100%
	<i>Average of scores related to ISLO #4</i>			94%
5	Accounting functional score	6	5	83%
5	Finance functional score	6	6	100%
	<i>Average of scores related to ISLO #5</i>			92%
6	Business Communications supplemental score	1	1	100%
7	Ethics supplemental score	1	1	100%
7	Operations functional score	6	6	100%
	<i>Average of scores related to ISLO #7</i>			100%

Summary of Results from Implementing Indirect Measures of Student Learning:

1. Student Exit Survey:

Number of students answering "Agree" or "Strongly Agree" to statements directly related to each Program ISLO:

ISLO #	ISLO description	# of students	% of students
1	Appreciation of the local, domestic, and global environments	4	80%
2	Enhance business judgment; think critically and strategically	5	100%
3	Interpersonal relationships and team work	5	100%
4	Analytical expertise; functional frameworks; organizational systems	5	100%
5	Incorporate quantitative and qualitative data	5	100%
6	Communication skills	5	100%
7	Recognize value of effective and ethical leadership	5	100%

Total number of respondents: 5

2. Alumni Survey: Alumni survey not conducted during 2017-18. Due to low survey response rates in previous years, an alumni focus group was conducted in July 2018 with MBA alumni. Results are being used to generate better survey questions for future use.

Summary of Achievement of Intended Student Learning Outcomes:

Intended Student Learning Outcomes	Learning Assessment Measures							
	Comp-XM exam	Direct Measure 2	Direct Measure 3	Direct Measure 4	Student Exit Survey	Alumni Survey	Indirect Measure 3	Indirect Measure 4
	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...
1. Gain an appreciation of the local, domestic, and global environments as they relate to business leadership	Met				Met	NA		
2. Enhance business judgment and identify sound management methods including the ability to think critically and strategically	Met				Met	NA		
3. Attain an understanding of, and ability to appropriately leverage,	Met				Met	NA		

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	Met				Met	NA		
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	Met				Met	NA		
6. Establish outstanding multi-method communication skills appropriate for leadership positions	Met				Met	NA		
7. Recognize the value of effective and ethical leadership so they can lead themselves, others, and organizations	Met				Met	NA		
Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:								
1. All Program ISLOs: These results should be interpreted with caution due to very low sample sizes. A recommended course of action is to pool results for this program over several years when determining if performance targets are being met.								

Student Learning Assessment for Accelerated Bachelor of Arts in Business Administration and Management/Master of Business Administration

Program Intended Student Learning Outcomes (Program ISLOs) for Accelerated Bachelor of Arts in 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

Program Intended Student Learning Outcomes (Program ISLOs) for Accelerated MBA

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. 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:
<p>1. Capsim Comp-XM comprehensive exam</p> <p>Program ISLOs Assessed by this Measure:</p> <p>Accelerated Master of Business Administration ISLOs # 1, 2, 3, 4, 5, 6, 7</p>	<p>75% of students receive scores of 65% or higher in the following categories:</p> <p>ISLO #1: Overall “Quiz” (previously “Board Query”) score</p> <p>ISLO #2: “Simulation” (previously “Balanced Scorecard) score;</p> <p>Strategy functional score</p> <p>ISLO#3: Team Effectiveness supplemental score</p> <p>ISLO #4: Accounting functional score</p> <p>Finance functional score</p> <p>Marketing functional score</p> <p>ISLO #5: Accounting functional score</p> <p>Finance functional score</p> <p>ISLO #6: Business Communications supplemental score</p> <p>ISLO #7: Operations functional score</p> <p>Ethics supplemental score</p>
<p>2. Master’s Thesis</p> <p>Program ISLOs Assessed by this Measure:</p> <p>Accelerated Bachelor of Arts in Business Administration and Management ISLOs # 1, 2, 3, 4, 5, 6, 7, 8</p>	<p>75% of students will receive scores of 80% or higher (reflecting “above average” or “superior” mastery) for each outcome, as documented on the MBA Thesis scoring rubric</p>
Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Indirect Measures:
<p>1. Student Exit Survey</p> <p>Program ISLOs Assessed by this Measure:</p> <p>Master of Business Administration ISLO’s # 1, 2, 3, 4, 5, 6, 7</p>	<p>75% of students select “Agree” or higher for each SLO</p>
<p>2. Alumni Survey</p> <p>Master of Business Administration ISLO’s # 1, 2, 3, 4, 5, 6, 7</p>	<p>75% of survey respondents select “Agree” or higher for each SLO</p>

Assessment Results: Accelerated Bachelor of Arts in Business Administration and Management/Master of Business Administration

Summary of Results from Implementing Direct Measures of Student Learning:

1. Capsim Comp-XM comprehensive exam:

Student scores on Comp-XM by category:

ISLO #	Category description	# of students answering	# of students 65% or more correct	% of students 65% or more correct
1	Overall "Quiz" score	4	3	75%
2	Overall "Simulation" score	4	4	100%
2	Strategy functional score	4	4	100%
	<i>Average of scores related to ISLO #2</i>			100%
3	Team Effectiveness supplemental score	3	1	33%
4	Accounting functional score	4	3	75%
4	Finance functional score	4	4	100%
4	Marketing functional score	4	4	100%
	<i>Average of scores related to ISLO #4</i>			92%
5	Accounting functional score	4	3	75%
5	Finance functional score	4	4	100%
	<i>Average of scores related to ISLO #5</i>			88%
6	Business Communications supplemental score	3	3	100%
7	Ethics supplemental score	3	0	0%
7	Operations functional score	4	3	75%
	<i>Average of scores related to ISLO #7</i>			38%

Summary of Results from Implementing Indirect Measures of Student Learning:

1. Student Exit Survey:

Number of students answering "Agree" or "Strongly Agree" to statements directly related to each Program ISLO:

ISLO #	ISLO description	# of students	% of students
1	Appreciation of the local, domestic, and global environments	3	100%
2	Enhance business judgment; think critically and strategically	3	100%
3	Interpersonal relationships and team work	3	100%
4	Analytical expertise; functional frameworks; organizational systems	3	100%
5	Incorporate quantitative and qualitative data	2	67%
6	Communication skills	3	100%
7	Recognize value of effective and ethical leadership	2	67%

Total number of respondents: 3

2. Alumni Survey: Alumni survey not conducted during 2017-18. Due to low survey response rates in previous years, an alumni focus group was conducted in July 2018 with MBA alumni. Results are being used to generate better survey questions for future use.

Summary of Achievement of Intended Student Learning Outcomes:

Intended Student Learning Outcomes	Learning Assessment Measures							
	Comp-XM exam	Master's Thesis	Direct Measure 3	Direct Measure 4	Student Exit Survey	Alumni Survey	Indirect Measure 3	Indirect Measure 4
Program ISLOs for Accelerated BA in Business Administration & Management	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...
1. <i>Manage Organizational Change:</i> Developed competencies in the core areas of business	NA	NA			NA	NA		
2. <i>Leadership:</i> Learn to identify different leadership strategies to motivate employees and effectively manage organizations	NA	NA			NA	NA		
3. <i>Global Strategy:</i> Acquired knowledge on techniques for	NA	NA			NA	NA		

achieving competitive advantage in the global market environment								
4. <i>Written & Oral Communication:</i> Developed written and oral communications skills for effective performance in the work place	NA	NA			NA	NA		
5. <i>Problem Solving:</i> Developed competencies in the methods of inquiry to solve organizational problems	NA	NA			NA	NA		
6. <i>Financial Management:</i> Attained an understanding of business financial management including financial statement analysis, financing and investing	NA	NA			NA	NA		
7. <i>Law & Ethics:</i> Understand the law of contracts & legal and ethical issues involved with business management	NA	NA			NA	NA		
8. <i>Research & Application:</i> Gained an understanding of the research process and its application	NA	NA			NA	NA		
Program ISLOs for Accelerated MBA	Comp-XM exam	Master's Thesis	<i>Direct Measure 3</i>	<i>Direct Measure 4</i>	Student Exit Survey	Alumni Survey	<i>Indirect Measure 3</i>	<i>Indirect Measure 4</i>
	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...
1. Gain an appreciation of the local, domestic, and global environments as they relate to business leadership	Met	NA			Met	NA		
2. Enhance business judgment and identify sound management methods including the ability to	Met	NA			Met	NA		

think critically and strategically								
3. Attain an understanding of, and ability to appropriately leverage, interpersonal relationships and team work within an organization	Not Met	NA			Met	NA		
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	Met	NA			Met	NA		
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	Met	NA			Not Met	NA		
6. Establish outstanding multi-method communication skills appropriate for leadership positions	Met	Na			Met	NA		
7. Recognize the value of effective and ethical leadership so they can lead themselves, others, and organizations	Not Met	NA			Not Met	NA		

Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:

1. All Program ISLOs: These results should be interpreted with caution due to very low sample sizes. A recommended course of action is to pool results for this program over several years when determining if performance targets are being met.

2. Bachelor of Arts ISLOs: Business faculty will evaluate the first results from the Capsim Comp-XM comprehensive exam administered to undergraduates, which was scheduled for Fall 2018, during spring 2019.

3. MBA-ISLO 3 (Teamwork): All program faculty will be briefed on this and all other Comp-XM scores by category. For this ISLO only 1 of 3 students achieved 65% or better on the "Team Effectiveness" supplemental exam score, but 3 of 3 exit survey respondents agreed or strongly agreed that "I have enhanced my ability to appropriately leverage interpersonal relationships and teamwork." Hence, there may be a disconnect between measured proficiency and perceived improvement. One appropriate course of action is to obtain additional direct measurement of team effectiveness, perhaps through peer evaluations. In response to previous assessment results, the MBA Leadership course was redesigned for 2018. A reflection on this redesign process and the initial delivery of the changed course is included with this IQAR as Appendix C.

4. MBA-ISLO 7 (Ethics): Business faculty teaching the Business Ethics course should review the question pool for this category to determine whether course coverage aligns with the exam questions. In addition, only two of three exit survey respondents agreed or strongly agreed that "I am better able to assess ethical issues in business and to consider ethical implications of my decisions."