



Report of Outcomes Assessment Results

Institution Concordia University Texas

Academic Business Unit School of Business and Communication

Academic Year 2015-2016

Outcomes Assessment Plan

Is the outcomes assessment plan that you submitted to the IACBE still current or have you made changes?

The outcomes assessment plan that we have previously submitted is still current.

Changes have been made and the revised plan is attached.

We have made changes and the revised plan will be sent to
 the IACBE by: November 10, 2016

Directions

Complete the Outcomes Assessment Results from below. **Note:** Section II of the form (Operational Assessment) needs to be completed only if you received first-time accreditation or reaffirmation of accreditation after January 1, 2011.

An example of a completed form can be found in a separate document that is available for download on the IACBE's website at: www.iacbe.org/accreditation-documents.asp.

Section I (Student Learning Assessment) of the Outcomes Assessment Results form must be completed for each business program that is accredited by the IACBE (i.e., a separate table must be provided for each program).

Add tables, and insert or delete rows in the tables as needed in order to accommodate the number of your (i) business programs, (ii) intended student learning outcomes, and (iii) intended operational outcomes. In the sections of the assessment results tables entitled "Summary of Achievement of Intended Student Learning Outcomes" and "Summary of Achievement of Intended Operational Outcomes," **DO NOT ADD OR DELETE COLUMNS.** Space is provided in these sections for four direct measures of student learning, four indirect measures of student learning, and eight operational assessment measures/methods. If you are employing fewer than this number of assessment instruments, simply leave cells in the unused columns blank. If you are employing more than this number of instruments, you will need to create additional summary-of-achievement tables to report your assessment information.

In the sections of the assessment results tables entitled "Summary of Achievement of Intended Student Learning Outcomes" and "Summary of Achievement of Intended Operational Outcomes," enter "Met" in a given cell of the table if the performance target for the instrument in that column was achieved for the intended outcome in that row; "Not Met" if the performance target for the instrument in that column was not achieved for the intended outcome in that row; or "NA" (Not Assessed) if the instrument in that column does not measure the intended outcome in that row.

At the bottom of each assessment results table, space is provided to identify changes and improvements that you plan to make as a result of your assessment activity.

Italicized entries in the form represent areas where the academic business unit should insert its own assessment information.

Please be sure to delete these directions before submitting your form to the IACBE.

**Outcomes Assessment Results
For Academic
Year: 2015-2016**

Section I: Student Learning Assessment

Student Learning Assessment for: <i>Bachelor of Business Administration (BBA)</i>	
Program Intended Student Learning Outcomes (Program ISLOs)	
1. Students will be able to identify and use effective communication (written, spoken) using a variety of mediums (person to person, visual, social, etc.) in order to collaborate effectively with teams, supervisors, peers and associates.	
2. Students will be able use qualitative and quantitative analytical skills to think creatively in problem solving and decision-making.	
3. Students will be able to draw upon a Christian worldview to think strategically, make decisions, and engage in business practices as they act as leaders and stewards of their talents, organizational resources, and the earth.	
4. Students in Business will demonstrate and effectively practice their profession upon graduation by demonstrating knowledge and competency in the following areas: Accounting, Economics, Management, Quantitative Analysis, Finance, Marketing, Legal/Social Environment, and International issues.	
5. Students will apply professional competence and personal convictions to add value to their employers and communities.	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Direct Measures:
Direct Measure 1: Required Internship Program ISLOs Assessed by this Measure: 1,3, 4, 5	At least 80% of student interns will achieve a performance rating by their supervisors of “meets expectations” or higher on each evaluation criterion associated with the program ISLOs assessed by a rating scale by the internship supervisor. Using a rubric likert scale of “outstanding” with a 4 rating to 1 as “unacceptable.”
Direct Measure 2: Team Evaluation Program ISLOs Assessed by this Measure: 1, 2, 3	90% of students in BADM 3310 (Leadership and Business), and BADM 4312 (Strategic Management) will attain a mean score of 3 or better on the COB Team Evaluation Rubric which assesses team interactions, contributions, collaboration, and communications.

better on the COB Team Evaluation Rubric which assesses team interactions, contributions, collaboration, and communications.

Written and Oral Communication Skills - Program ISLOs Assessed by this Measure: 1, 3 40 (82% of total)

Strategic Thinking and Ethical Decision-Making Skills - Program ISLOs Assessed by this Measure: 1, 3 44 (90% of total)

Number of Students:

BADM 3310 - 31

BADM 4312 - 18

N=49

Summary of Results from Implementing Indirect Measures of Student Learning:

Internship Experience Survey

Number of students rating their Internship experience of the Program ISLOs as "Helpful" or "Very Helpful" in preparing students for the workplace/careers?

Program ISLOs Assessed by this Measure: 3, 4, 5

N= 15 undergraduates – 62%

N= 16 masters – 60%

National Survey of Student Engagement (NSSE) 2016

Number of students rating who took the survey rated equal or above peer universities in working with collaboratively with students on a project and team presentations.

Program ISLOs Assessed by this Measure: 1, 2

N=41 students

Scoring mean university peers = 2.9

Scoring mean Concordia/ Business = 3.2

Summary of Achievement of Intended Student Learning Outcomes:

Intended Student Learning Outcomes	Learning Assessment Measures							
Program ISLOs	Required Internship	Team Evaluation	Direct Measure 3	Direct Measure 4	Internship Alumni Survey	Program Exit 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. Students will be able to identify and use effective communication (written, spoken) using a variety of mediums (person to person, visual, social, etc.) in order to collaborate effectively with teams, supervisors, peers and associates.	Met	Met	N/A	N/A	N/A	N/A	N/A	N/A
2. Students will be able use qualitative and quantitative analytical skills to think creatively in problem solving and decision-making.	Met	Met			N/A	N/A		
3. Students will be able to draw upon a Christian worldview to think strategically, make decisions, and engage in business practices as they act as leaders and stewards of their talents, organizational resources, and the earth.	Met	Met			Met	N/A		
4. Students in Business will demonstrate and effectively practice their profession upon graduation by demonstrating	Met	N/A			Met	N/A		

knowledge and competency in the following areas: Accounting, Economics, Management, Quantitative Analysis, Finance, Marketing, Legal/Social Environment, and International issues.								
5. Students will apply professional competence and personal convictions to add value to their employers and communities.	Met	N/A			Met	N/A		
Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:								
1. <i>Course of Action 1</i>								
2. <i>Course of Action 2</i>								
3. <i>Course of Action 3</i>								
4. <i>Course of Action 4</i>								

Section I: Student Learning Assessment

Student Learning Assessment for: <i>Masters of Business Admiration (MBA)</i>
Program Intended Student Learning Outcomes (Program ISLOs)
1. Students will master core business concepts and analytical tools in marketing, economics, finance, management, operations, strategy, entrepreneurship, and leadership.
2. Students will be able to make courageous and effective decisions about complex business situations by utilizing quantitative and qualitative information along with ethics and personal values.
3. Students will be able to identify, organize, and deploy resources necessary for an effective and efficient business or undertaking that positively impacts the community.

4. Students will be able to effectively communicate and collaborate with team members, those they are leading, and community/business partners.

5. Students will develop and deepen their personal commitment, values, and vision in order to be an authentic presence that brings good to the world.

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

Performance Objectives (Targets/Criteria) for Direct Measures:

Capstone Project
Program ISLOs Assessed by this Measure: 1,2,3,4,5

Students will develop as business consultants and work with actual companies in their last semester to produce high quality business reports with recommendations for implementation. 90% of students will earn (4 out of 5) for project and presentation quality in their final consulting report deliverables based on the rubric.

Professional Development Portfolio
Program ISLOs Assessed by this Measure: 2,3,4,5

Students will work the MBA director and career coaches to strategically develop and manage career goals, which include career assessments, optimization of LinkedIn presence, networking, and deepening communication and soft skills. 85% of students will achieve (4 out of 5) from their final professional development and coaching portfolio.

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

Performance Objectives (Targets/Criteria) for Indirect Measures:

Alumni Survey (focus groups)
Program ISLOs Assessed by this Measure: 1,2,3,4,5

At least 85% of alumni who participated in the interview will indicate the MBA program had a “significant” or “very significant” impact on their careers since graduation.

Program Exit Survey

Not administered

Learning Assessment Results: *Master of Business Administration (MBA)*

Summary of Results from Implementing Direct Measures of Student Learning:

MBA Capstone Project

90% of students will earn (3 or higher) for project and presentation quality in their final consulting report deliverables based on the rubric of Exceeds, Meets, Below or Unacceptable Expectations on a likert scale of 1 to 4.

At least 85% of alumni who participated in the interview will indicate the MBA program had a “significant” or “very significant” impact on their careers since graduation.

Program ISLO-Related Criteria:

- Business Application and Decision Making Skills (Program ISLO 1, 2): 92% met this criteria
- Business Application of Resources and Community Impact (Program ISLO 1, 2, 3): 87% met this criteria
- Communication and Teamwork (Program ISLO, 4) 90% met this criteria
- Personal Commitment (Program ISLO, 3,4,5) 95% met this criteria

N= 44 Capstone Students

Professional Development Portfolio

90% of students will earn (4 out of 5) for project and presentation quality in their final consulting report deliverables based on the rubric.

- Communication and Teamwork (Program ISLO, 4) – 92%
- Personal Commitment (Program ISLO, 3,4,5) – 96%

N= 44 Capstone Students

Summary of Results from Implementing Indirect Measures of Student Learning:

Program Exit Survey (not administered)

Alumni Survey (focus groups)

Number of students who participated in Alumni focus groups from 2015 to 2016 indicated that coursework, action learning projects and professional development contributed in their overall confidence to pursue higher level positions that resulted in higher wages.

Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5

N=23 MBA Alumni

Summary of Achievement of Intended Student Learning Outcomes:

Intended Student Learning Outcomes	Learning Assessment Measures							
Program ISLOs	<i>Capstone Project</i>	<i>Professional Portfolio</i>	<i>Direct Measure 3</i>	<i>Direct Measure 4</i>	<i>Program Exit Survey</i>	<i>Alumni Focus Group</i>	<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. Students will master core business concepts and analytical tools in marketing, economics, finance, management, operations, strategy, entrepreneurship, and leadership.	Met	Met			N/A	Met		
2. Students will be able to make courageous and effective decisions about complex business situations by utilizing quantitative and qualitative information along with ethics and personal values.	Met	N/A			N/A	Met		
3. Students will be able to identify, organize, and deploy resources necessary for an effective and efficient business or undertaking that positively impacts the community.	Met	Met			N/A	Met		

4. Students will be able to effectively communicate and collaborate with team members, those they are leading, and community/business partners.	Met	Met			N/A	Met		
5. Students will develop and deepen their personal commitment, values, and vision in order to be an authentic presence that brings good to the world.	N/A	Met			N/A	Met		

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

Course of Action 1 – The program exit survey was not administered during the academic year, but focus groups of alumni were used as the indirect measure. The exit survey proves to be a valuable resource and will be revised and administered during the academic year of 2016-2017.

Course of Action 2

Course of Action 3

Course of Action 4

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

Operational Assessment	
Intended Operational Outcomes	
1. The College of Business will offer curriculum that is relevant to ensure student employability and career advancement.	
2. The College of Business will offer quality advising for students by faculty and staff.	
3. The College of Business will recruit and hire faculty who dedicated to teaching, scholarly enrichment, service in their community, and ethical leadership.	
4. The College of Business will develop community partnerships that will aid in enrollment growth and financial sustainability.	
5. Faculty members in the College of Business will engage in professional development activities related to their field on an annual basis.	
Assessment Measures/Methods for Intended Operational Outcomes:	Performance Objectives (Targets/Criteria) for Operational Assessment Measures/Methods:
Required Internships & Capstone Projects Intended Operational Outcomes Assessed by this Measure: 1, 2, 3	All BBA and MBA students will participate in a semester long internship and action-learning projects (capstone) related to their academic degrees and faculty advisors.
Student Advising Intended Operational Outcomes Assessed by this Measure: 1, 2, 3	On the exit survey instruments, at least 85% of graduating seniors will indicate that they were "satisfied" or "very satisfied" with the academic advising that they had received.
Faculty Recruitment Intended Operational Outcomes Assessed by this Measure: 2, 5	The College and University will budget appropriately to recruit a diverse group of faculty on an annual basis.
Community Partnerships Intended Operational Outcomes Assessed by this Measure: 2, 4	The University will budget and hire staff to develop business partnerships in the community to increase enrollment on an annual

	basis.
Faculty Development Intended Operational Outcomes Assessed by this Measure: 3, 5	At least 80% of the College's full-time faculty members will attend one or more instructional-development conferences, seminars, or workshops each year related to their field of expertise and research interests.

Summary of Results from Implementing Operational Assessment Measures/Methods:

1. Per a review of the enrolled students in Internship and Capstone courses for AY 2015-2016
2. According to the NSSE survey, advising module in (2014) and Major Field Tests by Business Major (2015-2016), the faculty relationship between faculty and students are extremely beneficial for coursework and degree planning. However, more advising about careers was indicated by students to be lacking. As a result, an advising committee of faculty, career services, and admission staff are working on a new plan to implement by May 2017.
3. The annual strategic plan prepared by the College of Business and University has allocated resources to find, recruit and retain faculty talent that aligns with our mission. Two new faculty members in the department were hired in the areas of Management and Healthcare according to the department's meeting minutes.
4. An annual report produced by the Executive Vice-President and Chief Mission Officer proposed two new positions be allocated to community partnership development.
5. Per a review of current CV, faculty conference reports, and faculty meeting minutes, 8 out of the college's 9 full-time faculty members (89%) attended at least one relevant conference, seminar, or workshop last year.
6. *Summary of Results for Measure/Method 6*
7. *Summary of Results for Measure/Method 7*

Summary of Achievement of Intended Operational Outcomes:

Intended Operational Outcomes	Operational Assessment Measures/Methods							
	<i>Enrollment Master Schedule</i>	<i>NSSE Survey</i>	<i>Provost Report</i>	<i>Mission Officer Annual Report</i>	<i>CV and Faculty Reports</i>	<i>Operational Assessment Measure/ Method 6</i>	<i>Operational Assessment Measure/ Method 7</i>	<i>Operational Assessment Measure/ Method 8</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. The College of Business will offer	Not met	N/A	N/A	N/A	N/A			

curriculum that is relevant to ensure student employability and career advancement.								
2. The College of Business will offer quality advising for students by faculty and staff.	N/A	Met	N/A	N/A	N/A			
3. The College of Business will recruit and hire faculty who dedicated to teaching, scholarly enrichment, service in their community, and ethical leadership.	N/A	N/A	Met	N/A	N/A			
4. The College of Business will develop community partnerships that will aid in enrollment growth and financial sustainability.	N/A	N/A	N/A	Not met	N/A			
5. Faculty members in the College of Business will engage in professional development activities related to their field on an annual basis.	N/A	N/A	N/A	N/A	Met			
Proposed Courses of Action for Improvement in Operational Outcomes for which Performance Targets Were Not Met:								
1. The Center for Vocation and Professional Development (Career Services) has not tracked career placement after graduation. A survey instrument was developed and administered to alumni in AY 2016-2017, however the questions asked were not specific and only 31 undergraduate and graduate students took the survey. Therefore, the results did not measure program or operational outcomes.								
2. The Office of Admissions recently hired in AY 2016-2017 community partnership specialists who will focus on increasing enrollment by building employer relationships. A process is in place to track progress if hiring the specialists will result in increased enrollment.								
3. <i>Course of Action 3</i>								

4. *Course of Action 4*