

Report of Student Learning and Achievement

Concordia University

School of Business

For Academic Year: 2015-2016

Mission of the *School of Business*

The Concordia School of Business emboldens a global network of transformational and collaborative Christian leaders, dedicated faculty, entrepreneurial students, and active alumni who come together to create maximum social impact through ethical practice, innovation and service.

Student Learning Assessment for: *Undergraduate Business: Bachelors of Accounting, Actuarial Science, Business Communications, Economics, Finance, General Business, Health Care Administration, Hospitality & Event Entertainment Management, Human Resources, International Business, Management, Marketing, Public Relations, Sport & Entertainment Business*

Program Intended Student Learning Outcomes (Program ISLOs)

1. Program Learning Outcome 1 Ethics, including a Christian Perspective

Students will demonstrate a Christian world view in formulating appropriate and enlightened responses to ethical issues and dilemmas.

2. Program Learning Outcome 2 Communication

Students will communicate appropriately and effectively in written and oral form, applying proper grammar, organization, presentation, attribution, and citation.

3. Program Learning Outcome 3 Innovation and Problem Solving

Students will identify and evaluate alternatives to creatively solve problems and formulate new strategies for pursuing entrepreneurial opportunities.

4. Program Learning Outcome 4 Global Nature of Business

Students will articulate, evaluate, and appreciate the strength of multicultural diversity and respond effectively to the challenges and opportunities of global interdependence

5. Program Learning Outcome 5 Quantitative Reasoning

Students utilize, interpret and assess quantitative data to inform and drive sound decision making.

6. Program Learning Outcome 6 Think and Analyze Critically

Students will raise and evaluate vital questions and gather relevant information to formulate well-informed conclusions.

7. Program Learning Outcomes 7 Servant Leadership

Students will exhibit behavior and decision making that empowers individuals and communities, reflecting humility and a high level of integrity.

8. Program Learning Outcome 8 The Breadth of Business

Students will be able to distinguish the principal concepts, theories, and practices in and recognize the interrelationships between the functional areas of business.

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

Performance Objectives (Targets/Criteria) for Direct Measures:

Direct Measure #1 *End of Program Comprehensive Exam (Peregrine)*

Program ISLOs Assessed by this Measure:

- Outcome #4 is measured by the *Global Dimensions of Business exam*
- Outcome #5 is measured by the *Quantitative Research Techniques and Statistics exam*
- Outcome # 7 is measured by the *Business Leadership exam*
- Outcome # 8 is measured by the combined score of 12 exams across the breadth of business disciplines

Objective (Target/Criterion) for Direct Measure 1:

Our cohort mean will be higher than comparison mean, and at least 60% of end of program students will score higher than the comparison cohort mean on each topical examination used for each outcome.

Direct Measure #2 *Ethics Paper in Capstone BUS 453*

Program ISLOs Assessed by this Measure:

#1 – Ethics, including a Christian perspective

Objective (Target/Criterion) for Direct Measure 2:

Students on average will score 80% or higher on two rubrics for ethical ideas and evidence and proposing an ethical business decision.

Direct Measure 3 Comprehensive Capstone Course Project and Presentation

Program ISLOs Assessed by this Measure: 2, 3, 5, 6, 7

Objective (Target/Criterion) for Direct Measure 3:

On the rating scale in the case study evaluation rubric (with “proficient” being the highest rating), at least 80% of all graduating students will achieve a performance rating of “acceptable” or higher on each evaluation criterion associated with the program ISLOs assessed by this measure.

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

Performance Objectives (Targets/Criteria) for Indirect Measures:

1. *Indirect Measure 1*

College Student Outcomes Survey for importance/progress and personal / college contribution

Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 6, & 8

Objective (Target/Criterion) for Indirect Measure 1

On this survey instrument, at least 80% of all graduating students indicate that they felt they had “Great” or “Very Great” Progress and “Great “ or “Very Great” Growth in achieving each of the program ISLOs assessed by this measure.

Assessment Results: *Undergraduate Business*

Summary of Results from Implementing Direct Measures of Student Learning:

1. **Summary of Results for Direct Measure 1** (for ISLOs #4, #5, #7 and #8) Peregrine Testing

For Outcome #4 Global Nature of Business, 42/78 (53%) of the valid test takers scored better than the comparison North Central IACBE cohort score of 43.392. While our cohort score of 49.87 exceeded the comparison score, 53% of our students scoring above the comparison did not meet our goal of 60% of our students in excess of comparison score.

For Outcome #5, Quantitative Reasoning, 51/78 (65%) valid test takers scored above the mean of comparison cohort of 45.60. Our cohort score was greater at 51.41. This met our goal of 60% of our test takers scoring at or above the mean

For Outcome #7, Leadership, 49/78 (62.8%) of the valid test takers scored better than the comparison score of 48.203. Our score was 56.23.

For Outcome #8, Breadth of Business: On the overall score of 12 tests combined covering the breadth of business, in 49/78 valid tests (62.8%) students scored above the comparison North Central IACBE cohort score of 50.225. Our cohort outbound score was 55.38%

2. **Summary of Results for Direct Measure 2** (for ISLO #1) Ethics Papers:

- Ideas & Evidence—mean score 8.48/10 (84.8%)
- Proposing ethical business decision—mean score 12.8/15 (85.33%)

3. **Summary of Results for Direct Measure 3** – (ISLO #2, #3, #5, #6, #7) Senior Capstone Project/ Course aggregate scores

ISLO #2 Communication

- Project oral presentation—4.30/5 (86%)
- Used appropriate business terminology—4.71/5 (94.2%)
- Business decision making paper - Composite score—22.14/25 (88.56%)
 - Grammar—4.29/5.0 (85.8%)
 - Format & referencing—4.61/5.0 (92.2%)
 - Addressed business audience—4.89/5 (97.8%)
 - Quality of ideas & evidence—4.64/5.0 (92.8%)

ISLO #3 Innovation and Problem Solving

- Evaluation and application of business concepts from multiple areas 4.18/5.0 (83.6%)
- Used appropriate business technology 4.36/5.0 (87.2%)
- Quality of ideas 4.64/5.0 (92.8%)

ISLO # 5 Quantitative Reasoning

- Quantitative Reasoning 13.0/15 (86.66%)

ISLO # 6 Think and Analyze Critically

- Composite of several scores related to drawing conclusions after weighing evidence, openness to new ideas 4.44/5.0 (88.8%)

ISLO # 7 Leadership

- Responsibility from Christian perspective 8.53/10.0 (85.3%)

Summary of Results from Implementing Indirect Measures of Student Learning:

1. *Summary of Results for Indirect Measure 1 end of Program Surveys*

ISLO #1 Indirect Measure (Composite): 3.858/5.0

ISLO #2 Indirect measure (Composite)—3.74/5.0

ISLO #3 Indirect Measure 3.82/5.0

ISLO #6 Indirect Measure 3.89/5.0

ISLO #8 Indirect Measure Data Missing

Intended Student Learning Outcomes				
Intended Student Learning Outcomes	Direct Measure 1	Direct Measure 2	Direct Measure 3	Indirect Measure 1
	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...
1. <i>Program Learning Outcome 1 Ethics</i>	N/A	Exceeded	N/A	Exceeded
2. <i>Program Learning Outcome 2 Communication</i>	N/A	N/A	Exceeded	Slightly Below target
3. <i>Program Learning Outcome 3 Innovate and Problem Solve</i>	N/A	N/A	Exceeded	Slightly Below target
4. <i>Program Learning Outcome 4 Global Dimension of Business</i>	Partially MET	N/A	N/A	Not met
5. <i>Program Learning Outcome 5 Quantitative Reasoning</i>	Exceeded	N/A	Exceeded	N/A
6. <i>Program Learning Outcome 6 Think and Analyze Critically</i>	N/A	N/A	Exceeded	MET
7. <i>Program Learning Outcome 7 Leadership</i>	Exceeded	N/A	Exceeded	N/A
8. <i>Program Learning Outcome 8 The Breadth of Business</i>	Exceeded	N/A	N/A	Data captured but missing

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

1. *Course of Action 1*

ISLO #2 Communication

Include focus on potential employer interactions in capstone courses.

2. *Course of Action 2*

ISLO #3 Innovate and Problem Solve regarding student self-perceptions of learning

New School-wide emphasis on innovation should increase these scores.

3. *Course of Action 3*

ISLO #4 Global Dimensions of Business

Incorporate the "Exporting Roadmap," created by the Wisconsin Trade Association, to assist students in how to compete globally. (Use in MGMT 130 and BUS 453).

4. *Course of Action 4*

ISLO #4 Global Dimensions of Business

Develop content and a rubric in International Business to foster greater reflection in students of how this is being achieved.

Student Learning Assessment for MBA

Program Intended Student Learning Outcomes (Program ISLOs)

1. *Program Learning Outcome 1 Ethical /Spiritual Development*

Students will: articulate a response to ethical situations which recognizes responsibility beyond the law from a Christian perspective

2. *Program Learning Outcome 2 Communication Skills*

Students will: demonstrate proficiency in written and oral business professional communication including proper grammar, organization, presentation, and use of sources

3. *Program Learning Outcome 3 Analysis and Problem Solving Skills*

Students will: solve diverse and ill-structured problems using higher order thinking and analysis

4. *Program Learning Outcome 4 Global Understanding*

Students will: develop a global view of business beyond the American business mindset

5. *Program Learning Outcome 5 Numeracy*

Students will: use quantitative skills to evaluate problems faced by the businessperson

6. **Program Learning Outcome 6 Concentration**

Students will: demonstrate specialized knowledge in their area of concentration

7. **Program Learning Outcome 7 Teamwork**

Students will: demonstrate ability to engage in teamwork at a professional level of competence

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

Performance Objectives (Targets/Criteria) for Direct Measures:

1. *Direct Measure 1* Peregrine Exam (pre and post)

The pre-test is completed by students at their MBA new student orientation. Links are emailed and available in the MBA student orientation handbook. The post-test is completed by students in their final course, MBA590 Strategic Management. Links are available in the 590 course for students to connect online to Peregrine outbound tests. Monthly test results are forwarded to the MBA director and final reports are made available for annual assessment.

Exam topics (12)

1. Accounting
2. Business Ethics
3. Business Finance
4. Business Integration and Strategic Management
5. Business Leadership
6. Economics (Macro and Micro)
7. Global Dimensions of Business
8. Information Management Systems
9. Legal Environment of Business
10. Management (Operations/Production Management, Human Resource Management, and Organizational Behavior)
11. Marketing
12. Quantitative Techniques and Business Statistics

Program ISLOs Assessed by this Measure: 1, 4, 5, 6

Objective (Target/Criterion) for Direct Measure 1

Inbound and outbound exams are generated from the same test bank of questions. Exam questions were developed based upon the foundational topic information included within introductory chapters of the leading textbooks associated with the topic and the academic degree level. A 12-topic exam includes 120 questions, 10 questions/topic.

Relative Interpretation of Student Competency

- 80-100 Very High
- 70-79 High
- 60-69 Above Average
- 40-59 Average
- 30-39 Below Average
- 20-29 Low
- 0-19 Very Low

Target exiting students score 57% or higher aggregate of all categories (in step with, or greater than, other faithbased and public schools aggregate scores).

2. *Direct Measure 2* Portfolio and Capstone Course Assessment

The portfolio is a compilation of student course work over the duration of the program. The final portfolio is submitted in the Blackboard drop box in the capstone course MBA590/890 Strategic Management, which is taken last. The portfolio rubric is included in student orientation materials, and

Objective (Target/Criterion) for Direct Measure 2

1. Scores of 25 or greater on a 1-30 point scale awarded to students final portfolio submission is the target. Student are provided a rubric of the scale.

<p>loaded into each course so the students see what they will be evaluated on, and collected in the capstone 590 course.</p> <p>Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6 See proposed courses of action below – add #7 to this course measurement</p>	<p>2. Students portfolios are then evaluated on SLO # 1,2,3,4,5,6. Rating of 1 to 5 for each outcome done by portfolio assessment team with Qualtrix. Performance goal/target of 4-5 on a 1-5pt scale with 5 being the highest.</p>
<p>3. Direct Measure 3: CAPSIM (Capstone Business Simulation National Competition) During the MBA590 Strategic Management course, the students form teams and work together to solve a computerized simulation in competition with other students in similar courses. This tool provides good measure of SLO#3 analysis and problem solving skills, and the teamwork outcome (SLO#7). Within the capstone class, students compete in a simulation versus teams within the class and teams from other universities around the globe. This allows us to evaluate learning relative to other schools and gives a basis of comparison from one instructor to another within the class.</p> <p>Program ISLOs Assessed by this Measure: 3, 7</p>	<p>Objective (Target/Criterion) for Direct Measure 3</p> <p>The performance objective is to have 75% of the teams achieving at the 50th percentile nationally or better, at least 20% of the teams come in the top 10 in their competitions, and 30% come in at least at the 75th percentile or higher. The national business simulation has 7 areas, all of which contribute to the outcomes.</p> <p>CAPSIM Target:</p> <ol style="list-style-type: none"> 1. At least 20% of the teams come in the top 10 in their competitions 2. At least 75% of the teams achieve at the 50th percentile nationally or higher 3. At least 30% come in the 75th percentile or higher.
<p>4. Direct Measure 4: MBA Internship 845 (3crs) 120 hours on sight</p> <p>Program ISLOs Assessed by this Measure: 2</p>	<p>Objective (Target/Criterion) for Indirect Measure 4</p> <p>Student successfully complete the internship with a 3.0, and receive scores of 8-10 on the mid and final supervisor evaluation on a scale of 1-10 for professional communication.</p>
<p>Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</p>	<p>Performance Objectives (Targets/Criteria) for Indirect Measures:</p>
<p>1. Indirect Measure 2: Peregrine Exit Survey Program ISLOs Assessed by this Measure: 1-6 and overall student satisfaction</p>	<p>Objective (Target/Criterion) for Indirect Measure 2</p> <p>4 or higher out of a 1-5 point scale with 5 being the highest</p>

Intended Student Learning Outcomes	Direct Measure 1	Direct Measure 2	Direct Measure 3	Direct Measure 4	Indirect Measure 1
	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...
<p>Program Learning Outcome 1 Ethical /Spiritual Development</p>	<p>Business Ethics Scale MET</p>	<p>Spiritual Development MET</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>

<i>Program Learning Outcome 2</i> Communication	N/A	MET	N/A	MET	N/A
<i>Program Learning Outcome 3</i> Analysis and Problem Solving Skills	N/A	MET	MET	N/A	N/A
<i>Program Learning Outcome 4</i> Global Understanding	Global Dimensions of Business Scale MET	MET	N/A	N/A	N/A
<i>Program Learning Outcome 5</i> Numeracy	Quantitative & Statistics Scale MET	MET	N/A	N/A	N/A
<i>Program Learning Outcome 6</i> Concentration Area	Various test areas by concentration MET	MET	N/A	N/A	N/A
<i>Program Learning Outcome 7</i> Teamwork	N/A	N/A	MET	N/A	N/A

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

5. *Course of Action 1*

ISLO #1 Ethical/Spiritual Development

Integrate more content and assessment on ethical and spiritual development in each course to begin with core course offerings January 2016.

6. *Course of Action 2*

ISLO #6 Evaluation of Concentration

Revise Peregrine so students only take advanced section on their concentration.

7. *Course of Action 3*

ISLO #6 Evaluation of Concentration

Improve Data Collection. Revise the portfolio directions to include reflection on learning in concentration areas.

8. *Course of Action 4*

ISLO #7 Teamwork

Improve Data Collection. Develop a rubric so that instructor and peer evaluations of teamwork can be recorded and added as a measure.