



## Public Disclosure of Student Learning

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Institution	<u>Lynn University</u>
Academic Business Unit	<u>College of Business and Management</u>
Academic Year	<u>2015-2016</u>

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# Report of Student Learning and Achievement

*Institution*

*Name of your Academic Business Unit*

For Academic Year: 2015-2016

## Mission of the College of Business and Management

Lynn University's College of Business & Management empowers students to thrive in the dynamic world of business.

## Student Learning Assessment for Bachelor of Science- Undergraduate Program

### Program Intended Student Learning Outcomes (Program ISLOs)

1. Students will be able to classify the principle concepts, theories, and practices in and recognize the interrelationships between the functional (accounting, managerial, financial, human resource, operational, marketing) areas of business. – College Core
2. Students will be able to explain how factors of the contextual environment (economic, entrepreneurial, legal, ethical, global) can potentially impact the conduct of business. – College Core
3. Students will be able to apply business analytical tools and processes to inform business decisions and strategic directions. – College Core
4. Students will be able to distinguish their strengths and capacity to deliver value to a business organization. – College Core
5. Students will be able to apply intercultural models to identify cultural factors potentially impacting effectiveness of business operations. – College Core
6. Students will be able to experiment with multiple methods through which innovation adds value to business organizations. – College Core
- 7a. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Aviation Management
- 7b. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Entrepreneurship
- 7c. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Event Management
- 7d. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to

demonstrate competency for entry level employment or advanced study in their field. – Fashion and Retail	
7e. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Hospitality Management	
7f. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – International Business Management	
7g. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Investment Management	
7h. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Marketing	
7i. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Sports Management	
<b>Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:</b>	<b>Performance Objectives (Targets/Criteria) for Direct Measures:</b>
1. Critical Assignment for BUS 460 – College Core Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6	Demonstrate an understanding of the purpose and benefit of a strategic plan. The target for the goal was that student performance would be assessed as excellent or above average for 70 percent of the students.
2. Critical Assignment for AVM 347 – Aviation Management Program ISLOs Assessed by this Measure: 7a	1. Students will possess the knowledge and skill set that will allow them to successfully enter the aviation industry after graduation and understand the dynamic intricacies and peculiarities of the aviation industry. 2. Understand the performance of, and appropriately apply general management techniques to each of the three main branches of the aviation industry – airlines, airports, and fixed base operations.  The target for each goal was that student performance would be assessed as excellent or above average for 80 percent of the students.
3. Critical Assignment for BUS 375– Entrepreneurship Program ISLOs Assessed by this Measure: 7b	1. Develop creative and innovative skills for the development of new products that meet current global needs. 2. Promote an independent entrepreneurial mindset for creating sustainable business venture in a competitive global environment.

	<p>The target for each goal was that student performance would be assessed as excellent or above average for 80 percent of the students.</p>
<p>4. Critical Assignment for HA 370 – Event Management Program ISLOs Assessed by this Measure: 7c</p>	<p>Examine the operational methods of different types of events.</p> <p>The target for the goal was that student performance would be assessed as excellent or above average for 80 percent of the students.</p>
<p>5. Critical Assignment for MKT 420 – Fashion and Retail Program ISLOs Assessed by this Measure: 7d</p>	<p>Design sound business practices including promotional techniques, and product development in the fashion and retail industries.</p> <p>The target for the goal was that student performance would be assessed as excellent or above average for 80 percent of the students.</p>
<p>6. Critical Assignment for HA 400 – Hospitality Management Program ISLOs Assessed by this Measure: 7e</p>	<p>Critique consumer and organizational behavior, and social influence as they affect the Hospitality Industry.</p> <p>The target for the goal was that student performance would be assessed as excellent or above average for 80 percent of the students.</p>
<p>7. Critical Assignment for BUS 440 – International Business Management Program ISLOs Assessed by this Measure: 7f</p>	<p>Analyze foreign markets for business opportunities, understanding cultural, demographic, economic, and policy differences that will promote a business environment.</p> <p>The target for the goal was that student performance would be assessed as excellent or above average for 80 percent of the students.</p>
<p>8. Critical Assignment for BUS 321 – Investment Management Program ISLOs Assessed by this Measure: 7g</p>	<p>Analyze management of investment portfolios for clients and institutions using macroeconomic analysis, technical analysis, and fundamental business analysis.</p>

	The target for the goal was that student performance would be assessed as excellent or above average for 80 percent of the students.
9. Critical Assignment for MKT 385 – Marketing Program ISLOs Assessed by this Measure: 7h	<p>Implement analytical and strategic skills in the development and execution of a marketing plan, including market research and analysis, digital marketing communication, and knowledge of consumer behavioral science.</p> <p>The target for the goal was that student performance would be assessed as excellent or above average for 80 percent of the students.</p>
10. Critical Assignment for BUS 317 – Sports Management Program ISLOs Assessed by this Measure: 7i	<p>Analyze management, governance, marketing and ethical concepts in professional, collegiate, Olympic, and recreational athletics.</p> <p>The target for the goal was that student performance would be assessed as excellent or above average for 80 percent of the students.</p>
<b>Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b>	<b>Performance Objectives (Targets/Criteria) for Indirect Measures:</b>
1. Student Learning Outcomes Survey administered to students in the capstone course, BUS 460. Program ISLOs Assessed by this Measure: 1-6, 7a-7i	On the survey instrument, at least 75% of graduating College of Business and Management students will indicate that they achieved excellent or above average competence in each of the intended student learning outcomes.
<b>Assessment Results: Bachelor of Science-Undergraduate Program</b>	
<b>Summary of Results from Implementing Direct Measures of Student Learning:</b>	
<p>1. Critical Assignment for BUS 460: The target for the rubric line items in BUS 460 was 70%, as students were held to a lower standard due to knowledge attrition as they matriculate to the last year of the program. Overall the results for BUS 460 were satisfactory as targets were met or essentially met with the exception of preparation of pro</p>	

forma financial statements. (54% were rated as excellent or above average.)
2. Critical Assignment: 83% of the Aviation Management students assessed achieved a rating of excellent or above average for the first goal and 80% for the second goal. (Target is 80%.)
3. Critical Assignment: 94% of the Entrepreneurship students assessed achieve a rating of excellent or above for both goals. (Target is 80%.)
4. Critical Assignment: 100% of the Event Management students assessed achieved a rating of excellent or above average. (Target is 80%.)
5. Critical Assignment: 96% of the Fashion and Retail students assessed achieved a rating of excellent or above average. (Target is 80%.)
6. Critical Assignment: 92% of the Hospitality Management students assessed achieved a rating of excellent or above average. (Target is 80%.)
7. Critical Assignment: 60% of the International Business Management students assessed achieved a rating of excellent or above average. (Target is 80%.)
8. Critical Assignment: 94% of the Investment Management students assessed achieved a rating of excellent or above average. (Target is 80%.)
9. Critical Assignment: 97% of the Marketing students assessed achieved a rating of excellent or above average. (Target is 80%.)
10. Critical Assignment: 86% of the Sports Management students assessed achieved a rating of excellent or above average. (Target is 80%.)

**Summary of Results from Implementing Indirect Measures of Student Learning:**

1. Student Survey Responses:

<u>Program ISLO</u>	<u>% of Responses that were Excellent or Above Average</u>
ISLO 1	89
ISLO 2	88
ISLO 3	87
ISLO 4	92
ISLO 5	88
ISLO 6	87

ISLO 7a	0
ISLO 7b	100
ISLO 7c	0
ISLO 7d	100
ISLO 7e	0
ISLO 7f	100
ISLO 7g	90
ISLO 7h	50
ISLO 7i	0

**Summary of Achievement of Intended Student Learning Outcomes:**

Intended Student Learning Outcomes	Learning Assessment Measures							
	Direct Measure 1: Critical Assignment for BUS 460	Direct Measure 2: Critical Assignment Aviation Management	Direct Measure 3: Critical Assignment Entrepreneurship	Direct Measure 4: Critical Assignment Event Management	Indirect Measure: Student Learning Outcomes Survey	<i>Indirect Measure 2</i>	<i>Indirect Measure 3</i>	<i>Indirect Measure 4</i>
Program ISLOs	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 classify the principle concepts, theories, and practices in and recognize the interrelationships between the functional (accounting, managerial, financial, human resource, operational, marketing) areas of business. – College Core	Met	NA	NA	NA	Met			
2. Students will be able to explain how factors of the contextual	Met	NA	NA	NA	Met			

environment (economic, entrepreneurial, legal, ethical, global) can potentially impact the conduct of business. – College Core								
3. Students will be able to apply business analytical tools and processes to inform business decisions and strategic directions. – College Core	Met	NA	NA	NA	Met			
4. Students will be able to distinguish their strengths and capacity to deliver value to a business organization. – College Core	Met	NA	NA	NA	Met			
5. Students will be able to apply intercultural models to identify cultural factors potentially impacting effectiveness of business operations. – College Core	Met	NA	NA	NA	Met			
6. Students will be able to experiment with multiple methods through which innovation adds value to business organizations. – College Core	Met	NA	NA	NA	Met			
7. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to	NA	Met	NA	NA	NA (n=0)			



demonstrate competency for entry level employment or advanced study in their field. – Aviation Management								
8. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Entrepreneurship	NA	NA	Met	NA	Met			
9. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Event Management	NA	NA	NA	Met	NA (n=0)			
10. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Fashion and Retail	NA	NA	NA	NA	Met			
11. Students will be able to make use of concepts, theories and	NA	NA	NA	NA	NA (n=0)			

practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Hospitality Management								
12. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – International Business Management	NA	NA	NA	NA	Met			
13. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Investment Management	NA	NA	NA	NA	Met			
14. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or	NA	NA	NA	NA	Not Met			

advanced study in their field. – Marketing								
15. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Sports Management	NA	NA	NA	NA	NA (n=0)			
<b>Summary of Achievement of Intended Student Learning Outcomes:</b>								
<b>Intended Student Learning Outcomes</b>	<b>Learning Assessment Measures</b>							
<b>Program ISLOs</b>	<b>Direct Measure 5: Critical Assignment Fashion and Retail</b>	<b>Direct Measure 6: Critical Assignment Hospitality Management</b>	<b>Direct Measure 7: Critical Assignment International Business Management</b>	<b>Direct Measure 8: Critical Assignment Investment Management</b>	<i>Indirect Measure 1</i>	<i>Indirect Measure 2</i>	<i>Indirect Measure 3</i>	<i>Indirect Measure 4</i>
	<b>Performance Target Was...</b>	<b>Performance Target Was...</b>	<b>Performance Target Was...</b>	<b>Performance Target Was...</b>	<b>Performance Target Was...</b>	<b>Performance Target Was...</b>	<b>Performance Target Was...</b>	<b>Performance Target Was...</b>
1. Students will be able to classify the principle concepts, theories, and practices in and recognize the interrelationships between the functional (accounting, managerial, financial, human resource, operational, marketing) areas of business. – College Core	NA	NA	NA	NA				

2. Students will be able to explain how factors of the contextual environment (economic, entrepreneurial, legal, ethical, global) can potentially impact the conduct of business. – College Core	NA	NA	NA	NA				
3. Students will be able to apply business analytical tools and processes to inform business decisions and strategic directions. – College Core	NA	NA	NA	NA				
4. Students will be able to distinguish their strengths and capacity to deliver value to a business organization. – College Core	NA	NA	NA	NA				
5. Students will be able to apply intercultural models to identify cultural factors potentially impacting effectiveness of business operations. – College Core	NA	NA	NA	NA				
6. Students will be able to experiment with multiple methods through which innovation adds value to business organizations. – College Core	NA	NA	NA	NA				
7. Students will be able to make use of concepts, theories and practices associated with their	NA	NA	NA	NA				

major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Aviation Management								
8. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Entrepreneurship	NA	NA	NA	NA				
9. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Event Management	NA	NA	NA	NA				
10. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Fashion and Retail	Met	NA	NA	NA				

<p>11. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Hospitality Management</p>	NA	Met	NA	NA				
<p>12. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – International Business Management</p>	NA	NA	Not Met	NA				
<p>13. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Investment Management</p>	NA	NA	NA	Met				
<p>14. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for</p>	NA	NA	NA	NA				

entry level employment or advanced study in their field. – Marketing								
15. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Sports Management	NA	NA	NA	NA				
<b>Summary of Achievement of Intended Student Learning Outcomes:</b>								
<b>Intended Student Learning Outcomes</b>	<b>Learning Assessment Measures</b>							
<b>Program ISLOs</b>	<b>Direct Measure 9: Critical Assignment Marketing</b>	<b>Direct Measure 10: Critical Assignment Sports Management</b>	<i>Direct Measure 3</i>	<i>Direct Measure 4</i>	<i>Indirect Measure 1</i>	<i>Indirect Measure 2</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 be able to classify the principle concepts, theories, and practices in and recognize the interrelationships between the functional (accounting, managerial, financial, human resource, operational, marketing) areas of business. – College Core	NA	NA						

2. Students will be able to explain how factors of the contextual environment (economic, entrepreneurial, legal, ethical, global) can potentially impact the conduct of business. – College Core	NA	NA						
3. Students will be able to apply business analytical tools and processes to inform business decisions and strategic directions. – College Core	NA	NA						
4. Students will be able to distinguish their strengths and capacity to deliver value to a business organization. – College Core	NA	NA						
5. Students will be able to apply intercultural models to identify cultural factors potentially impacting effectiveness of business operations. – College Core	NA	NA						
6. Students will be able to experiment with multiple methods through which innovation adds value to business organizations. – College Core	NA	NA						
7. Students will be able to make use of concepts, theories and practices associated with their	NA	NA						



major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Aviation Management								
8. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Entrepreneurship	NA	NA						
9. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Event Management	NA	NA						
10. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Fashion and Retail	NA	NA						

<p>11. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Hospitality Management</p>	NA	NA						
<p>12. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – International Business Management</p>	NA	NA						
<p>13. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Investment Management</p>	NA	NA						
<p>14. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for</p>	Met	NA						

entry level employment or advanced study in their field. – Marketing								
15. Students will be able to make use of concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Sports Management	NA	Met						

<b>Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:</b>								
<p>1. <b>Program ISLO 7a – Aviation Management:</b> As indicated in the critical assignment for the major, the target was met. The student survey in which students assessed their competence for the learning outcomes was first administered during the last year. Unfortunately, there was an issue for students not completing questions that related to their major. As a result, either no or just a few responses were recorded. Faculty will assure that students understand how the survey is to be completed, as well as assure that the completion rate of the survey is higher. With additional data, more definitive prescriptions can be developed.</p>								
<p>2. <b>Program ISLO 7c – Event Management:</b> As indicated in the critical assignment for the major, the target was met. The student survey in which students assessed their competence for the learning outcomes was first administered during the last year. Unfortunately, there was an issue for students not completing questions that related to their major. As a result, either no or just a few responses were recorded. Faculty will assure that students understand how the survey is to be completed, as well as assure that the completion rate of the survey is higher. With additional data, more definitive prescriptions can be developed.</p>								
<p>3. <b>Program ISLO 7e – Hospitality Management:</b> As indicated in the critical assignment for the major, the target was met. The student survey in which students assessed their competence for the learning outcomes was first administered during the last year. Unfortunately, there was an issue for students not completing questions that related to their major. As a result, either no or just a few responses were recorded. Faculty will assure that students understand how the survey is to be completed, as well as assure that the completion rate of the survey is higher. With additional data, more definitive prescriptions can be developed.</p>								
<p>4. <b>Program ISLO 7f – International Business Management:</b> As indicated in the critical assignment for the major, the target was not met. International business instructors will need to provide a sample project that is a good example of the overall class project. There should also be class discussion concerning how these elements of the international opportunity can develop in a robust manner so that the students have met the assignment’s requirements. This class discussion could take the format of a case study in which students would give</p>								

presentations on the various topics. The student survey in which students assessed their competence for the learning outcomes was first administered during the last year. Unfortunately, there was an issue for students not completing questions that related to their major. As a result, either no or just a few responses were recorded. Faculty will assure that students understand how the survey is to be completed, as well as assure that the completion rate of the survey is higher. With additional data, more definitive prescriptions can be developed.

5. **Program ISLO 7h - Marketing:** As indicated in the critical assignment for the major, the target was met. The student survey in which students assessed their competence for the learning outcomes was first administered during the last year. Unfortunately, there was an issue for students not completing questions that related to their major. As a result, either no or just a few responses were recorded. Faculty will assure that students understand how the survey is to be completed, as well as assure that the completion rate of the survey is higher. With additional data, more definitive prescriptions can be developed.

6. **Program ISLO 7i – Sports Management:** As indicated in the critical assignment for the major, the target was met. The student survey in which students assessed their competence for the learning outcomes was first administered during the last year. Unfortunately, there was an issue for students not completing questions that related to their major. As a result, either no or just a few responses were recorded. Faculty will assure that students understand how the survey is to be completed, as well as assure that the completion rate of the survey is higher. With additional data, more definitive prescriptions can be developed.

### Student Learning Assessment for Master of Business Administration - Graduate Program

#### Program Intended Student Learning Outcomes (Program ISLOs)

1. Students will be able to analyze the principle concepts, theories, and practices in and recognize the interrelationships between the functional (accounting, managerial, financial, human resource, operational, marketing) areas of business. - MBA Core
2. Students will be able to dissect how factors of the contextual environment (economic, entrepreneurial, legal, ethical, global) can potentially impact the conduct of business. - MBA Core
3. Students will be able to choose business analytical tools and processes to inform business decisions and strategic directions. - MBA Core
4. Students will be able to develop their strengths and capacity to deliver value to a business organization. - MBA Core
5. Students will be able to assess intercultural models to identify cultural factors potentially impacting effectiveness of business operations. - MBA Core
6. Students will be able to interpret multiple methods through which innovation adds value to business organizations. - MBA Core
- 7a. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Aviation Management

7b. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Entrepreneurial Management	
7c. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Financial Valuation and Investment Management	
7d. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Hospitality Management	
7e. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Human Resource Management	
7f. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – International Business Management	
7g. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. - Marketing	
7h. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Media Management	
7i. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Social Innovation Management	
7j. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Sports Management	
7k. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Web Development Management	
<b>Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:</b>	<b>Performance Objectives (Targets/Criteria) for Direct Measures:</b>
1. Critical Assignment for MBA 690, Strategic Management Seminar – MBA Core Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6	The target for all of the rubric line items in MBA 690 is 90%, as students were held to the same standard as in the goals for the MBA foundation courses. Most students complete the program in one year, so knowledge attrition should not be an issue.
2. Critical Assignment for MBA 671, Aviation Organization Operation – Aviation Management	The target for all of the rubric line items in MBA 671 is 90%.

Specialization Program ISLOs Assessed by this Measure: 7a	
3. Critical Assignment for MBA 652, Managing Entrepreneurial Ventures – Entrepreneurial Management Specialization Program ISLOs Assessed by this Measure: 7b	The target for all of the rubric line items in MBA 671 is 90%.
4. Critical Assignment for MBA 646, Measuring and Managing Value – Financial Valuation and Investment Management Specialization Program ISLOs Assessed by this Measure: 7c	The target for all of the rubric line items in MBA 646 is 90%.
5. Critical Assignment for HA 530, Resort Development and Management – Hospitality Management Specialization Program ISLOs Assessed by this Measure: 7d	The target for all of the rubric line items in HA 530 is 90%.
6. Critical Assignment for MBA 607, Benefits and Compensation Management– Human Resource Management Specialization Program ISLOs Assessed by this Measure: 7e	The target for all of the rubric line items in MBA 607 is 90%.
7. Critical Assignment for MBA 661, International Trade and Investment – International Business Management Specialization Program ISLOs Assessed by this Measure: 7f	The target for all of the rubric line items in MBA 661 is 90%.
8. Critical Assignment for MBA 625, Integrated Marketing Communications – Marketing Specialization Program ISLOs Assessed by this Measure: 7g	The target for all of the rubric line items in MBA 625 is 90%.
9. Critical Assignment for COM 510, Communication and Media Technologies –Media Management Specialization Program ISLOs Assessed by this Measure: 7h	The target for all of the rubric line items in COM 510 is 90%.
10. Critical Assignment for TBD – Social Innovation Management Specialization Program ISLOs Assessed by this Measure: 7i	The M.B.A. in Social Innovation Management is a new specialization in the M.B.A program that will be offered beginning with the 2016-2017 academic year.
11. Critical Assignment for SAM 635, Issues in Intercollegiate and Professional Sports – Sports Management Specialization	The target for all of the rubric line items in SAM 635 is 90%.

Program ISLOs Assessed by this Measure: 7j	
12. Critical Assignment for TBD – Web Development Management Specialization Program ISLOs Assessed by this Measure: 7k	The M.B.A. in Web Development Management is a new specialization in the M.B.A program that will be offered beginning with the 2016-2017 academic year.
<b>Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b>	<b>Performance Objectives (Targets/Criteria) for Indirect Measures:</b>
1. Student Learning Outcomes Survey administered to students in the capstone course, MBA 690. Program ISLOs Assessed by this Measure: 1-6, 7a-7k	On the survey instrument, at least 75% of College of Business and Management MBA students will indicate that they achieved excellent or above average competence in each of the intended student learning outcomes.
<b>Assessment Results: Master of Business Administration - Graduate Program</b>	
<b>Summary of Results from Implementing Direct Measures of Student Learning:</b>	
1. Critical Assignment: Overall the results for MBA 690, in Academic Year 2015-2016 were very good, as targets were met in all rubric line items. (Target is 90%.) – MBA Core	
2. Critical Assignment: No data is available for this specialization. This was due to no goals established prior to Academic Year 2015-2016 and low enrollment in the specialization. (Target is 90%.) – Aviation Management	
3. Critical Assignment: No data is available for this specialization. This was due to no goals established prior to Academic Year 2015-2016 and low enrollment in the specialization as it is a new specialization. (Target is 90%.) – Entrepreneurial Management	
4. Critical Assignment: For all of the rubric line items of the assignment for MBA 646, Measuring and Managing Value, 90% of the students assessed achieved a rating of excellent or above average. (Target is 90%.) – Financial Valuation and Investment Management	
5. Critical Assignment: For all of the rubric line items of the assignment for HA 530, Resort Development and Management, 90% of the students assessed achieved a rating of excellent or above average. (Target is 90%.) – Hospitality Management	
6. Critical Assignment: For six of the ten rubric line items of the assignment for MBA 607, Benefits and Compensation Management, 90% of the students assessed achieved a rating of excellent or above average. For the other four rubric line items, the range was 82-83% of the students who rated as excellent or above average. The target was essentially met. (Target is 90%) – Human Resource Management	

7. Critical Assignment: Except for one rubric line item, 91% or more of the students assessed achieved a rating of excellent or above average in the rubric line items of the assignment for MBA 661, International Trade and Investment. The one exception had 88% of the students as rated excellent or above average. The target was essentially met. (Target is 90%) – International Business Management
8. Critical Assignment: For five of the six rubric line items of the assignment for MBA 625, Integrated Marketing Communications, 89% of the students assessed achieved a rating of excellent or above average. For the other rubric line item, 84% of the students rated as excellent or above average. The target was essentially met. (Target is 90%) - Marketing
9. Critical Assignment: Except for one rubric line item, 90% or more of the students assessed achieved a rating of excellent or above average in the rubric line items of the assignment for COM 510, Communication and Media Technologies. The one exception had 87% of the students as rated excellent or above average. The target was essentially met. (Target is 90%) – Media Management
10. Critical Assignment: The M.B.A. in Social Innovation Management is a new specialization in the M.B.A program that will be offered beginning with the 2016-2017 academic year. (Target is 90%)
11. Critical Assignment: No data is available for this specialization. This was due to no goals established prior to Academic Year 2015-2016 and low enrollment in the specialization. (Target is 90%) – Sports Management
12. Critical Assignment: The M.B.A. in Web Development Management is a new specialization in the M.B.A program that will be offered beginning with the 2016-2017 academic year. (Target is 90%)

**Summary of Results from Implementing Indirect Measures of Student Learning:**

1. Student Survey Responses:

<u>Program ISLO</u>	<u>% of Responses that were Excellent or Above Average</u>
ISLO 1 (MBA Core - Functional Areas of Business)	76%
ISLO 2 (MBA Core – Contextual Environment of Business)	77%
ISLO 3 (MBA Core – Business Analytical Tools)	77%
ISLO 4 (MBA Core – Personal Strengths)	71%
ISLO 5 (MBA Core – Intercultural Models)	76%
ISLO 6 (MBA Core – Multiple Methods of Innovation)	74%
ISLO 7a (Aviation Management)	no respondents
ISLO 7b (Entrepreneurial Management)	100%
ISLO 7c (Financial Valuation and Investment Management)	100%
ISLO 7d (Hospitality Management)	33% (n=3)



ISLO 7e (Human Resource Management)	22% (n=9)
ISLO 7f (International Business Management)	33% (n=3)
ISLO 7g (Marketing)	60%
ISLO 7h (Media Management)	100%
ISLO 7i (Social Innovation Management)	New program in 2016-2017
ISLO 7j (Sports Management)	75%
ISLO 7k (Web Development Management)	New program in 2016-2017

**Summary of Achievement of Intended Student Learning Outcomes:**

Intended Student Learning Outcomes	Learning Assessment Measures							
	Direct Measure 1: Critical Assignment for MBA 690	Direct Measure 2: Critical Assignment Aviation Management	Direct Measure 3: Critical Assignment Entrepreneurial Management	Direct Measure 4: Critical Assignment Financial Valuation and Investment Management	Indirect Measure: Student Learning Outcomes Survey	Indirect Measure 2	Indirect Measure 3	Indirect Measure 4
Program ISLOs	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 analyze the principle concepts, theories, and practices in and recognize the interrelationships between the functional (accounting, managerial, financial, human resource, operational, marketing) areas of business. - MBA Core	Met	NA	NA	NA	Met			
2. Students will be able to dissect how factors of the contextual environment (economic,	Met	NA	NA	NA	Met			

entrepreneurial, legal, ethical, global) can potentially impact the conduct of business. - MBA Core								
3. Students will be able to choose business analytical tools and processes to inform business decisions and strategic directions. - MBA Core	Met	NA	NA	NA	Met			
4. Students will be able to develop their strengths and capacity to deliver value to a business organization. - MBA Core	Met	NA	NA	NA	Not Met			
5. Students will be able to assess intercultural models to identify cultural factors potentially impacting effectiveness of business operations. - MBA Core	Met	NA	NA	NA	Met			
6. Students will be able to interpret multiple methods through which innovation adds value to business organizations. - MBA Core	Met	NA	NA	NA	Met			
7. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or	NA	Not Met	NA	NA	NA (n=0)			

advanced study in their field. – Aviation Management								
8. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Entrepreneurial Management	NA	NA	Not Met	NA	Met			
9. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Financial Valuation and Investment Management	NA	NA	NA	Met	Met			
10. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Hospitality Management	NA	NA	NA	NA	Not Met (n=3)			
11. Students will be able to justify concepts, theories and practices associated with their	NA	NA	NA	NA	Not Met (n=9)			

major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Human Resource Management								
12. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – International Business Management	NA	NA	NA	NA	Not Met (n=3)			
13. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. - Marketing	NA	NA	NA	NA	Not Met			
14. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Media Management	NA	NA	NA	NA	Met			

<p>15. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Social Innovation Management</p>	NA	NA	NA	NA	NA			
<p>16. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Sports Management</p>	NA	NA	NA	NA	Met			
<p>17. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Web Development Management</p>	NA	NA	NA	NA	NA			

Summary of Achievement of Intended Student Learning Outcomes:								
Intended Student Learning Outcomes	Learning Assessment Measures							
Program ISLOs	Direct Measure 5: Critical Assignment Hospitality Management	Direct Measure 6: Critical Assignment Human Resource Management	Direct Measure 7: Critical Assignment International Business Management	Direct Measure 8: Critical Assignment Marketing	<i>Indirect Measure 1</i>	<i>Indirect Measure 2</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 be able to analyze the principle concepts, theories, and practices in and recognize the interrelationships between the functional (accounting, managerial, financial, human resource, operational, marketing) areas of business. - MBA Core	NA	NA	NA	NA				
2. Students will be able to dissect how factors of the contextual environment (economic, entrepreneurial, legal, ethical, global) can potentially impact the conduct of business. - MBA Core	NA	NA	NA	NA				
3. Students will be able to choose business analytical tools and processes to inform business decisions and strategic directions. - MBA Core	NA	NA	NA	NA				

4. Students will be able to develop their strengths and capacity to deliver value to a business organization. - MBA Core	NA	NA	NA	NA				
5. Students will be able to assess intercultural models to identify cultural factors potentially impacting effectiveness of business operations. - MBA Core	NA	NA	NA	NA				
6. Students will be able to interpret multiple methods through which innovation adds value to business organizations. - MBA Core	NA	NA	NA	NA				
7. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Aviation Management	NA	NA	NA	NA				
8. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or	NA	NA	NA	NA				

advanced study in their field. – Entrepreneurial Management								
9. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Financial Valuation and Investment Management	NA	NA	NA	NA				
10. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Hospitality Management	Met	NA	NA	NA				
11. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Human Resource Management	NA	Not Met	NA	NA				
12. Students will be able to justify concepts, theories and practices associated with their	NA	NA	Not Met	NA				



major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – International Business Management								
13. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. - Marketing	NA	NA	NA	Not Met				
14. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Media Management	NA	NA	NA	NA				
15. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Social Innovation Management	NA	NA	NA	NA				

16. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Sports Management	NA	NA	NA	NA				
17. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Web Development Management	NA	NA	NA	NA				
<b>Summary of Achievement of Intended Student Learning Outcomes:</b>								
<b>Intended Student Learning Outcomes</b>	<b>Learning Assessment Measures</b>							
<b>Program ISLOs</b>	<b>Direct Measure 9: Critical Assignment Media Management</b>	<b>Direct Measure 10: Critical Assignment Social Innovation Management</b>	<b>Direct Measure 11: Critical Assignment Sports Management</b>	<b>Direct Measure 12: Critical Assignment Web Development Management</b>	<i>Indirect Measure 1</i>	<i>Indirect Measure 2</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 be able to analyze the principle concepts, theories, and practices in and	NA	NA	NA	NA				

recognize the interrelationships between the functional (accounting, managerial, financial, human resource, operational, marketing) areas of business. - MBA Core								
2. Students will be able to dissect how factors of the contextual environment (economic, entrepreneurial, legal, ethical, global) can potentially impact the conduct of business. - MBA Core	NA	NA	NA	NA				
3. Students will be able to choose business analytical tools and processes to inform business decisions and strategic directions. - MBA Core	NA	NA	NA	NA				
4. Students will be able to develop their strengths and capacity to deliver value to a business organization. - MBA Core	NA	NA	NA	NA				
5. Students will be able to assess intercultural models to identify cultural factors potentially impacting effectiveness of business operations. - MBA Core	NA	NA	NA	NA				
6. Students will be able to interpret multiple methods	NA	NA	NA	NA				

through which innovation adds value to business organizations. - MBA Core								
7. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Aviation Management	NA	NA	NA	NA				
8. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Entrepreneurial Management	NA	NA	NA	NA				
9. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Financial Valuation and Investment Management	NA	NA	NA	NA				

<p>10. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Hospitality Management</p>	NA	NA	NA	NA				
<p>11. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Human Resource Management</p>	NA	NA	NA	NA				
<p>12. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – International Business Management</p>	NA	NA	NA	NA				
<p>13. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for</p>	NA	NA	NA	NA				

entry level employment or advanced study in their field. - Marketing								
14. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Media Management	Met	NA	NA	NA				
15. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Social Innovation Management	NA	NA	NA	NA				
16. Students will be able to justify concepts, theories and practices associated with their major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Sports Management	NA	NA	Not Met	NA				
17. Students will be able to justify concepts, theories and practices associated with their	NA	NA	NA	NA				

<p>major or specialized disciplinary area to demonstrate competency for entry level employment or advanced study in their field. – Web Development Management</p>								
<p><b>Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:</b></p>								
<p>1. <b>Program ISLOs 1-6, MBA Core:</b> The direct measurement indicated that the target was met. The indirect method indicated for all six MBA Core ISLOs that the responses were just short of the target. One problem with the indirect measure was that this was the first time the survey was administered and the response rate was lower than desired. The College of Business and Management will work with the Director of Faculty Development and Academic Assessment to establish a delivery schedule for the survey. The survey is electronic. Faculty will encourage students to be aware of the email notification to complete the survey. More definitive analysis can occur with additional data collection.</p>								
<p>2. <b>Program ISLOs 7a-7k, MBA Specializations:</b> The response rate to the survey used for the indirect measure was low, so it is difficult to make a definitive statement about performance. As mentioned above, the College of Business and Management will work with the Director of Faculty Development and Academic Assessment to establish a delivery schedule for the survey. The survey is electronic. Faculty will encourage students to be aware of the email notification to complete the survey.</p>								
<p>3. <b>Program ISLO 7a:</b> No data was available as enrollment was low and there were no goals established prior to this year. Going forward the students will complete the Critical Assignment for MBA 671, Aviation Organization Operation. There were no respondents to the indirect measure survey. - Aviation Management Specialization</p>								
<p>4. <b>Program ISLO 7b:</b> No data was available as enrollment was low and there were no goals established prior to this year. Going forward the students will complete the Critical Assignment for MBA 652, Managing Entrepreneurial Ventures. The indirect measure indicated performance was met. A key variable for student satisfaction is that full-time faculty deliver many of the courses.– Entrepreneurial Management Specialization</p>								
<p>5. <b>Program ISLO 7c:</b> The direct and indirect measures indicated performance was met. A key variable for student satisfaction is that full-time faculty deliver many of the courses.– Financial Valuation and Investment Management Specialization</p>								

<p>6. <b>Program ISLO 7d:</b> The indirect measure indicated that students did not achieve excellent or above average competence in each of the intended student learning outcomes. The key variable for this specialization is that all three specialization courses are taught by the same faculty member. Efforts will be made to have at least another instructor. - Hospitality Management</p>
<p>7. <b>Program ISLO 7e:</b> In particular, for the direct measure, the Critical Assignment, students require a stronger knowledge base with various aspects (eligibility for employment, rank, and overtime and pay band levels) of a compensation plan. Additionally, students need to have a better appreciation of the alignment of a compensation plan and an organization’s strategic plan. Instructors will develop a comprehensive case study that demonstrates a comprehensive compensation plan and its relationship to the strategic plan. This should result in stronger student performance in the Critical Assignment for MBA 607, Benefits and Compensation Management. The indirect measure indicated that students did not achieve excellent or above average competence in each of the intended student learning outcomes. The key variable for this specialization is that no full-time faculty member teaches in this area. The College will request a budget line item for a full-time faculty in this area.– Human Resource Management Specialization</p>
<p>8. <b>Program ISLO 7f:</b> In particular, for the direct measure, the Critical Assignment, students were slightly deficient in developing an environmental scan. Instructors will make use of current events in various media sources to develop an environmental scan for an organization as a case study. This should result in stronger student performance in the Critical Assignment for MBA 661, International Trade and Investment. The indirect measure indicated that students did not achieve excellent or above average competence in each of the intended student learning outcomes. A key variable for this specialization is that all three of the online specialization courses are taught by the same faculty member. Efforts will be made to have at least another online instructor in this area. – International Business Management Specialization</p>
<p>9. <b>Program ISLO 7g:</b> In particular, for the direct measure, the Critical Assignment, students need to develop better critical analysis skills in order to critique integrated marketing communication strategies. Instructors should assign groups of students to explain various organizations’ integrated marketing communication strategies. As each group makes its presentation, other groups should offer a critique. This should result in stronger student performance in the Critical Assignment for MBA 625, Integrated Marketing Communications. The indirect measure indicated that students did not achieve excellent or above average competence in each of the intended student learning outcomes. A key variable for this specialization is that an update of two of the specialization courses needs to occur. Marketing faculty will complete a review for possible revisions.– Marketing Specialization</p>
<p>10. <b>Program ISLO 7h:</b> Both the direct and indirect measures indicated that performance targets were met. – Media Management</p>
<p>11. <b>Program ISLO 7i:</b> This specialization was first offered in the 2015-2016 academic year. There were no results to review. - Social Innovation Management Specialization</p>



12. **Program ISLO 7j:** No data was available as enrollment was low and there were no goals established prior to this year. Going forward the students will complete the Critical Assignment for SAM 635, Issues in Intercollegiate and Professional Sports. The indirect method indicated the responses were just short of the target. More data is required as the response rate was low. Enrollment in this specialization has increased recently. – Sports Management Specialization

13. **Program ISLO 7k:** This specialization was first offered in the 2015-2016 academic year. There were no results to review. – Web Development Management Specialization