

**ASSURANCE OF LEARNING COMMITTEE REPORT
AY 2011-2012**

ASSESSMENT PROCESS AND IMPROVEMENTS

During the 2011-2012 AY the Assurance of Learning Committee continued its best practices developed during the previous years. In addition, several major initiatives for further improvement of the assessment process in the CoB were successfully implemented.

- (1) To encourage new faculty involvement and to improve participation of departments with lower involvement in the assessment process, the Assurance of Learning Committee, with the support of the Interim Dean, requested that all departments appoint a representative responsible for assessment planning and support. As a result, some departments increased substantively their level of involvement with the assessment planning and execution.
- (2) The Assurance of Learning Committee continued the initiative started last AY to encourage each department to develop their own assessment plans for the concentration and elective classes. Committee members attended at least one department meeting per department and provided additional training and support as needed. As a result, all departments managed to set up assessment plans and administer assessment in their concentration and elective classes in at least one semester.
- (3) Based on the assessment analysis of the data accumulated during the past academic years, the Assurance of Learning Committee identified a need for revisiting the Undergraduate learning goals and rewording them in more specific terms. To accomplish this goal, the Assurance of Learning Committee and the Undergraduate Curriculum Committee met and reviewed each learning goal and the respective assessment rubrics used to measure student skills corresponding to this goal. A team of representative from both committees developed a proposal for new wording of the Undergraduate learning goals and will present them for approval in Fall 2012.
- (4) The Assurance of Learning Committee continued the already established collaboration with the NSF-sponsored research team that developed CATME – the online teamwork assessment tool adopted by the CoB – to better serve the assessment needs of the CoB faculty. As a part of this initiative, the Chair of the Assurance of Learning Committee provided feedback to the development team and suggested improvement of some new features based on issues encountered by our faculty and students.
- (5) After being piloted in Spring 2011, the revised Cal State standardized undergraduate learning assessment test (BAT) was approved for administering every Spring semester.
- (6) The revised HMAT learning assessment test and the industry assessment of the BSHTM graduates were approved for administering every AY.
- (7) Continuing the efforts to achieve closer integration between the activity of the Assurance of Learning Committee and the Undergraduate and Graduate curriculum committees, two of the Assurance of Learning Committee members became ex-officio members of the Undergraduate and Graduate curriculum committees, respectively, and attended all of their meetings. The active involvement with the two curriculum committees enhanced the ongoing efforts on the part of

the Assurance of Learning Committee to coordinate all assessment activities with the COB curriculum development needs, especially in providing feedback about issues identified through the assessment of student learning.

- (8) The accounting department, with help from the Assurance of Learning Committee, developed and approved learning goals for the new Master of science in Accounting program.

ASSESSMENT RESULTS

BS in Business Administration. The results of the direct assessment of the BSBA learning objectives using assessment rubrics for course-embedded analysis are shown in Table 1. The table shows the aggregate percentage of students scoring “acceptable” or higher on each learning objective; the number of students assessed is in brackets. Detailed information on each learning objective assessed in Fall 2011 and Spring 2012 is provided in the Appendix. The performance target of 85% acceptable or better performance on each learning objective measured by an assessment rubric (adopted in Fall 2008) reflects the shared goal of the CoB faculty to improve the quality of the BSBA program.

In total, 5258 students were assessed during AY2011-2012 (of them 2198 in Fall 2011 and 3060 in Spring 2012), ensuring that a representative sample of undergraduate students were assessed on one or more learning objectives. The results show similar performance as the previous assessment periods in all learning goals. On average, student performance on all learning goals assessed with rubrics meet the 85% target, except for quantitative analysis skills in Fall 2011 (84%). Although student performance on qualitative and quantitative analysis has improved, students continue to have problems interpreting their results and drawing proper conclusions. Student delivery skills in oral communication fall below target. This problem may be due to the transferring of the previously required business communications class (BUS360) from a face-to-face to an online format during the past two academic years because of budgetary constraints.

Table 1 – BS in Business Administration Learning Objectives

Learning objectives	Fall 2011	Spring 2012
Functional knowledge	64% (668 students)	69% (1048 students)
Written communication	NA	91% (80 students)
Oral communication	97% (102 students)	88% (186 students)
Qualitative analysis	91% (35 students)	93% (80 students)
Quantitative analysis	84% (663 students)	85% (914 students)
Teamwork skills	87% (630 students)	88% (680 students)
Ethical & social awareness	NA	91% (72 students)
Global awareness	87% (100 students)	NA

Functional knowledge was assessed both at the entry level (in introductory classes) and at the senior level (in BUS690). The entry level knowledge is above 60% in both semesters. The retention of content learned throughout the business programs was tested using the revised Cal State standardized learning assessment test (BAT) in Spring 2012. The tests are currently in Cal State - Long Beach campus for processing.

BS in Hospitality and Tourism Management. The results of the direct assessment of the BSHTM learning objectives using assessment rubrics for course-embedded analysis are shown in Table 2. The table shows the aggregate percentage of students scoring “acceptable” or higher on each learning objective; the number of students assessed is in brackets. The performance target of 85% approved by the Undergraduate Curriculum Committee for the BSBA program was adopted by the BSHTM program as well. Each learning goal is assessed once per AY.

In total, 160 student-assessments were performed during AY2011-2012, ensuring that the majority of undergraduate students majoring in HTM were assessed on one or more learning objectives. The results show that student performance on all skills assessed with rubrics meet the target of 85%. The results on the HMAT test for assessing content knowledge shows an improvement over last AY (retention at 65%). The results from practitioners’ assessment of HTM students’ industry specific skills show that the students perform well on all criteria except for leadership. Detailed information on each learning objective assessed in AY2011-2012 is provided in the Appendix.

Table 2 – BS in Hospitality and Tourism Management Learning Objectives

Learning objectives	AY 2011-2012
Written communication	94% (24 students)
Oral communication	NA
Analytical skills	98% (43 students)
Critical thinking	NA
Teamwork skills	98% (59 students)
Content knowledge (HMAT)	65% (34 students)
Industry/ practical skills	95% (41 students)

Master of Business Administration. The results of the direct assessment of the MBA learning objectives using assessment rubrics for course-embedded analysis are shown in Table 3. The table shows the aggregate percentage of students scoring “acceptable” or higher on each learning objective; the number of students assessed is in brackets. Consistent with the efforts to improve the quality of the MBA program, in May 2009 the Assurance of Learning Committee recommended and the Graduate Curriculum Committee approved a new target of 90% acceptable or better performance on each learning objective, which continues to be applied this AY.

Table 3 – Master of Business Administration Learning Objectives

Learning objectives	Fall 2011	Spring 2012
Content knowledge	NA	100% (27 students)
Global awareness	97% (36 students)	NA
Ethical awareness	94% (59 students)	97% (29 students)
Quantitative analysis	78% (52 students)	88% (77 students)
Qualitative analysis	93% (47 students)	97% (27 students)
Teamwork skills	92% (79 students)	89% (90 students)
Written communication	96% (47 students)	97% (86 students)
Oral communication	98% (47 students)	96% (39 students)

In total, 742 students were assessed in AY2011-2012 (367 in Fall 2011 and 375 in Spring 2012), ensuring that a major part of the MBA students were assessed on at least one learning objective. As Table 3 shows, student performance on content knowledge, global awareness, ethical awareness, qualitative analysis, written communication, and oral communication meet the 90% target. Student performance on quantitative skills is below target in both semesters, suggesting a need for improvement. Although teamwork skills are close to 90% on average, detailed analysis shows below target performance on the “keeping on track” criterion in both semesters.

In Spring 2010 the Graduate Curriculum Committee brought up for discussion concerns with MBA students’ writing skills, especially in terms of grammar and business vocabulary, followed by the Graduate Curriculum Committee coming up with a recommended text to be included in all MBA syllabi. The continuous improvement in written communication skills shows that these efforts were productive and the majority of students perform better in their writing assignments.

Results of Assessing Learning Goals in the BSBA Program in Fall 2011

Learning Goals	Course(s) Assessed	Sample	Methodology	% acceptable or excellent	Response/Action Items
1. Discipline Knowledge	IBUS 330	N=668	Assessed in intro-level classes	64%	Goals are being met at an acceptable level.
2a. Written Communication Skills	NA				
2b: Oral Communication Skills	BUS 690 IBUS 590	N = 102	Project Presentations	<u>Traits:</u> Content: 99% Organization: 99% Supporting Materials: 100% Delivery Skills: 90% Average of all traits: 97%	Goals are being met at an acceptable level. We will continue monitoring to ensure the program is on target.
3a: Qualitative Analysis	BUS 690	N = 35	Case analysis exam	<u>Traits:</u> Identification: 94% Data: 91% Analysis: 89% Integration: 86% Alternatives: 91% Recommendations: 94% Average of all traits: 91%	Goals are being met at an acceptable level. We will continue monitoring to ensure the program is on target.
3b: Quantitative Analysis	DS 212 DS 412 FIN 350 FIN 351 FIN 535	N = 663	Assessed at intro-level classes & electives	<u>Traits:</u> Identification : 89% Execution : 84% Conclusion : 79% Average of all traits: 84%	Students need to work on execution and conclusion.
4. Team Skills	BUS 690 DS 408, 412 IBUS 690 MGMT 640, 648, 650, 655, 670 MKTG 432, 434	N = 630	www.catme.org online team peer evaluation questionnaire	<u>Traits:</u> Contributing: 86% Interacting: 87% Keeping on Track: 87% Quality: 87% Knowledge: 88% Average of all traits: 87%	Goals are being met at an acceptable level. We will continue monitoring to ensure the program is on target.
5a. Ethical Awareness	NA				
5b. Global Awareness	IBUS 690 IBUS 681	N = 100	Short Case Analysis	<u>Traits:</u> Identification: 89% Analysis: 86% Application: 86% Average of all traits: 87%	Goals are being met at an acceptable level. We will continue monitoring to ensure the program is on target.

Results of Assessing Learning Goals in the BSBA Program in Spring 2012

Learning Goals	Course(s) Assessed	Sample	Methodology	% acceptable or excellent	Response/Action Items
1. Discipline Knowledge	FIN 350 MGMT 670 MKTG 431	N=1048	Assessed in intro-level classes and electives	69%	Goals are being met at an acceptable level.
2a. Written Communication Skills	BUS 690	N=80	Written report	<u>Traits:</u> Content: 91% Organization: 91% Language: 91% Grammar: 91% Average of all traits: 91%	Goals are being met at an acceptable level. We will continue monitoring to ensure the program is on target.
2b: Oral Communication Skills	BUS 690	N = 186	Project Presentations	<u>Traits:</u> Content: 96% Organization: 91% Supporting materials: 95% Delivery skills: 72% Average of all traits: 88%	The overall goal is being met at the acceptable level; however, students need to work on presentation delivery skills.
3a: Qualitative Analysis	BUS 690	N = 80	Case analysis exam	<u>Traits:</u> Identification: 96% Data: 94% Analysis: 88% Integration: 90% Alternatives: 96% Recommendations: 96% Average of all traits: 93%	Goals are being met at an acceptable level. We will continue monitoring to ensure the program is on target.
3b: Quantitative Analysis	DS 212 DS 412 FIN 350 FIN 353 FIN 536	N = 914	Assessed at intro-level classes and electives	<u>Traits:</u> Identification : 88% Execution : 88% Conclusion : 79% Average of all traits: 85%	Students need to work on drawing conclusions from the analysis.
4. Team Skills	BUS 690 DS 412, 601 IBUS 618, 681 MGMT 655, 670 MKTG 432	N = 680	www.catme.org online team peer evaluation questionnaire	<u>Traits:</u> Contributing: 87% Interacting: 88% Keeping on Track: 86% Quality: 88% Knowledge: 89% Average of all traits: 88%	Goals are being met at an acceptable level. We will continue monitoring to ensure the program is on target.
5a. Ethical Awareness	BUS 682	N = 72	Written assignment	<u>Traits:</u> Identification: 97% Stakeholder: 97% Analysis: 97% Frameworks: 69% Action: 96% Average of all traits: 91%	The overall goal is being met at the acceptable level; however, students need to work on using ethics frameworks.
5b. Global Awareness	NA				

Results of Assessing Learning Goals in the BSHTM Program in AY2011-2012

Learning Goals	Course(s) Assessed	Sample	Methodology	% acceptable or excellent	Response/Action Items
1a. Written Communication Skills	HTM 557	N=24	Written assignments	<u>Traits:</u> Purpose: 96% Audience: 96% Organization: 88% Ideas: 83% Citation: 100% Topic: 92% Conclusion: 100% Grammar: 92% Idioms: 100% Average of all traits: 94%	Goals are being met at an acceptable level. We will continue monitoring to ensure the program is on target.
1b: Oral Communication Skills	NA				
2a: Analytical skills	HTM 458	N = 43	Individual assignment	<u>Traits:</u> Concepts and terms: 100% Reasoning: 98% Errors: 98% Term and notation: 98% Average of all traits: 98%	Goals are being met at an acceptable level. We will continue monitoring to ensure the program is on target.
2b: Critical thinking	NA				
3. Team Skills	HTM 561	N = 59	Group project	<u>Traits:</u> Attendance: 93% Responsibility: 100% Cooperation: 98% Participation: 100% Communication: 100% Average of all traits: 98%	Goals are being met at an acceptable level. We will continue monitoring to ensure the program is on target
4. Content knowledge (HMAT)	HTM 590	N = 34	HMAT (standardized learning assessment test)	65%	Goals are being met at an acceptable level.
5. Industry/practical skills	HTM 515	N=41	Industry feedback	<u>Traits:</u> Business skills: 93% Hospitality skills: 95% Written: 98% Verbal: 100% Analysis: 94% Critical: 90% Teamwork: 100% Leadership: 76% Ethnicity: 97% Culture: 100% Social: 95% Dependence: 100% Independence: 98% Initiative: 95% Average of all traits: 94%	The overall goal is being met at the acceptable level; however, students need to work on their leadership skills.

Results of Assessing Learning Goals in the MBA Program in Fall 2011

Learning Goals	Course(s) Assessed	Sample	Methodology	% acceptable or excellent	Response/Action Items
1. Content Knowledge	NA				
2a. Global Awareness	IBUS 815	N=36	Short case scenarios in the exam	<u>Traits:</u> Identification: 97% Analysis: 97% Application: 97% Average of all traits: 97%	Goals are being met at an acceptable level. We will continue monitoring to ensure the program is on target.
2b. Ethics Awareness	BUS 784 MGMT 856	N=59	Written assignment	<u>Traits:</u> Dilemma: 95% Stakeholders: 95% Alternatives: 95% Frameworks: 92% Action: 95% Average of all traits: 94%	Goals are being met at an acceptable level. We will continue monitoring to ensure the program is on target.
3a. Quantitative Skills	ACCT 802 DS 852	N=52	Quantitative task	<u>Traits:</u> Identification: 88% Execution: 87% Conclusions: 60% Average of all traits: 78%	Student performance is below target. Particular attention is needed to drawing proper conclusions from the analysis.
3b. Qualitative Analysis	BUS 890	N = 47	Case analysis exam	<u>Traits:</u> Problem: 96% Facts&Data: 94% Analysis: 91% Integration: 91% Alternatives: 91% Recommendations: 94% Average of all traits: 93%	Goals are being met at an acceptable level. We will continue monitoring to ensure the program is on target.
4. Teamwork Skills	BUS 788 BUS 890	N = 79	Team project	<u>Traits:</u> Contributing: 92% Interacting: 92% Keeping on Track: 89% Quality: 94% Knowledge: 94% Average of all traits: 92%	Goals are being met at an acceptable level. We will continue monitoring “keeping on track” to ensure the program is on target.
5a: Written Communications	BUS 890	N = 47	MBA thesis	<u>Traits:</u> Content: 96% Organization: 96% Language: 96% Grammar: 96% Average of all traits: 96%	Goals are being met at an acceptable level. We will continue monitoring to ensure the program is on target.
5b. Oral Communications	BUS 890	N=47	Oral Presentation	<u>Traits:</u> Content: 100% Organization: 100% Supporting Materials: 100% Delivery Skills: 91% Average of all traits: 96%	Goals are being met at an acceptable level. We will continue monitoring to ensure the program is on target.

Results of Assessing Learning Goals for MBA Program in Spring 2012

Learning Goals	Course(s) Assessed	Sample	Methodology	% acceptable or excellent	Response/Action Items
1. Content Knowledge	BUS 890	N=27	Exam	100%	Goals are being met at an acceptable level. We will continue monitoring to ensure the program is on target.
2a. Global Awareness	NA				
2b. Ethics Awareness	BUS 784	N=29	Exam	<u>Traits:</u> Dilemma: 100% Stakeholders: 100% Alternatives: 100% Frameworks: 86% Action: 100% Average of all traits: 97%	The overall goal is being met at the acceptable level; however, students need to work on using the appropriate framework.
3a. Quantitative Skills	DS 852 FIN 819 ISYS 814	N=77	Quantitative task	<u>Traits:</u> Identification: 88% Execution: 88% Conclusions: 87% Average of all traits: 88%	Students need to work on problem identification, execution of the solution and drawing conclusions.
3b. Qualitative Analysis	BUS 890	N = 27	Written assignment	<u>Traits:</u> Problem: 100% Facts&Data: 96% Analysis: 89% Integration: 96% Alternatives: 100% Recommendations: 100% Average of all traits: 97%	The overall goal is being met at the acceptable level; however, students need to work on the analysis.
4. Teamwork Skills	BUS 788 BUS 890 MKTG 867	N=90	Team project	<u>Traits:</u> Contributing: 88% Interacting: 90% Keeping on Track: 84% Quality: 92% Knowledge: 92% Average of all traits: 89%	Students need to work on contribution and keeping on track.
5a: Written Communications	BUS 890 FIN 819 ISYS 814 MKTG 860	N = 86	Written assignment	<u>Traits:</u> Content: 95% Organization: 95% Language: 98% Grammar: 98% Average of all traits: 97%	Goals are met at the acceptable level. We will continue to monitor students' progress.
5b. Oral Communications	BUS 890 MKTG 860	N=39	Oral Presentation	<u>Traits:</u> Content: 100% Organization: 97% Supporting Materials: 100% Delivery Skills: 85% Average of all traits: 96%	The overall goal is being met at the acceptable level; however, students need to work on their delivery skills.