



## Report of Outcomes Assessment Results

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Institution	Shepherd University
Academic Business Unit	Master of Business Administration (Graduate)
Academic Year	2017-2018

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## **Outcomes Assessment Plan**

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

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

Changes have been made and the revised plan is attached.

We have made changes and the revised plan will be sent to the IACBE by: \_\_\_\_\_

## Outcomes Assessment Results

For Academic Year: 2017-2018

### GRADUATE PROGRAM

#### Section I: Student Learning Assessment

Student Learning Assessment for: <i>Masters of Business Administration (Graduate)</i>	
Program Intended Student Learning Outcomes (Program ISLOs)	
M.B.A. graduates will demonstrate mastery of subject areas utilizing various tools, concepts, definitions and theories in accounting, economics, management, marketing, ethics and leadership.	
M.B.A. graduates will demonstrate the ability to apply ethical criteria, leadership skills, problem solving, critical and creative thinking and analytical and quantitative skills to resolve a variety of business situations and problems.	
M.B.A. graduates will demonstrate the ability to communicate professionally and effectively.	
M.B.A. graduates will demonstrate an understanding of the role of teams, groups and individual behavior in relation to organizational success.	
M.B.A. graduates will demonstrate an understanding of the economic, political, legal and social forces that influence both domestic and international organizations.	
M.B.A. graduates will demonstrate the ability to transcend functional boundaries, synthesizing and integrating information as well as conduct the research, competitive/situation analysis and environmental scanning necessary for strategic decisions	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Direct Measures:
1. Exam scores on the M.B.A. Major Field Test (summative measure). Core ISLOs Assessed by this Measure: 1, 2, 5, 6	75% of graduating M.B.A. students will achieve the median score nationally in each of the five major areas of the MFT-M.B.A.: accounting, marketing, management, finance and strategic integration. The first set of data will be used as a starting point of reference to measure progress in achieving a higher benchmark in the future.
2. Direct Measure Capstone course assignments measuring mastery of effective graduate-level written communication skills (summative measure).  Capstone course assignments measuring mastery of effective graduate-	In either M.B.A. 590 or 591 [students have a choice of capstone experiences], students complete a paper demonstrating graduate-level mastery in written communication. 90% of students will score at the level of “meets standards” or higher according to standards on the M.B.A. Written Communication rubric.

level written communication skills (summative measure). Core ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6	Individual benchmarks for concentrations dealing with specific portions of the test are included in the assessment results portion of the report.
<b>Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b>	<b>Performance Objectives (Targets/Criteria) for Indirect Measures:</b>
1. <i>Indirect Measure</i> Survey measuring students' satisfaction with the M.B.A. program Core ISLOs Assessed by this Measure: 1, 3, 4, 5, 6	Survey results from Appendix of the M.B.A. survey conducted by the The MBA program will indicate a confidence level of 80% or higher in the students' satisfaction with the overall program and perceived value as an employee.
2. <i>Indirect Measure</i>  Post-graduation survey by the Advancement Office (Alumni Affairs Division).  Core ISLOs Assessed by this Measure: 3, 4, 5	Using the online survey, 80% of students will indicate employment in the field and/or plans for continued advanced education.
3. Growth in enrollment. Core ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6	With the addition of new concentrations, the M.B.A. program will monitor enrollment, starting with an initial benchmark of 100 students, and setting a target goal of 4% growth over the next five years, yielding an annual non-duplicated enrollment of 116 in 2017-18.
4. Internship site supervisor [employer] feed back though the Learning Agreement for M.B.A. 591 (Internship and Capstone). Core ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6	In completing the M.B.A. 591 Internship and Capstone course, employers will report that 90% of students will have satisfactorily achieved the learning objectives of the internship.
<b>Learning Assessment Results: <i>Masters of Business Administration</i></b>	
<b>Summary of Results from Implementing Direct Measures of Student Learning:</b>	
<i>Summary of Results for Direct Measure 1: The breakdown of subcategories was not provided. A negligible improvement (33.3% vs. the previous 32%) scored higher than the mean aggregate score. This continues to be less than the 75% target thus DM1 is "Not Met".</i>	

Cohort/Session	Test	Score	Date	Status	Cohort ID	Result ID	Authorization	Student ID	National Mean
Summer 2018	MBA	233	8/11/2018 10:31	Complete				000594309	Not Met
Summer 2018	MBA	252	8/23/2018 14:31	Complete				001166974	Met
Summer 2018	MBA	230	8/11/2018 10:00	Complete				001828250	Not Met
Spring 2018	MBA	236	4/28/2018 11:28	Complete	92493	3946283	4694319192	00750554	Not Met
Spring 2018	MBA	231	4/28/2018 11:55	Complete	92493	3946279	4555253827	6034230002195378	Not Met
Spring 2018	MBA	243	4/28/2018 11:57	Complete	92493	3946285	4694321498	002027621	Not Met
Spring 2018	MBA	248	4/28/2018 11:30	Complete	92493	3946281	4694318320	002058220	Met
Spring 2018	MBA	237	4/28/2018 11:57	Complete	92493	3946280	4694317032	002003291	Not Met
Spring 2018	MBA	253	4/28/2018 11:25	Complete	92493	3946293	4694322009	000205418	Met
Spring 2018	MBA	276	4/28/2018 12:11	Complete	92493	3946284	4694316919	000005215	Met
Spring 2018	MBA	255	4/28/2018 11:54	Complete	92493	3946294	4694320086	000865717	Met
Spring 2018	MBA	241	4/28/2018 11:36	Complete	92493	3946282	4555252806	000394536	Not Met
Spring 2017 Make-up	MBA	230	4/15/2017 13:23	Complete	82271	3502156	4251327356	002105351	Not Met
Spring 2017	MBA	224	4/12/2017 18:54	Complete	82270	3497100	4251325909	000875906	Not Met
Spring 2017	MBA	245	4/12/2017 18:45	Complete	82270	3497044	4251323651	001100734	Not Met
Spring 2017	MBA	238	4/12/2017 19:11	Complete	82270	3497029	4251321856	001935907	Not Met
Spring 2017	MBA	246	4/12/2017 19:37	Complete	82270	3497039	4251322097	002041838	Not Met
Spring 2017	MBA	253	4/12/2017 19:55	Complete	82270	3497035	4251320055	001970367	Met
Spring 2017	MBA	234	4/12/2017 19:37	Complete	82270	3497032	4056697124	000847210	Not Met
Spring 2017	MBA	220	4/12/2017 19:36	Complete	82270	3497028	4057312382	002039592	Not Met
Spring 2017	MBA	261	4/12/2017 19:24	Complete	82270	3497027	4056694243	002086684	Met
Spring 2017	MBA	253	4/12/2017 19:28	Complete	82270	3497030	4056698093	000042911	Met
Spring 2017	MBA	242	4/12/2017 18:53	Complete	82270	3497031	4057313488	000730416	Not Met
Spring 2017	MBA	238	4/12/2017 18:58	Complete	82270	3497058	4251324098	000564229	Not Met
		240.33333							
fall 2015 MBA	MBA	224	11/12/2015 19:10	Complete	67739	2923057	3633875350	001036201	Not Met
fall 2015 MBA	MBA	238	11/12/2015 21:26	Complete	67739	2923054	3633878758	001847490	Not Met
fall 2015 MBA	MBA	220	5/11/2016 20:01	Complete	67739	2923067	3633879354	000586875	Not Met
fall 2015 MBA	MBA	NR	5/11/2016 20:01	Complete	67739	2923056	3633876047		n/a
		227.33333							
SPRING 2016 MBA	MBA	234	4/14/2016 18:40	Complete	72291	3088338	3826779626	00098931	Not Met
SPRING 2016 MBA	MBA	248	4/14/2016 19:07	Complete	72291	3088370	3826784665	000729079	Met
SPRING 2016 MBA	MBA	253	4/14/2016 19:16	Complete	72291	3088339	3633886065	000826909	Met
SPRING 2016 MBA	MBA	236	4/14/2016 19:36	Complete	72291	3088354	3826782441	6034230002094779	Not Met
SPRING 2016 MBA	MBA	248	4/14/2016 19:49	Complete	72291	3088356	3826783376	000026724	Met
SPRING 2016 MBA	MBA	241	4/14/2016 20:25	Complete	72291	3088342	3826780164	000525154	Not Met
SPRING 2016 MBA	MBA	268	4/14/2016 20:31	Complete	72291	3088391	3826785389	000034687	Met
SPRING 2016 MBA	MBA	220	4/14/2016 20:32	Complete	72291	3088343	3826781766	001042068	Not Met
		243.5							
Summer 2016	MBA	250	7/14/2016 19:06	Complete	75000	3186383	3633877007	001499718	Met
Summer 2016	MBA	232	7/14/2016 19:14	Complete	75000	3186380	3633883370	000595884	Not Met
Summer 2016	MBA	220	7/14/2016 19:15	Complete	75000	3186385	3633880616	001934769	Not Met
Summer 2016	MBA	242	7/14/2016 19:33	Complete	75000	3186384	3497094153	000419788	Not Met
		236							
Fall 2016	MBA	264	10/19/2016 19:25	Complete	77326	3292576	3633884360	001977693	Met
Fall 2016	MBA	255	10/19/2016 19:25	Complete	77326	3292577	3633882503	001625714	Met
Fall 2016	MBA	244	10/19/2016 19:41	Complete	77326	3292578	3633885408	000470419	Not Met
Fall 2016	MBA	244	10/19/2016 19:44	Complete	77326	3292575	3633881702	001917210	Not Met
Fall 2016 Make-up	MBA	230	11/28/2016 18:04	Complete	78743	3337582	4056696870	001016484	Not Met
Fall 2016 Make-up	MBA	228	11/28/2016 18:14	Complete	78743	3337569	4056695136	000682476	Not Met
		244.16667							
National Mean						n	Percentage		
					Met	15	33.3%		
					Not Met	30	66.7%		
					Total	45			

*Summary of Results for Direct Measure 2: During the Fall 2017, Spring 2018, and Summer 2018, 38 students were enrolled in MBA 590 and MBA591. 100% of students in MBA 591 received a “meets standard” over the past three semesters (2 students IN mba 590 were “incompletes”). NOTE: The capstone assessment was based on course grades as before. The change identified in the previous report was insufficiently implemented to provide reliable data for this report.*

MBA 590/591 Grades		
COURSE	# STUDENTS	# > B
MBA 591 Fall 2017	9	9
MBA 591 Spring 2018	2	2
MBA 591 Summer 2018	4	4
MBA 590 Fall 2017	10	10
MBA 590 Spring 2018	11	9
MBA 590 Summer 2018	2	2

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

*Summary of Results for Indirect Measure 1: A new survey methodology was implemented to get a better response rate. 81% of students surveyed expressed “very or somewhat” satisfaction with the overall program.*

**Overall Level of Satisfaction with the MBA Program at Shepherd University**

	<b>% Very Satisfied</b>	<b>Top-Two Box (Very &amp; Somewhat Satisfied)</b>
<b>Overall Level of Satisfaction</b>	<b>16%</b>	<b>81%</b>
<b>Likely to Recommend</b>	<b>19%</b>	<b>79%</b>
<b>Likely to Select Program Again</b>	<b>20%</b>	<b>79%</b>

*Summary of Results for Indirect Measure 2:*

Most (88%) started the MBA program in the last 2 years; of those, 58% have been in the program less than one year. Seventy-three percent are full-time students (taking more than 9 credit hours per term). On average, respondents have completed 17 credit hours towards their MBA. The primary areas of concentration represented include a General MBA (51%); Public Management (20%); and, Health Administration (17%). The reasons (unaided) that students selected this program (in order) are for career advancement/professional development; location; improve

knowledge/personal improvement; Shepherd alumni; due to a flexible schedule; affordable; accelerated 4+1 program; and, being a Shepherd employee.

*From the new survey of current students, 45% are employed full-time, 32% part-time, and 23% are not employed. Goal was 80% employed in the field and/or plans for continued advanced education. GOAL NOT MET.*

*Summary of Results for Indirect Measure 3: Per the Shepherd Director of Institutional Research*

*Unduplicated headcounts*

2017-2018 is 84

2015-2016 98

2014-2015 is 107

2013-2014 is 109

*It looks like the enrollment is trending a little lower which is consistent on the national front. However, this measure must be rated as not met. GOAL NOT MET*

*Summary of Results for Indirect Measure 4: internship learning agreement.*

For this current period, in Spring 2018 we had 2, Summer 2018 we had 4, and in Fall 2017 we had 9. For the students that completed the course, 15/15 met the goals and objectives outlined by their Learning Agreement. 100% met the goal. We have not had an organization or preceptor give a bad review on any of our students. Since we started using the certification page, which is page 3 of the Learning Agreement, every preceptor has initialed next to the box that says, "Intern Completed All of the Internship Goals and Objectives. GOAL MET

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

Intended Student Learning Outcomes	Learning Assessment Measures							
Program ISLOs	<i>Direct Measure 1</i>	<i>Direct Measure 2</i>	<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...
M.B.A. graduates will demonstrate mastery of subject areas utilizing various tools, concepts, definitions and theories in accounting, economics, management, marketing, ethics and leadership.	NOT MET	MET	NA	NA	MET	NA	NOT MET	MET

M.B.A. graduates will demonstrate the ability to apply ethical criteria, leadership skills, problem solving, critical and creative thinking and analytical and quantitative skills to resolve a variety of business situations and problems.	NOT MET	MET	NA	NA	NA	NA	NOT MET	MET
M.B.A. graduates will demonstrate the ability to communicate professionally and effectively.	NA	MET	NA	NA	MET	NOT MET	NOT MET	MET
M.B.A. graduates will demonstrate an understanding of the role of teams, groups and individual behavior in relation to organizational success.	NA	MET	NA	NA	MET	NOT MET	NOT MET	MET
M.B.A. graduates will demonstrate an understanding of the role of teams, groups and individual behavior in relation to organizational success.	NOT MET	MET	NA	NA	MET	NOT MET	NOT MET	MET
M.B.A. graduates will demonstrate the ability to transcend functional boundaries, synthesizing and integrating information as well as conducting the research, competitive/situation analysis and environmental scanning necessary for strategic decisions	NOT MET	MET	NA	NA	MET	NA	NOT MET	MET

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

- 1. Course of Action 1: DM #1: We continue to believe that the changes in course curriculum will help with the overall score as the new core will broaden the coverage to better match the breadth of the MFT.*
- 2. Course of Action 2: IM # 2 - While this measure does not met the goal, the question of "employed or not" will become part of the survey for graduated students and will be more meaningful in the future. We believe this will provide a better and more realistic measure for this metric.*



3. *Course of Action 3: IM #3 - We are redesigning the MBA curriculum to make it more appealing in two ways. The first is that we are adding more quantitative topics which track well with the national trend of employers looking for quantitative and analytical skills sets. Second, the curriculum is more customizable. Students with advanced skill sets such as PMP certification may more easily substitute electives classes for the project management class in the core. Students still must complete 36 credits, but the courses taken fit better their personalized needs.*

4. *Course of Action 4*

**Section II: Operational Assessment (Note: Complete this section only if you received first-time accreditation or reaffirmation of accreditation after January 1, 2011.) SECTION NOT REQUIRED**

Operational Assessment	
Intended Operational Outcomes	
1. <i>Intended Operational Outcome 1</i>	
2. <i>Intended Operational Outcome 2</i>	
3. <i>Intended Operational Outcome 3</i>	
4. <i>Intended Operational Outcome 4</i>	
5. <i>Intended Operational Outcome 5</i>	
6. <i>Intended Operational Outcome 6</i>	
7. <i>Intended Operational Outcome 7</i>	
Assessment Measures/Methods for Intended Operational Outcomes:	Performance Objectives (Targets/Criteria) for Operational Assessment Measures/Methods:
1. <i>Operational Assessment Measure/Method 1</i> Intended Operational Outcomes Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Measure/Method 1</i>
2. <i>Operational Assessment Measure/Method 2</i> Intended Operational Outcomes Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Measure/Method 2</i>
3. <i>Operational Assessment Measure/Method 3</i> Intended Operational Outcomes Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Measure/Method 3</i>
4. <i>Operational Assessment Measure/Method 4</i> Intended Operational Outcomes Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Measure/Method 4</i>

5. <i>Operational Assessment Measure/Method 5</i> Intended Operational Outcomes Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Measure/Method 5</i>
6. <i>Operational Assessment Measure/Method 6</i> Intended Operational Outcomes Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Measure/Method 6</i>
7. <i>Operational Assessment Measure/Method 7</i> Intended Operational Outcomes Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Measure/Method 7</i>

**Summary of Results from Implementing Operational Assessment Measures/Methods:**

1. <i>Summary of Results for Measure/Method 1</i>
2. <i>Summary of Results for Measure/Method 2</i>
3. <i>Summary of Results for Measure/Method 3</i>
4. <i>Summary of Results for Measure/Method 4</i>
5. <i>Summary of Results for Measure/Method 5</i>
6. <i>Summary of Results for Measure/Method 6</i>
7. <i>Summary of Results for Measure/Method 7</i>

**Summary of Achievement of Intended Operational Outcomes:**

Intended Operational Outcomes	Operational Assessment Measures/Methods							
	<i>Operational Assessment Measure/ Method 1</i>	<i>Operational Assessment Measure/ Method 2</i>	<i>Operational Assessment Measure/ Method 3</i>	<i>Operational Assessment Measure/ Method 4</i>	<i>Operational Assessment Measure/ Method 5</i>	<i>Operational Assessment Measure/ Method 6</i>	<i>Operational Assessment Measure/ Method 7</i>	<i>Operational Assessment Measure/ Method 8</i>
	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...
1. <i>Intended Operational Outcome 1</i>								
2. <i>Intended Operational Outcome 2</i>								

3. <i>Intended Operational Outcome 3</i>								
4. <i>Intended Operational Outcome 4</i>								
5. <i>Intended Operational Outcome 5</i>								
6. <i>Intended Operational Outcome 6</i>								
7. <i>Intended Operational Outcome 7</i>								

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

1. <i>Course of Action 1</i>
2. <i>Course of Action 2</i>
3. <i>Course of Action 3</i>
4. <i>Course of Action 4</i>