



## Report of Outcomes Assessment Results

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<b>Institution:</b>	Elms College (Our Lady of the Elms College)
<b>Academic Business Unit:</b>	The Division of Business
<b>Academic Year:</b>	2015-2016

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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: \_\_\_\_\_

**Report of Outcomes Assessment Results**  
**Elms College**  
**Division of Business**

For Academic Year: 2015-2016

**Mission of the *Name of your Academic Business Unit***

The mission of the Division of Business is to educate students to become reflective, principled, knowledgeable, and creative learners who will succeed in the global business community in the 21<sup>st</sup> century.

**Student Learning Assessment ( *B.A. with Majors in Management, Accounting, Marketing, Healthcare Management, Sport Management* ):**

**General Program Intended Student Learning Outcomes (Program ISLOs)**

1. Students will evaluate ethical principles and apply them to organizational decision making.
2. Student will demonstrate critical thinking skills, by analyzing issues, making decisions, and forming sound and well-based judgments.
3. Students will demonstrate effective communication skills: oral, interpersonal, and written.
4. Students will be able to use technology to analyze numerical information, organize data, aid in decision-making, and communicate effectively.
5. Students will apply core concepts and theories in the topics of finance, accounting, marketing, management, economics, and business law in an integrated manner to aid in decision making.

**Intended Student Learning Outcomes: *Major Management (Management ISLOs)***

1. Students will integrate political, social and cultural considerations into business decision making.
2. Students will analyze different concepts related to human resource management and organizational behavior.

**Intended Student Learning Outcomes: *Major Accounting (Accounting ISLOs)***

1. Students will be able to explain major concepts, theories and practices in accounting.
2. Students will analyze transactions and accounting processes, evaluate risk, and identify internal controls for accounting processes.
3. Students will be able to identify ethical theories in business practice for accountants and apply the theories to decision making.
4. Students will be able to explain major concepts, theories and practices in government and non-profit accounting. Students will be able to explain major concepts, theories and practices in government and non-profit accounting.

<b>Intended Student Learning Outcomes: <i>Major Marketing (Marketing ISLOs)</i></b>	
1. Students will evaluate market segmentation data and explain a target market.	
2. Students will explain market research, evaluate business opportunities, and purpose a course of action for a business.	
3. Students will analyze how marketing decisions are influenced by various external forces.	
<b>Intended Student Learning Outcomes: <i>Healthcare Management (Healthcare Management ISLOs)</i></b>	
1. Students will analyze contemporary developments in healthcare to assess alternative management solutions in healthcare related problems and challenges.	
2. Students will evaluate the roles of hospitals, long term care facilities, healthcare personnel, public health agencies, payers and regulators within the U.S. healthcare system.	
3. Students will examine the framework in which health care services are produced, coordinated, consumed, and reimbursed as an administrator.	
<b>Intended Student Learning Outcomes: <i>Sport Management (Sport Management ISLOs)</i></b>	
1. Students will apply concepts of management and leadership to plan, execute and evaluate management as it relates to sports.	
2. Students will apply core business competencies in a sport environment.	
3. Students will identify the components and processes of sports event management and apply the best concepts and practices in relation to conducting successful events.	
<b>Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:</b>	<b>Performance Objectives (Targets/Criteria) for Direct Measures:</b>
1. <i>Comprehensive Capstone Simulation</i> General Program ISLOs Assessed by this Measure: 2, 3, 4 Major Management ISLOs Assessed by this Measure: 1 Major Marketing ISLOs Assessed by this Measure: 2	<p><b>General Program:</b> On a rating scale in the <i>Comprehensive Capstone Rubric</i>, 75% of students will attain an “acceptable” or higher on each evaluation associated with each ISLOs assessed by this measure.</p> <p><b>General Program:</b> On a rating scale in the <i>Oral Presentation Business Plan evaluation rubric</i>, 75% of students will attain an “acceptable” or higher on each evaluation associated with each ISLOs assessed by this measure.</p> <p><b>Major Management:</b> On a rating scale in the <i>Comprehensive Capstone Rubric</i> 75% of students will attain an acceptable or higher on each evaluation associated with each ISLOs assessed by this measure.</p> <p><b>Major Marketing:</b> On a rating scale in the <i>Comprehensive Capstone Rubric</i> 75% of students will attain an acceptable or higher on each evaluation associated with each ISLOs assessed by this measure.</p>

<p>2. <i>Comprehensive Business Exam</i>  General Program ISLOs Assessed by this Measure: 1, 5  Major Management ISLO Assessed by this Measure: 2  Major Marketing ISLO Assessed by this Measure: 1,3</p>	<p><b>General Program:</b> 75% of students will score within 5 points or better of the benchmark (average score at peer institutions) on each subset of examination questions related to each of the ISLOs assessed by this measure.</p> <p><b>Major Management:</b> 75% of business management students will score within 5 points or better of the benchmark (average score at peer institutions) on each subset of examination questions related to each of the ISLOs assessed by this measure.</p> <p><b>Major Marketing:</b> 75% of students will score 70% or higher on the marketing specific questions additionally included in peregrine exam related to the ISLO being assess by this measure</p>
<p>3. <i>Comprehensive Accounting Peregrine Exam</i>  Major: Accounting 1,2, 3, 4</p>	<p><b>Major Accounting:</b> 75% of accounting students will score within 5 points or better of the benchmark (average score at peer institutions) on each subset of examination questions related to each of the ISLOs assessed by this measure.</p>
<p>4. <i>Comprehensive Healthcare Capstone Project</i>  Major: Healthcare Management 1,2, 3</p>	<p><b>Major Healthcare Management:</b> On a rating scale in the Healthcare Management Research Paper and Presentation evaluation rubric, 80% of students will attain a performance score of (3) “advanced” or (4) “exceptional “ on each evaluation associated with each ISLOs assessed by this measure.</p>
<p>5. <i>Comprehensive Accounting Peregrine Exam</i>  Major: Sport Management 1, 2, 3</p>	<p><b>Major Sport Management</b> On a rating scale in the Event Management and Promition Sport Capstone evaluation rubric, 80% of students will attain a performance score of (3) “advanced” or (4) “exceptional “on each evaluation associated with each ISLOs assessed by this measure.</p>
<p><b>Assessment Instruments for Intended Student Learning Outcomes—  Indirect Measures of Student Learning:</b></p>	<p><b>Performance Objectives (Targets/Criteria) for Indirect Measures:</b></p>
<p>1. <i>Student Exit Survey</i>  General Program ISLOs Assessed by this Measure: 1,2,3,4,5  Major: Business Management 1, 2,3  Major: Accounting 1, 2, 3, 4  Major: Marketing 1, 2, 3  Major: Healthcare Management 1, 2, 3  Major: Sports Management 1, 2, 3</p>	<p><b>General Program ISLOs:</b> On the exit survey instrument, 85% of students will agree or strongly agree that the courses and experiences prepared them to achieve the individual learning objectives.</p> <p><b>Major ISLOs:</b> On the exit survey instrument, 85% of students will agree or strongly agree that courses and experiences in their major prepared them to achieve the major learning objectives.</p>

<p>2. Focus Group</p> <p>General Program ISLOs Assessed by this Measure: 3, 4</p> <p>Major: Accounting: 3</p>	<p><b>General Program:</b> During the focus group, 70% of students will agree or strongly agree that the courses and experiences helped “students will demonstrate effective communication skills: oral, interpersonal, and written.”</p> <p><b>General Program:</b> During the focus group, 70% of students will agree or strongly agree that the courses and experiences helped “ Students will be able to use technology to analyze numerical information, organize data, aid in decision-making, and communicate effectively.</p> <p><b>Major Accounting:</b> During the focus group, 70% of Accounting Major Students will agree or strongly agree that the courses and experiences have prepared them to identify ethical theories in business practice for accountants and apply the theories to decision making.</p>
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**Summary of Results from Implementing Direct Measures of Student Learning:**

<p>1. <b>Comprehensive Capstone Simulation</b></p>	
<p><u>Number of Students Achieving an “acceptable” or better of each of the Core-ISLO Related Criteria:</u></p>	
<ul style="list-style-type: none"> <li>• Executive Briefing (Core ISLO 2)</li> <li>• Business Descriptions (Core ISLO 2)</li> <li>• Overall Business Plan (Core ISLO 2)</li> <li>• Marketing Strategy (Core ISLO 4)</li> <li>• Manufacturing Plan (Core ISLO 4)</li> <li>• Written Communication Skills (Core ISLO 3)</li> <li>• Eye Contact (Core ISLO 3)</li> <li>• Body Language (Core ISLO 3)</li> <li>• Voice Qualities (Core ISLO 3)</li> <li>• Command of Material (Core ISLO 3)</li> <li>• Visual Aids (Core ISLO 3)</li> <li>• Content (Core ISLO 3)</li> <li>• Overall Score (Core ISLO 3)</li> <li>• External Environment Analysis (Management ISLO 1)</li> <li>• Marketing Strategy (Marketing ISLO 1)</li> </ul>	<ul style="list-style-type: none"> <li>90% of total</li> <li>97% of total</li> <li>93% of total</li> <li>90% of total</li> <li>93% of total</li> <li>97% of total</li> <li>97% of total</li> <li>97% of total</li> <li>97% of total</li> <li>90% of total</li> <li>97% of total</li> <li>97% of total</li> <li>97% of total</li> <li>77% of total</li> <li>88% of total</li> </ul>



2. **Comprehensive Business Exam**

Number of Students Achieving a score within 5 points of the national average or higher in Core ISLO-Related Set of Examination Questions:

- |   |              |
|---|--------------|
| • Accounting (Core ISLO 5)                                      | 62% of total |
| • Business Ethics (Core ISLO 1)                                 | 74% of total |
| • Business Finance (Core ISLO 5)                                | 76% of total |
| • Economics (Core ISLO 5)                                       | 69% of total |
| • Legal Environment of Business (Core ISLO 5)                   | 84% of total |
| • Management (Core ISLO 5)                                      | 79% of total |
| • Marketing (Core ISLO 5)                                       | 76% of total |
| • Human Resource Management (Management ISLO 2)                 | 88% of total |
| • Organizational Behavior (Management ISLO 2)                   | 50% of total |
| • Marketing-Market Segement & Target Market (Marketing ISLO #1) | 92% of total |
| • Marketing-External Forces and Decisions (Marketing ISLO #3)   | 92% of total |

3. **Comprehensive Accounting Exam**

Number of Students Achieving a score within 5 points of the national average or higher in the Accounting (ACC) ISLO-Related Set of Examination Questions:

- |  |              |
|--|--------------|
| • Overall comprehensive score (ACC ISLO 1)         | 86% of total |
| • Internal Control and Cash (ACC ISLO 2)           | 43% of total |
| • Business Ethics in Accounting (ACC ISLO 3)       | 79% of total |
| • Government and Nonprofit Accounting (ACC ISLO 4) | 71% of total |

4. **Comprehensive Capstone Healthcare Project**

Number of Students Achieving an “advanced” or “exceptional” of each of the Healthcare Management (HCM) ISLO Related Criteria:

- |  |              |
|--|--------------|
| • Problem Solving: Analyzing contemporary issues in healthcare(HCM ISLO 1) | 94% of total |
| • Understanding healthcare Roles in the U.S. (HCM ISLO 2)                  | 94% of total |
| • Analysis of Relationships in Healthcare (HCM ISLO 3)                     | 94% of total |

5. **Comprehensive Sport Management- Event Management & Promotion Capstone Project**

Number of Students Achieving an “advanced” or “exceptional” of each of the Sport Management (SPM) ISLO Related Criteria:

- |  |               |
|--|---------------|
| • Develop Plan (SPM ISLO 1,2)                  | 88% of total  |
| • Execute Deliverables (SPM ISLO 1)            | 100% of total |
| • Teamwork (SPM ISLO 1)                        | 88% of total  |
| • Evaluate/Reflect on Performance (SPM ISLO 1) | 88% of total  |

- Day of Event (SPM ISLO 3) 100% of total

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

**1. Student Exit Survey**

Number of Students rating their degree of satisfaction in achieving the Core ISLO as “agree” or “strongly agree”:

- Core ISLO 1 (Evaluate ethical principles and decision making) 100% of total
- Core ISLO 2 (Critical thinking, analysis and sound judgements) 98% of total
- Core ISLO 3 (Effective oral /interpersonal communication) 100% of total
- Core ISLO 3 (Effective written communication) 94% of total
- Core ISLO 4 (Use technology to analyze and organize data) 94% of total
- Core ISLO 5 (Knowledge of functional areas of business) 100% of total

Number of Students rating their degree of satisfaction in achieving the Major in Management ISLO as “agree” or “strongly agree”:

- Management ISLO 1 (Integrate social, political and cultural considerations) 95% of total
- Management ISLO 2 (Analyze human resource and organization behavior) 100% of total

Number of Students rating their degree of satisfaction in achieving the Major in Accounting ISLO as “agree” or “strongly agree”:

- Accounting ISLO 1 (Knowledge of functional areas of accounting) 90% of total
- Accounting ISLO 2 (Analyze transactions and evaluate risk) 100% of total
- Accounting ISLO 3 (Identify ethical issues in accounting ) 90% of total
- Accounting ISLO 4 (Government & Nonprofit accounting) 90% of total

Number of Students rating their degree of satisfaction in achieving the Major in Marketing ISLO as “agree” or “strongly agree”:

- Marketing ISLO 1 (Evaluate target market and market segments) 93% of total
- Marketing ISLO 2 (Explain market research) 100% of total
- Marketing ISLO 3 (Analyze external forces influence ) 93% of total

Number of Students rating their degree of satisfaction in achieving the Major in Healthcare Management ISLO as “agree” or “strongly agree”:

- Healthcare Management ISLO 1 (Analyze contemporary issues in healthcare) 100% of total
- Healthcare Management ISLO 2 (Roles in U.S. healthcare system) 90% of total
- Healthcare Management ISLO 3 (Knowledge of services as administrator ) 90% of total

Number of Students rating their degree of satisfaction in achieving the Major in Sport Management ISLO as “agree” or “strongly agree”:

- Sport Management ISLO 1 (Leadership and Plan Development/Execution) 100% of total

- Sport Management ISLO 2 (Knowledge of sport management core concepts) 100% of total
- Sport Management ISLO 3 (Conduct successful event) 100% of total

2. **Focus Group**

Number of Students rating their degree of satisfaction that their courses and experiences prepared them to communicate effectively.

- Core ISLO 3 (Effective oral /interpersonal communication) 100% of total
- Core ISLO 3 (Effective written communication) 100% of total

Number of Students rating their degree of satisfaction that their courses and experiences prepared use technology to analyze information, organize data and make decisions.

- Core ISLO ISLO 4 (Use technology to analyze and organize data ) 100% of total
- Management ISLO 2 (Analyze human resource and organization behavior) 100% of total

Number of Students rating their degree of satisfaction in achieving an understanding of the ethical theories in business and accounting:

- Accounting ISLO 3 (Identify ethical issues in accounting ) 100% of total

Extent of Accomplishment of Intended Student Learning Outcomes:												
General Program Intended Student Learning Outcomes (Program ISLOs)												
Intended Student Learning Outcomes	Learning Assessment Measures											
General Program Intended Student Learning Outcomes	Comprehensive Capstone Simulation			Comprehensive Business Exam			Student Exit Survey			Focus Group		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. Students will evaluate ethical principles and apply them to organizational decision making.			X	X			X					X
2. Student will demonstrate critical thinking skills, by analyzing issues, making decisions, and forming sound and well-based judgments.	X					X	X					X
3. Students will demonstrate effective communication skills: oral, interpersonal, and written.	X					X	X			X		
4. Students will be able to use technology to analyze numerical information, organize data, aid in decision-making, and communicate effectively.	X					X	X			X		
5. Students will apply core concepts and theories in the topics of finance, accounting, marketing, management, economics, and business law in an integrated manner to aid in decision making.			X		X		X					X

<b>Intended Student Learning Outcomes: Major Management</b>	<b>Comprehensive Capstone Simulation</b>			<b>Comprehensive Business Exam</b>			<b>Student Exit Survey</b>			<b>Focus Group</b>		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. Students will integrate political, social and cultural considerations into business decision making.	X						X					X
2. Students will analyze different concepts related to human resource management and organizational behavior.			X		X		X					X
<b>Intended Student Learning Outcomes: Major Accounting</b>	<b>Comprehensive Accounting Exam</b>			<b>N/A</b>			<b>Student Exit Survey</b>			<b>Focus Group</b>		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. Students will be able to explain major concepts, theories and practices in accounting.	X					X	X					X
2. Students will analyze transactions and accounting processes, evaluate risk, and identify internal controls for accounting processes.		X				X	X					X
3. Students will be able to identify ethical theories in business practice for accountants and apply the theories to decision making.	X					X	X			X		

4. Students will be able to explain major concepts, theories and practices in government and non-profit accounting. Students will be able to explain major concepts, theories and practices in government and non-profit accounting.	X					X	X						X
<b>Intended Student Learning Outcomes: Major Marketing</b>	<b>Comprehensive Capstone Simulation</b>			<b>Comprehensive Business Exam</b>			<b>Student Exit Survey</b>			<b>N/A</b>			
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	
1. Students will evaluate market segmentation data and explain a target market.	X					X	X						X
2. Students will explain market research, evaluate business opportunities, and purpose a course of action for a business.			X	X			X						X
3. Students will analyze how marketing decisions are influenced by various external forces.			X	X			X						X
<b>Intended Student Learning Outcomes: Major Healthcare Management</b>	<b>Comprehensive Healthcare Capstone Project</b>			<b>N/A</b>			<b>Student Exit Survey</b>			<b>Focus Group</b>			
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	
1. Students will analyze contemporary developments in healthcare to assess alternative management solutions in	X					X	X						X

healthcare related problems and challenges.													
2. Students will evaluate the roles of hospitals, long term care facilities, healthcare personnel, public health agencies, payers and regulators within the U.S. healthcare system.	X					X	X						X
3. Students will examine the framework in which health care services are produced, coordinated, consumed, and reimbursed as an administrator.	X					X	X						X
<b>Intended Student Learning Outcomes: Major Spor Management</b>	<b>Event Management &amp; Promotion Capstone Project</b>			<b>N/A</b>			<b>Student Exit Survey</b>			<b>N/A</b>			
	<b>Performance Target Was...</b>			<b>Performance Target Was...</b>			<b>Performance Target Was...</b>			<b>Performance Target Was...</b>			
	<b>Met</b>	<b>Not Met</b>	<b>N/A</b>	<b>Met</b>	<b>Not Met</b>	<b>N/A</b>	<b>Met</b>	<b>Not Met</b>	<b>N/A</b>	<b>Met</b>	<b>Not Met</b>	<b>N/A</b>	
1. Students will apply concepts of management and leadership to plan, execute and evaluate management as it relates to sports.	X					X	X					X	
2. Students will apply core business competencies in a sport environment.	X					X	X					X	
3. Students will identify the components and processes of sports event management and apply the best concepts and practices in relation to conducting successful events.	X					X	X					X	

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

1. *The results of the comprehensive business exam for 2015-2016 school year show that we met our performance target for Business Ethics, Finance, Legal Environment of Business, Management and Marketing. We did not meet our performance target for Accounting and Economics. When comparing two years of data, the target for accounting was previously met and is covered in many other courses, we plan to monitor the scores in accounting to see if we need to further address this topic. We have also reviewed the economics topic outline to ensure that the required material is being taught in the class and included a review of economic theories that apply to the business strategy class.*
2. *In 2015-2016 the accounting majors did not meet the goal in government and non-profit accounting, 71% scored within the national average compared to our goal of 75%. The previous academic year the students met the goal, so we will continue to monitor this outcome and make adjustments in the future if necessary. Additionally, the accounting students did not meet the performance target for analyzing risk and internal controls. We have redesigned the Accounting Information Systems course and we will monitor student performance in order to see if this change was effective. It will take two academic years to see the results of this change.*
3. *The results of the comprehensive business exam showed that students did not meet the performance target for management majors related to organizational behavior. Through more indepth analysis of the organizational behavior components it was clear that organizational behavior theory needed to be futher addressed. We have reviewed the course outline to make sure that theories in these topics are covered and worked with the faculty to address theory in organizational behavior.*



**Student Learning Assessment ( *Masters in Business Administration with Concentrations in Accounting, Healthcare Leadership, Management, Dual-Degree MSN/MBA Healthcare Leadership*):**

<b>General Program Intended Student Learning Outcomes (Program ISLOs)</b>
1. Students will develop as leaders who critically analyze business problems to find ethical solutions.
2. Students will demonstrate the ability to view business problems as multi-dimensional, enabling students to make decisions using a holistic approach within a diverse society.
3. Students will master effective communication skills: oral, interpersonal, and written.
4. Students will demonstrate the ability to collaborate and work effectively in diverse teams.
5. Students will be able to apply technological tools to the solution of practical management problems.
<b>Intended Student Learning Outcomes: <i>Concentration Accounting</i> (Accounting ISLOs)</b>
1. Students will apply ethical theories and professional standards to address business problems in accounting.
2. Students will apply accounting theory in accordance with GAAP in analyzing problems to make business decisions.
3. Students will effectively communicate accounting information in oral and written formats.
<b>Intended Student Learning Outcomes: <i>Concentration Healthcare Leadership and Dual-Degree MSN/MBA Healthcare Leadership</i> (Healthcare Leadership ISLOs)</b>
1. Students will compare and contrast how care is delivered and influenced globally and domestically using ethical frameworks, values and cultural dimensions in the decision making process.
2. Students will examine and analyze current and emerging issues in global healthcare and healthcare management.
3. Students will identify workforce drivers impacting human capital in the healthcare system.
<b>Intended Student Learning Outcomes: <i>Concentration Management</i> (Management ISLOs)</b>
1. Students will construct quality business documents and create effective presentations that articulate tactics and strategies within a business environment.
2. Students will examine business problems through global, regulatory, political and legal lenses to understand impact.

Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Direct Measures:
<p>1. <i>Comprehensive Capstone Simulation</i>            General Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5            Concentration: Management 1</p>	<p><b>General Program:</b> 80 % of Capstone Students will achieve a performance rating of 3 (effective) or 4 (demonstrating excellence) on each ISLO measure by the capstone rubric</p> <p><b>Management:</b> 80 % of Capstone Students will achieve a performance rating of 3 (effective) or 4 (demonstrating excellence) on each evaluation criterion on the capstone rubric.</p>
<p>2. <i>Comprehensive Business Exam</i>            General Program ISLOs Assessed by this Measure: 1            Concentration: Management 2</p>	<p><b>General Program:</b> 80% of Students will score within 5 points or better of the benchmark (average score at peer institutions) on each subset of examination questions related to each of the ISLOs assessed by this measure.</p> <p><b>Concentration Management:</b> 80% of Students will score within 5 points or better of the benchmark (average score at peer institutions) on each subset of examination questions related to each of the ISLOs assessed by this measure.</p>
<p>3. <i>Case Presentation (Contemporary Issues ACC 643):</i>            Concentration Accounting ISLO: 1,2,3</p>	<p><b>Concentration Accounting:</b> 80% of the Students will score “proficient” or “excellent” on the rubric for Contemporary Issues in Financial Accounting for each ISLO in accounting concentration.</p>
<p>4. <i>Critical Analysis Paper (Global Perspectives in Healthcare Management HCL 660)</i>            Concentration: Healthcare Leadership 1,2,3</p>	<p><b>Concentration Healthcare Leadership:</b> 80% of Students will achieve an average of (3) “excellent” or (4) “outstanding” on the capstone rubric in Global Perspectives in Healthcare Management, on each evaluation associated with each ISLO assessed by this measure.</p>

Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Indirect Measures:																										
<p>1. <i>Student Exit Survey</i></p> <p>General Program ISLOs Assessed by this Measure: 1,2, 3, 4, 5</p> <p>Concentration: Accounting 1, 2, 3</p> <p>Concentration: Healthcare Leadership 1, 2, 3</p> <p>Concentration: Management 1, 2</p>	<p><b>General Program ISLOs:</b> <i>On the exit survey, 80% of students will agree or strongly agree that the courses and experiences prepared them to achieve the individual learning objectives.</i></p> <p><b>Concentration ISLOs:</b> <i>On the exit survey, 80% of students will “agree” or “strongly agree” that courses and experiences in their concentration prepared them to achieve the major learning objectives.</i></p>																										
<p>2. <i>Alumni Survey</i></p> <p>General Program ISLOs Assessed by this Measure: 1,3, 4</p>	<p><b>General Program ISLOs:</b> <i>On the alumni survey, 80% of the respondents will “agree” or “strongly agree” that they achieved the expectations for the ISLOs addressed by this measure.</i></p>																										
Summary of Results from Implementing Direct Measures of Student Learning:																											
<p>1. <b><i>Comprehensive Capstone Simulation</i></b></p> <p><u><i>Number of Students Achieving an “effective” or “demonstrating excellence” of each of the Core-ISLO Related Criteria:</i></u></p> <table border="0"> <tbody> <tr> <td>• Strategic Leadership (Core ISLO 1)</td> <td>86% of total</td> </tr> <tr> <td>• Analytical Skills (Core ISLO 1)</td> <td>100% of total</td> </tr> <tr> <td>• Overall Score (Core ISLO 2)</td> <td>92% of total</td> </tr> <tr> <td>• Communication Presentation (Core ISLO 3)</td> <td>100% of total</td> </tr> <tr> <td>• Teamwork &amp; Collaboration (Core ISLO 4)</td> <td>100% of total</td> </tr> <tr> <td>• Integration (Core ISLO 5)</td> <td>100% of total</td> </tr> </tbody> </table> <p><u><i>Number of Students Achieving an “effective” or “demonstrating excellence” of each of the Management (MGT)-ISLO Related Criteria:</i></u></p> <table border="0"> <tbody> <tr> <td>• Strategic Leadership (MGT ISLO 1)</td> <td>86% of total</td> </tr> <tr> <td>• Reflective Thinking (MGT ISLO 1)</td> <td>100% of total</td> </tr> <tr> <td>• Analytical Skills (MGT ISLO 1)</td> <td>100% of total</td> </tr> <tr> <td>• Decision Making (MGT ISLO 1)</td> <td>86% of total</td> </tr> <tr> <td>• Integration (MGT ISLO 1)</td> <td>100% of total</td> </tr> <tr> <td>• Communication (MGT ISLO 1)</td> <td>86% of total</td> </tr> <tr> <td>• Teamwork &amp; Collaboration (MGT ISLO 1)</td> <td>100% of total</td> </tr> </tbody> </table>		• Strategic Leadership (Core ISLO 1)	86% of total	• Analytical Skills (Core ISLO 1)	100% of total	• Overall Score (Core ISLO 2)	92% of total	• Communication Presentation (Core ISLO 3)	100% of total	• Teamwork & Collaboration (Core ISLO 4)	100% of total	• Integration (Core ISLO 5)	100% of total	• Strategic Leadership (MGT ISLO 1)	86% of total	• Reflective Thinking (MGT ISLO 1)	100% of total	• Analytical Skills (MGT ISLO 1)	100% of total	• Decision Making (MGT ISLO 1)	86% of total	• Integration (MGT ISLO 1)	100% of total	• Communication (MGT ISLO 1)	86% of total	• Teamwork & Collaboration (MGT ISLO 1)	100% of total
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2. **Comprehensive Business Exam**

Number of Students Achieving a subscore of within 5 points or higher of the national average in the Core ISLO-Related Set of Examination Questions:

- Business Ethics (Core ISLO 1) 91% of total

Number of Students Achieving a subscore of within 5 points or higher of the national average in the Management (MGT) ISLO-Related Set of Examination Questions:

- Leadership (MGT ISLO 2) 82% of total
- Human Resource Management (MGT ISLO 2) 77% of total
- Organizational Behavior (MGT ISLO 2) 64% of total

3. **Contemporary Issues Accounting Case**

Number of Students Achieving an “advanced” or “proficient” or “excellent” on each of the Accounting (ACC) ISLO Related Criteria:

- Ethical Analysis (ACC ISLO 1) 100% of total
- Critical Thinking/Analytical Skills: Accounting (ACC ISLO 2) 89% of total
- Oral Communication: Accounting (ACC ISLO 3) 100% of total

4. **Comprehensive Captstone Healthcare Leadership Global Perspectives Project**

Number of Students Achieving an “excellent” or “outstanding” of each of the Healthcare Leadership (HCL) ISLO Related Criteria:

- Comparative Analysis of healthcare in U.S. and Global (HCL ISLO 1) 93% of total
- Global Cultural Healthcare System & Emerging Issues (HCM ISLO 2) 93% of total
- Analysis of workforce drivers in healthcare (HCM ISLO 3) 21% of total

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

1. **Student Exit Survey**

Number of Students rating their degree of satisfaction in achieving the Core ISLO as “agree” or “strongly agree”:

- Core ISLO 1 (Critically Analyze and propose ethical solutions) 100% of total
- Core ISLO 2 (Decision making in diverse society) 100% of total
- Core ISLO 3 (Effective oral /interpersonal communication) 100% of total
- Core ISLO 4 (Collaboration & teamwork) 100% of total
- Core ISLO 5 (Use technology to find practical solutions) 100% of total

Number of Students rating their degree of satisfaction in achieving the Concentration in Accounting (ACC) ISLO as “agree” or “strongly agree”:

- Accounting ISLO 1 (Ethical Decision Making) 100% of total
- Accounting ISLO 2 (Apply accounting theory with GAAP) 100% of total
- Accounting ISLO 3 (Effectively communicate accounting information) 100% of total

Number of Students rating their degree of satisfaction in achieving the Concentration in Healthcare Leadership (HCL) ISLO as “agree” or “strongly agree”:

- HCL ISLO 1 (Comparative Analysis of Healthcare in U.S. and Global) 100% of total
- HCL ISLO 2 (Analyze transactions and evaluate risk) 86% of total
- HCL ISLO 3 (Identify workforce drivers in healthcare) 100% of total

Number of Students rating their degree of satisfaction in achieving the Concentration in Management ISLO as “agree” or “strongly agree”:

- Management ISLO 1 (Create quality business presentations) 100% of total
- Management ISLO 2 (Global, regulatory, political and legal lense) 100% of total

**2. Alumni Survey**

Number of Alumni rating their degree of satisfaction in achieving the Core ISLO as “agree” or “strongly agree”:

- Core ISLO 1 (Critically Analyze and propose ethical solutions) 91% of total
- Core ISLO 3 (Effective oral /interpersonal communication) 91% of total
- Core ISLO 3 (Effective written communication) 91% of total
- Core ISLO 4 (Collaboration & teamwork) 96% of total

Extent of Accomplishment of Intended Student Learning Outcomes:													
<i>Masters in Business Administration with Concentrations in Accounting, Healthcare Leadership, Management, Dual-Degree MSN/MBA Healthcare Leadership):</i>													
Intended Student Learning Outcomes	Learning Assessment Measures												
General Program Intended Student Learning Outcomes	Comprehensive Capstone Simulation			Comprehensive Business Exam			Student Exit Survey			Alumni Survey			
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	
1. Students will develop as leaders who critically analyze business problems to find ethical solutions.	X			X			X			X			
2. Students will demonstrate the ability to view business problems as multi-dimensional, enabling students to make decisions using a holistic approach within a diverse society.	X					X	X					X	
3. Students will master effective communication skills: oral, interpersonal, and written.	X					X	X			X			
4. Students will demonstrate the ability to collaborate and work effectively in diverse teams.	X					X	X			X			
5. Students will be able to apply technological tools to the solution of practical management problems.	X					X	X					X	

<b>Intended Student Learning Outcomes: Concentration Accounting</b>	<i>Contemporary Issues in Accounting Case</i>			<i>N/A</i>			<i>Student Exit Survey</i>			<i>Alumni Survey</i>		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. Students will apply ethical theories and professional standards to address business problems in accounting.	X					X	X					X
2. Students will apply accounting theory in accordance with GAAP in analyzing problems to make business decisions.	X					X	X					X
3. Students will effectively communicate accounting information in oral and written formats.	X					X	X					X
<b>Intended Student Learning Outcomes: Concentration Healthcare Leadership and Dual Degree MSN/MBA Healthcare Leadership</b>	<i>Comprehensive Accounting Exam</i>			<i>N/A</i>			<i>Student Exit Survey</i>			<i>Alumni Survey</i>		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. Students will compare and contrast how care is delivered and influenced globally and domestically using ethical frameworks, values and cultural	X					X	X					X

dimensions in the decision making process.													
2. Students will examine and analyze current and emerging issues in global healthcare and healthcare management.	X												
3. Students will identify workforce drivers impacting human capital in the healthcare system.		X				X	X						X
<b>Intended Student Learning Outcomes: Concentration Management</b>	<b>Peregring Comprehensive Exam</b>			<b>N/A</b>			<b>Student Exit Survey</b>			<b>Alumni Survey</b>			
	<b>80% within 5 points of average</b>			<b>Performance Target Was...</b>			<b>Performance Target Was...</b>			<b>Performance Target Was...</b>			
	<b>Met</b>	<b>Not Met</b>	<b>N/A</b>	<b>Met</b>	<b>Not Met</b>	<b>N/A</b>	<b>Met</b>	<b>Not Met</b>	<b>N/A</b>	<b>Met</b>	<b>Not Met</b>	<b>N/A</b>	
1. Students will construct quality business documents and create effective presentations that articulate tactics and strategies within a business environment.	X					X	X						X
2. Students will examine business problems through global, regulatory, political and legal lenses to understand impact.	X					X	X						X

<b>Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:</b>
1. <i>Healthcare Leadership Concentration ISLO#3: Additional lecture and assessment has been added to the HCL660 curriculum to enhance the integration of human capital and workforce drivers into the comparative analysis project.</i>



2.
3.
4.

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

Operational Assessment	
Intended Operational Outcomes	
1. To remain committed to the College’s mission and the mission of the Division of Business. Broad-Based Operational Goals Associated with this Outcome: 1	
2. To encourage students to actively engage in a living/learning educational experience. Broad-Based Operational Goals Associated with this Outcome: 2	
3. To continuously seek to improve teaching and learning. Broad-Based Operational Goals Associated with this Outcome: 3	
4. To utilize current technology to enhance the learning experience. Broad-Based Operational Goals Associated with this Outcome: 1,2	
5. To nurture and strengthen affiliations with the community and area businesses. Broad-Based Operational Goals Associated with this Outcome: 2	
6. To remain committed to continuing professional growth through activities such as joining professional organizations, attending conferences and workshops, engaging in in-service training, subscribing to professional journals, or participating in volunteer work. Broad-Based Operational Goals Associated with this Outcome: 1, 3	
Assessment Measures/Methods for Intended Operational Outcomes:	Performance Objectives (Targets/Criteria) for Operational Assessment Measures/Methods:
1. <i>Annual Reports from Undergraduate Business Programs and Annual Report from the Director of MBA programs</i>  Intended Operational Outcomes Assessed by this Measure: <i>1,2,3,6</i>	<b><i>Operational Outcome 1:</i></b> 50% of full-time faculty will be involved in the community organization(s) that service the needs of the area. <b><i>Operational Outcome 2:</i></b> 90% of full-time faculty will involve students in outside educational experiences. <b><i>Operational Outcome 3:</i></b> 75% of full-time faculty will complete professional development growth activities during the year.

	<b>Operational Outcome 6:</b> <i>On a yearly basis 75% of full-time faculty will be involved in professional development as defined by IACBE.</i>
2. <i>Student Exit Survey</i>  Intended Operational Outcomes Assessed by this Measure: <i>1,2,4,5</i>	<b>Operational Outcome 1:</b> <i>70% of students will “agree” or “strongly agree” that their educational experience inside and outside the classroom remained committed to Elms College Mission and to the Business Division Mission.</i> <b>Operational Outcome 2:</b> <i>70% of students will “agree” or “strongly agree” that the faculty engages them in living/learning experiences.</i> <b>Operational Outcome 4:</b> <i>70% of students will “agree” or “strongly agree” that the technology used in the business courses was up to date.</i> <b>Operational Outcome 5:</b> <i>70% of students will “agree” or “strongly agree” that their education experiences inside and outside the classroom provided them with opportunity to engage in the community and with alumni and business professionals.</i>

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

1. *100% of Full-time faculty were involved in community organizations that served the needs of the area*
2. *100% of Full-time faculty involved students in educational opportunities outside of the classroom*
3. *100% of Full-time faculty completed professional development activities during the year*
4. *94% of students agreed or strongly agreed that the technology used in the business courses was up-to-date*
5. *90% of students agreed or strongly agreed that their educational experiences provided opportunities to engage with the community, alumni and business professionals.*
6. *100% of the Full-time faculty were involved in professional development activities as defined by IACBE.*

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

Intended Operational Outcomes	Operational Assessment Measures/Methods							
	<i>Annual Report</i>	<i>Student Exit Survey</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</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>To remain committed to the College's mission and the mission of the Division of Business.</i>	met	met						
2. <i>To encourage students to actively engage in a living/learning educational experience.</i>	met	met						
3. <i>To continuously seek to improve teaching and learning.</i>	met	N/A						
4. <i>To utilize current technology to enhance the learning experience.</i>	N/A	met						
5. <i>To nurture and strengthen affiliations with the community and area businesses.</i>	N/A	met						
6. <i>To remain committed to continuing professional growth through activities such as joining professional organizations, attending conferences and workshops, engaging in service training, subscribing to professional journals, or participating in volunteer work.</i>	met	N/A						
<b>Proposed Courses of Action for Improvement in Operational Outcomes for which Performance Targets Were Not Met:</b>								
1. <i>No course of action is needed; currently met our operational performance targets.</i>								