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| **Criterion 4.2: Measurement and Analysis of Student Learning and Performance** |
| **PERFORMANCE INDICATOR** | **DEFINITION** |
| **Student Learning Outcome** | A student learning outcome is one that measures a specific competency attainment. *Examples of a direct assessment (evidence) of student learning attainment that might be used include: capstone performance, third-party examination, faculty-designed examination, professional performance, and licensure examination*. Add these to the description of the measurement instrument in column two:**Direct** – Assessing student performance by examining samples of student work.**Indirect** – Assessing indicators other than student work such as getting feedback from the student or other persons who may provide relevant information.**Formative** – An assessment conducted during the student’s education.**Summative** – An assessment conducted at the end of the student’s education.**Internal** – An assessment instrument that was developed within the business unit.**External** – An assessment instrument that was developed outside the business unit.**Comparative** – Compare results between classes, between online and on ground classes, between professors, between programs, between campuses, or compare to external results such as results from the U.S. Department of Education Research and Statistics, or results from a vendor providing comparable data. |
| *(Institution Specific)* **Core Courses supporting this objective** | List applicable core courses that support above stated learning outcome. |
|  | **ANALYSIS OF RESULTS** |  |
| **Identified in Criterion 4.2** | **Identified in Criterion 4.1** | **Identified in Criterion 4.2** | **Identified in Criterion 4.4** | **Identified in Criterion 4.2** |
|  | **What is your measurement instrument/process?** | **Current Results** | **Analysis of Results** | **Action Taken or Improvement made** | **Insert Graphs or Tables of Resulting Trends****(3-5 data points preferred)** |
| **Measureable goal** | **Do not use grades.** | **What are your current results?** | **What did you learn from the results?** | **What did you improve or what is your next step?** |  |
| **What is your goal/target?** | **(Indicate type of instrument) direct, formative, internal, comparative** |  |  |  |  |
| (Example) Knowledge of foundation areas for MBA program will score 150 and above | Summative, External, Comparative data derived from Business MFT | A goal of 150 was set as a benchmark with an average score of 152 in 2013 | Evaluation of all course learning outcomes for consistency, more oral presentations and more written assignments were added. | Increased use of Blackboard platform to support course. Uploaded syllabi, videos, documents, etc. | MFT Knowledge of Foundation Areas[Graph of Scores Here] |
| **Criterion 4.2: Measurement and Analysis of Student Learning and Performance** |
| **PERFORMANCE INDICATOR** | **DEFINITION** |
| **1. Student Learning Outcome** | Articulate how faith inspires, informs, and gives purpose and meaning to business.Messiah College SGS GLO #4 |
| *(Institution Specific)* **Core Courses supporting this objective** | 1: BUSA 501: Business Strategy & Execution2: BUSA 510: Innovation & Entrepreneurship3: BUSA 590: Management Capstone*Note: Number before course corresponds with assessment type identified in Criterion 4.1.* |
|  | **ANALYSIS OF RESULTS** |  |
| **Identified in Criterion 4.2** | **Identified in Criterion 4.1** | **Identified in Criterion 4.2** | **Identified in Criterion 4.4** | **Identified in Criterion 4.2** |
|  | **What is your measurement instrument/process?** | **Current Results** | **Analysis of Results** | **Action Taken or Improvement made** | **Insert Graphs or Tables of Resulting Trends****(3-5 data points preferred)** |
| **Measureable goal** | **Do not use grades.** | **What are your current results?** | **What did you learn from the results?** | **What did you improve or what is your next step?** |  |
| **What is your goal/target?** | **Indicate type of instrument** |  |  |  |  |
| **Target for Direct & Summative**: 85% of students sampled will average 90% proficiency based on the evaluation rubrics associated with the instrument type. *Assessments will occur in 6-month intervals.* | **Direct**-Paper: The Purpose of Business (1)-Project: Business Venture (2)**Summative**-Paper: Theology of Work (3) | Add here | Add here | Add here | Add here |

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| **Criterion 4.2: Measurement and Analysis of Student Learning and Performance** |
| **PERFORMANCE INDICATOR** | **DEFINITION** |
| **2. Student Learning Outcome** | Integrate theories, models, and principles to effectively lead organizations in dynamic business environments.Messiah College SGS GLOs #1 & #2 |
| *(Institution Specific)* **Core Courses supporting this objective** | 1. BUSA 501: Business Strategy & Execution 6. ACCT 501: Managerial Accounting & Finance2. BUSA 505: Decision-Making with Data 7. ECON 501: Global Business & Economic Development3. BUSA 510: Innovation & Entrepreneurship 8. LEAD 515: Best Practices in Leadership4. BUSA 515: Marketing Strategy 9. BUSA 590: Management Capstone5. LEAD 550: Organizational Effectiveness*Note: Number before course corresponds with assessment type identified in Criterion 4.1.* |
|  | **ANALYSIS OF RESULTS** |  |
| **Identified in Criterion 4.2** | **Identified in Criterion 4.1** | **Identified in Criterion 4.2** | **Identified in Criterion 4.4** | **Identified in Criterion 4.2** |
|  | **What is your measurement instrument/process?** | **Current Results** | **Analysis of Results** | **Action Taken or Improvement made** | **Insert Graphs or Tables of Resulting Trends****(3-5 data points preferred)** |
| **Measureable goal** | **Do not use grades.** | **What are your current results?** | **What did you learn from the results?** | **What did you improve or what is your next step?** |  |
| **What is your goal?** | **Indicate type of instrument**  |  |  |  |  |
| **Target for Direct & Summative:** 85% of students sampled will average 90% proficiency based on the evaluation rubrics associated with the instrument type. **Target for Indirect:** 90% of students will average a 3.5 on a 5-point Likert scale.*Assessments will occur in 6-month intervals.* | **Direct**-Case Study: Whole Foods (1)-Paper: The Praxis of Leadership (8)-Discussion: Sonoco (5)**Indirect**-External Employer Survey (9)**Summative** -Capstone project (9) |  | Add here | Add here | Add here |

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| **Criterion 4.2: Measurement and Analysis of Student Learning and Performance** |
| **PERFORMANCE INDICATOR** | **DEFINITION** |
| **3. Student Learning Outcome** | Analyze problems and utilize decision-making techniques to solve complex business challenges.Messiah College SGS GLOs #1 & #3 |
| *(Institution Specific)* **Core Courses supporting this objective** | 1. BUSA 501: Business Strategy & Execution 5. LEAD 550: Organizational Effectiveness2. BUSA 505: Decision-Making with Data 6. ACCT 501: Managerial Accounting & Finance3. BUSA 510: Innovation & Entrepreneurship 7. ECON 501: Global Business & Economic Development4. BUSA 515: Marketing Strategy 8. BUSA 590: Management Capstone*Note: Number before course corresponds with assessment type identified in Criterion 4.1.* |
|  | **ANALYSIS OF RESULTS** |  |
| **Identified in Criterion 4.2** | **Identified in Criterion 4.1** | **Identified in Criterion 4.2** | **Identified in Criterion 4.4** | **Identified in Criterion 4.2** |
|  | **What is your measurement instrument/process?**  | **Current Results** | **Analysis of Results** | **Action Taken or Improvement made** | **Insert Graphs or Tables of Resulting Trends****(3-5 data points preferred)** |
| **Measureable goal** | **Do not use grades.** | **What are your current results?** | **What did you learn from the results?** | **What did you improve or what is your next step?** |  |
| **What is your goal?** | **Indicate type of instrument**  |  |  |  |  |
| **Target for Direct, Internal & Summative:** 85% of students sampled will average 90% proficiency based on the evaluation rubrics associated with the instrument type. **Target for Indirect:** 90% of students will average a 3.5 on a 5-point Likert scale.*Assessments will occur in 6-month intervals.* | **Direct**-Data Analysis Assignment: Call Center (2)-Discussion: New Product Failure (4) **Indirect**-External Employer Survey (8)**Internal**-Exam: Corporate Valuation & Governance (6)**Summative** -Capstone project (8) |  | Add here | Add here | Add here |

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| **Criterion 4.2: Measurement and Analysis of Student Learning and Performance** |
| **PERFORMANCE INDICATOR** | **DEFINITION** |
| **4. Student Learning Outcome** | Demonstrate intercultural competence, ethics, and teamwork in achieving business outcomes.Messiah College SGS GLOs #5 & #6 |
| *(Institution Specific)* **Core Courses supporting this objective** | 1. BUSA 501: Business Strategy & Execution 4. LEAD 550: Organizational Effectiveness2. BUSA 510: Innovation & Entrepreneurship 5. ACCT 501: Managerial Accounting & Finance3. BUSA 515: Marketing Strategy 6. ECON 501: Global Business & Economic Development*Note: Number before course corresponds with assessment type identified in Criterion 4.1.* |
|  | **ANALYSIS OF RESULTS** |  |
| **Identified in Criterion 4.2** | **Identified in Criterion 4.1** | **Identified in Criterion 4.2** | **Identified in Criterion 4.4** | **Identified in Criterion 4.2** |
|  | **What is your measurement instrument/process?** | **Current Results** | **Analysis of Results** | **Action Taken or Improvement made** | **Insert Graphs or Tables of Resulting Trends****(3-5 data points preferred)** |
| **Measureable goal** | **Do not use grades.** | **What are your current results?** | **What did you learn from the results?** | **What did you improve or what is your next step?** |  |
| **What is your goal?** | **Indicate type of instrument** |  |  |  |  |
| **Target for Direct:** 85% of students sampled will average 90% proficiency based on the evaluation rubrics associated with the instrument type.**Target for Indirect:** 90% of students will average a 3.5 on a 5-point Likert scale.*Assessments will occur in 6-month intervals.* | **Direct**-Project: Global Market Entry (6)-Discussion: Ethics of Execution (1) **-**Team Project: Business Venture (2)**Indirect**-Peer evaluations (2) |  | Add here | Add here | Add here |

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| **Criterion 4.2: Measurement and Analysis of Student Learning and Performance** |
| **PERFORMANCE INDICATOR** | **DEFINITION** |
| **5. Student Learning Outcome** | Demonstrate competency to lead and serve in their chosen area of business expertise.Messiah College SGS GLO #3 |
| *(Institution Specific)*  | “Chosen area of business expertise” is the 9-credit hour concentration **Digital Marketing Social Entrepreneurship Organizational and Strategic Communication**1. MRKT 530: Digital Marketing 4. SENT 530: Social Entrepreneurship: Theory & Practice 7. COMM 530: Organizational Communication: Theory & Practice2. MRKT 540: Social Media Strategy 5. SENT 540: Social Business Modeling 8. COMM 550: Global Strategic Communication3. MRKT 550: Marketing Analytics 6. SENT 550: Funding & Scaling the Social Enterprise**Strategic Leadership Management**9. LEAD 530: Leading Leaders Management is any mix of the 9-credit concentration hours listed10. LEAD 540: Followership, Teamwork & Group Dynamics 11. LEAD 505: Strategic Thinking, Planning and Organizational Change  |
|  | **ANALYSIS OF RESULTS** |  |
| **Identified in Criterion 4.2** | **Identified in Criterion 4.1** | **Identified in Criterion 4.2** | **Identified in Criterion 4.4** | **Identified in Criterion 4.2** |
|  | **What is your measurement instrument/process?** | **Current Results** | **Analysis of Results** | **Action Taken or Improvement made** | **Insert Graphs or Tables of Resulting Trends****(3-5 data points preferred)** |
| **Measureable goal** | **Do not use grades.** | **What are your current results?** | **What did you learn from the results?** | **What did you improve or what is your next step?** |  |
| **What is your goal?** | **Indicate type of instrument** |  |  |  |  |
| **Target for Direct & External:** 85% of students sampled will average 90% proficiency based on the evaluation rubrics associated with the instrument type. | **Direct***Strategic Leadership*-Project: Leadership Development Plan (9)*Social Entrepreneurship*-Project: Social Enterprise Model (5)*Organizational & Strategic Communication*-Project: Improving Communication Plan (7)**External***Digital Marketing* *-*Exam: HubSpot Certification (1) | Add here | Add here | Add here | Add here |