Department of Business Administration, Management, & Marketing

Detailed Assessment Report
2014-2015

Mission / Purpose
The purpose of the Department of Business Administration, Management and Marketing is to provide a quality education in business administration, business quantitative analysis, management, and marketing and to provide opportunities for research and service.

I. Goals and Student Learning Outcomes/Objectives, with Any Related Measures, Targets, Findings, and Action Plans

A. Goal: Address the major educational issues of the region
Address the major educational, social, cultural, and economic issues of the region and in doing so promote a positive image of the institution and the area

1. Outcome: Students will demonstrate understanding of fundamental business principles and functions
Students will demonstrate understanding of the fundamental business principles and functions and the relationship of business organizations to individuals, government, and society.

a. Measure: Students will take the MFT.
Students graduating from the department will take a comprehensive examination, namely the Major Field Test (MFT), to demonstrate their understanding of fundamental business principles and functions.

1. Achievement Target:
75% of students taking the MFT will score 138 or better on the exam.

Goal not met. Test scores increased significantly during 2012-2013 and 2013-2014 and then decreased in 2014-2015. The 75% goal was not met during the last several years, yet certain sub scores are improving. Students in the capstone course need continuing direction to academically prepare for the exam and to improve their self-motivation with achieving higher scores. The professors continue to implement improvements in preparation.

3. Action Plan:
   MFT Action Plan
Effective Fall 2015, a new required course, BA 401, Professional Development, targets rising juniors and focuses on test-taking skills, introduction to the MFT, and preparatory career skills. BA 401 provides an overview of the concepts that students must learn and retain in order to obtain scores greater than the COB target. Students will take the MFT exam in this course. Results will be used as a baseline to determine students' success rate, individually and collectively. The composite results will be provided to the curriculum review committee and the faculty to identify student deficiencies. Curriculum committee will review the COB curriculum maps to ensure core concepts are taught, assessed, and/or reinforced in remaining courses of study. Results will be provided by curriculum review committee to faculty to make
adjustments if necessary.

Implementation Status: In-Progress
Priority: High
Implementation Description: Students will retake the MFT as a part of the capstone course. Performance results will be used to compare with baseline results. The students will complete the required sequence of Professional Development courses, BA 401, BA 402, 403, and 404 before graduation.
Projected Completion Date: 05/30/2017
Responsible Person/Group: COB Administrators
Additional Resources Requested: COB required additional funding for major field test that will be administered to rising juniors. Implementation begun FA15.
Budget Amount Requested: $1,250.00 (recurring)

2. Outcome: Students will demonstrate knowledge and skill appropriate to their chosen major
Students will demonstrate knowledge and skill appropriate to their chosen major.

a. Measure: Eighty percent of students will have a C or higher in selected projects in a key core course.
Three key courses were selected from the core courses in the major as indicators of the knowledge in the field. The courses selected were MG 310 Human Resource Management and MG 450 Organizational Behavior (key core courses for both Business Administration and Management) and MK 340 Consumer Behavior (key core course for Business Administration). Cases, papers and presentations from each of these courses were analyzed to determine whether 80% or more of students earned a C or higher. The rubrics for grading these presentation and written projects may be found in Related Documents.

1. Achievement Target:
80% of students majoring in Management will earn a C or higher on selected projects in a key core course (MG 450 Organizational Behavior); 80% of students majoring in Business Administration will earn a C or higher on selected projects in the key core course (MK 340 Consumer Behavior).

Goal partially met. 100% of students in MK 340 (Consumer Behavior) and MG 310 (Human Resources) received a C or higher on selected projects. 77% of students in MG 450 (Organizational Behavior) earned a "C" or better.

3. Action Plan:
Action Plan for Selected Projects in Oral and Communication Skills
COB Faculty are including oral and written communication skills as a student learning outcome in their respective courses across the COB curriculum to improve students’ skills as they progress in the degree program. BA 401, 402, 403, and 404 will require students to produce a 2-minute recorded elevator speech to show progression of their communication skills. Additionally, a COB committee will use a rubric to formally assess the capstone project to determine if the goal for oral and written communication was met. COB and campus extracurricular organizations, such as Toastmasters and ENACTUS, provide students the opportunity to develop their oral presentations skills.
Implementation Status: In-Progress
Priority: High
Implementation Description: Oral and written communication skills are enhanced in the series of Professional Development Seminars.
3. Outcome: Students will demonstrate the ability to express ideas through oral and written communication
Students will demonstrate the ability to express ideas clearly, logically, and persuasively in oral and written communications.

a. Measure: Eighty percent of students will receive average or above average feedback on papers and presentations in BA 420 and MG300.
Eighty percent of students will earn a grade of C or higher on papers and presentations in BA 420 and MG 300.

1. Achievement Target:
80% of students will earn a grade of C or higher on papers and presentations in BA 420 and MG 300.

Goal partially met. Faculty completed end of semester course assessment reports and measured success with Oral and Written Communications Student Learning Outcomes. Students in BA 420 (Business Communications) fell short of the goal. 89% of students in MG 300 met the goal.

3. Action Plans:
   a. Continue emphasis on writing skills
      Faculty will continue to report writing and oral skills activities in online curriculum mapping work for planning and assessment. Greater emphasis will be given to the use of critical thinking in writing as well.
      Established in Cycle: 2010-2011
      Implementation Status: In-Progress
      Priority: High
      Implementation Notes:
      10/1/2015 This plan is ongoing; however, faculty members are not required to include writing assignments in each course.

   b. Increase review materials
      Add review materials to BlackBoard for students who are not meeting standards.
      Established in Cycle: 2010-2011
      Implementation Status: Terminated
      Priority: High
      Implementation Description: This is done based on the individual determination of faculty member
      Implementation Notes:
      12/6/2013 The addition of Smart Thinking enhances review for students in composing, writing, and completing essays, cases, and research papers.

   c. Oral and Communication Outcome
      COB Faculty are including oral and written communication skills as a student learning outcome in their respective courses across the COB curriculum to improve students’ skills as they progress in the degree program; however, MG 490 (Strategic Management) will be used in the future to measure the oral and written communication learning objectives.
Implementation Status: In-Progress
Priority: High
Implementation Description: This is ongoing effort.
Projected Completion Date: 05/30/2016
Responsible Person/Group: COB Administrators
Additional Resources Requested: none

4. Outcome: Students will illustrate an understanding of leadership styles
   Students will illustrate an understanding of leadership styles, traits, and behaviors; demonstrate understanding of individual and group dynamics including team building and collaborative behaviors in the accomplishment of tasks.

   a. Measure: Students will earn satisfactory grades on team projects.
   Eighty percent of students will earn satisfactory grades on team projects in selected courses.

1. Achievement Target:
   80% of students will receive a grade of C or higher on team projects in MG 300 and MG 490. The team project will be reported in a class presentation.

   Goal met. 80% of all students that took MG 300 and MG 490 received a C or higher on team projects.

3. Action Plan:
   Check prerequisites more carefully.
   Check prerequisite courses (Macroeconomics, Microeconomics, two accounting courses) and not permit instructors to permit unqualified students in course.

Established in Cycle: 2010-2011
Implementation Status: In-Progress
Priority: High
Implementation Description: This is reinforced during in-service training.
Implementation Notes:
10/1/2015 Checking prerequisites is part of in-service faculty training on personalizing advising.

5. Outcome: Students will analyze legal and ethical issues.
   Students will analyze legal and ethical issues; synthesize appropriate proposals for practical business solutions to ethical business issues.

   a. Measure: Students will perform well in legal and ethical assignments in BA 263 and BA 330.
   Eighty percent of students will earn a C or higher on legal assignments in BA 263 Business Law and BA 330 Business Ethics.

1. Achievement Target:
   80% of students will receive a C or higher on projects related to legal issues in BA 263 Business Law and on a class presentation on an ethical issue in BA 330 Business Ethics.

2. Findings (2014-2015) - Target: Not Reported This Cycle
   Not reported this cycle. BA 330 was not taught doing this cycle and no project related to legal issues was assessed in BA 263. BA 330 was not taught this cycle because of low enrollment.
3. **Action Plan:**
   - **Develop a more specific rubric for evaluation and guidelines for presentation**
   Develop a more specific rubric for evaluation and provide guidelines for planning the oral presentation. Some of the oral presentations were quite effective and others were not as well done; however, understanding of ethical principles was evident in very nearly every student.

   **Established in Cycle:** 2010-2011  
   **Implementation Status:** Terminated  
   **Priority:** High  
   **Implementation Description:** Faculty members create their own rubric for evaluation.

   **Implementation Notes:**  
   10/1/2015 This is ongoing and should be completed before the self-study is completed.

6. **Outcome:** Students will distinguish the components of business situations.

   Students will distinguish the components of business situations; differentiate among alternative business solutions; critique causes and potential outcomes of selected options.

   a. **Measure:** Students will successfully evaluate real-world business and non-profit organizations and provide solutions.

   Eighty percent of students will be able to successfully evaluate real-world business and non-profit organizations and provide solutions. This understanding will be demonstrated by completion of cases in MG 490 Strategic Management (the capstone course). Some of the cases are completed by each student working individually and other cases are team projects. Some of the cases are chosen from the text or journals while others are outreach projects for actual businesses in the local area.

   1. **Achievement Target:**  
      80% of students will receive C or higher on selected case projects in MG 490 Strategic Management.

   2. **Findings (2014-2015) - Target: Met**  
      Goal met. 80% of all students received a C or higher on selected case projects in MG 490 (Strategic Management) during this reporting cycle.

3. **Action Plan:**
   - **Add more local projects**

   As an outreach service to the community, an effort will be made to add more real-world (local) projects. This will be more realistic and interesting for students as well.

   **Established in Cycle:** 2010-2011  
   **Implementation Status:** In-Progress  
   **Priority:** High  
   **Implementation Notes:**  
   10/1/2015 More faculty members now require students to be involved in local projects and/or assign local projects to students.

7. **Outcome:** Students will analyze the complex, unstructured qualitative and quantitative problems.

   Students will analyze complex, unstructured qualitative and quantitative problems, using appropriate tools and technology.

   a. **Measure:** Rating of 3 or higher on chapter cases in BA 371.
Eighty percent of students will score a rating of three or higher on chapter cases in BA 371.

1. Achievement Target:
Eighty percent of students will score a rating of three or higher on chapter cases in BA 371 Advanced Business Statistics.

Goal not met. Results show improvement over recent years until a decline in 2014-2015 with analyzing and reporting statistical problems. The students prepare managerial reports as part of the course requirements and these are used for assessments.

3. Action Plans:
   a. Strengthen requirements in BA 271 Introduction to Business Statistics
   The course requirements in BA 271 Introduction to Business Statistics may need to be increased. The professors of the two classes may need to coordinate the course expectations.
   Established in Cycle: 2010-2011
   Implementation Status: Terminated
   Priority: High
   Implementation Description: New faculty has been hired since implementation of this planned. A new action plan has been created.
   Projected Completion Date: 07/30/2011
   Implementation Notes: 10/1/2015 Reviews are ongoing to strengthen the requirements of BA 271 and other courses in the COB.

   b. BA 371 (BQ 371) Action Plan
   Students are required to complete additional managerial reports to improve scores with rubric grading.
   Implementation Status: In-Progress
   Priority: High
   Implementation Description: Additional managerial reports will be phased in over the next year. New methods have been implemented by new faculty teaching this course.
   Projected Completion Date: 05/30/2016
   Responsible Person/Group: COB Administrator
   Additional Resources Requested: none

8. Outcome: Students will demonstrate competency in the use of information technology.
   Students will demonstrate competency in the use of contemporary information technology in business decision making processes.

   a. Measure: Students will demonstrate competency in the use of information technology.
   Students will demonstrate competency in the use of contemporary information technology in the business decision making processes.

   1. Achievement Target:
   80% of students will earn a rating of three or higher on selected class projects utilizing contemporary information technology in MG 370 Management Information Systems.

Goal met. Over 90% of students earned a rating of 3 or higher on selected class projects utilizing contemporary information technology in MG 370 Management Information System.

3. Action Plan:
   Consider requiring a grade of C or higher in prerequisite courses
   Consider requiring a grade of C or higher in prerequisite courses which are MG 300 and BA 271.
   Established in Cycle: 2010-2011
   Implementation Status: Terminated
   Priority: High
   Implementation Description: This is now a preliminary requirement in MG 300.
   Implementation Notes: 10/1/2015 A grade of C or higher is required in all prerequisite courses in COB.

9. Outcome: Students will demonstrate an understanding of differences in global and international business practices.
   Students will demonstrate an understanding of global and international business practices, and compare and contrast approaches to assessing the domestic and international environments in which business organizations operate.

   a. Measure: Students will score average or higher on projects in BA 450 International Business Seminar
      Eighty percent of students will receive a C or higher on projects in BA 450 International Business Seminar.

   1. Achievement Target:
      80% of students will receive a C or higher on projects in BA 450 International Business Seminar. The projects include a case review and the analysis of several countries.

   2. Findings (2014-2015) - Target: Not Reported This Cycle
      Not reported during this period. Faculty member did not identify projects as a measurement on the curriculum map or course assessment form. An action plan has been put into place to provide training to faculty members regarding the significance of reporting changes in assessments tools and its relation to WEAVE reporting.

   3. Action Plans:
      a. Emphasize the importance of participation; encourage students to mentor international students
         The importance of participation in all class activities will be emphasized; an increase in the international student population is anticipated; students will be encouraged to mentor international students which will create an interest in the culture and business practices in other countries.
         Established in Cycle: 2010-2011
         Implementation Status: In-Progress
         Priority: High
         Implementation Description: Within the classroom students are paired with international students and they are also encouraged to participate in international activities on campus.
         Implementation Notes: 10/1/2015 This is ongoing and cultural awareness is not a part of the UWA strategic plan.

      b. BA 450 Action Plan
Provide additional in-service training in order to create a better understanding of the necessity to use the assessment tools identified on the curriculum maps. Additionally, the curriculum committee has been tasked with approving all curriculum changes prior to faculty members making changes that impacts WEAVE reporting.

**Established in Cycle:** 2014-2015  
**Implementation Status:** In-Progress  
**Priority:** High  
**Implementation Description:** In-service training will be used to inform faculty of the need to assessment measures outlined in WEAVE and report on course assessment forms. This is an ongoing effort.  
**Projected Completion Date:** 05/30/2016  
**Responsible Person/Group:** COB Administrator  
**Additional Resources Requested:** none

II. Other Outcomes/Objectives, with Any Related Measures, Targets, Findings, and Action Plans

**A. Goal: Address the major educational issues of the region**  
Address the major educational, social, cultural, and economic issues of the region and in doing so promote a positive image of the institution and the area

**1. Objective: Provide quality programs and services to students**  
The Department of Business Administration, Management and Marketing will provide quality programs and services to meet the needs of students enrolled.

**a. Measure: Determine the need for additional programs/services to meet the needs of students**  
The Department of Business Administration, Management and Marketing will determine the need and/or desire for new programs/services by students. The need will be determined by conducting focus groups and other research to determine any gaps in program offerings.

**1. Achievement Target:**  
Establish new programs/services identified by research and focus groups. Marketing major has been established and successfully implemented.

Goal met. Undergraduate enrollment increased each year from Fall 2013 to Fall 2015. On-campus undergraduate increased 72%. Online undergraduate increased 41%. Enrollment for the MBA program increased slightly due to more classes being offered.

**b. Measure: Survey and employer information**  
Students will be polled to determine whether the programs and services meet their needs. The site evaluators of student internships will be surveyed to determine if appropriate services and programs are being provided.

**1. Achievement Target:**  
Seventy-five percent of site evaluators of student internships will indicate that students were well qualified for the assigned tasks.

Goal met. 100% of students that participated in internship during this cycle received excellent rating from their site evaluators. There were six BAMM students during this reporting period.

2. Objective: Faculty will participate in continuous cycle of academic improvement.
All faculty will participate in a continuous cycle of academic improvement through curriculum mapping for each course in the Business Professional Component (BPC) and for each major in the College of Business Program.

a. Measure: BAMM faculty will participate in a continuous cycle of academic improvement.
Business Administration, Management and Marketing faculty will participate in a continuous cycle of academic improvement with the utilization of curriculum mapping for each course in the Business Professional Component (BPC) and for each course in the College of Business program.

1. Achievement Target:
100% of Business Administration, Management and Marketing courses will be evaluated each semester by faculty with curriculum mapping and student learning outcomes adopted by the College of Business in Fall 2009.

Goal met. 100% of BAMM courses were reviewed and compared to the curriculum map and student learning outcomes by the COB Assessment Committee. Adjustments were made to the curriculum maps and student learning outcomes as applicable in Business Administration, Management, and Marketing.

3. Action Plan:
Faculty will continue continuous cycle of academic improvement.
Faculty in the Department of Business Administration, Management and Marketing will continue the curriculum mapping and evaluation in order to keep the cycle of academic improvement progressing. As new courses are added, they will be evaluated as well.
Established in Cycle: 2010-2011
Implementation Status: In-Progress
Priority: High
Implementation Description: A continuous improvement process is underway in COB for academic improvements.
Implementation Notes: 10/1/2015 This is an ongoing plan. Many of the continuous improvement efforts are made through in-service training of committee recommendations.

b. Measure: Survey and employer information
Students will be polled to determine whether the programs and services meet their needs. The site evaluators of student internships will be surveyed to determine if appropriate services and programs are being provided.

1. Achievement Target:
Every full time faculty member will participate in a professional organization. Every full time faculty member will attend a workshop of academic advising.

Goal met. All full time faculty members participated in at least one professional organization during this reporting cycle. COB conducted an academic advising workshop during in-service training and 100% of the faculty participated.
III. Other Plans for Improvement

A. Add brochures for campus programs.
   Improve current brochures and add brochures for campus programs.
   Established in Cycle: 2009-2010
   Implementation Status: In-Progress
   Priority: High
   Implementation Description: modification to Bamm brochures are ongoing.
   Implementation Notes:
   10/1/2015 This process was started and was halted because of the new formulation of the UWA marketing committee.

B. Require participation in mock interviews
   Participation in Mock Interviews will be required of all students registering for BA 420.
   Established in Cycle: 2009-2010
   Implementation Status: In-Progress
   Priority: High
   Implementation Notes:
   10/1/2015 Plan is ongoing. Students enrolled in BA 400 series of Professional Development are required to participate in mock interviews.

C. Add more local projects.
   As an outreach service to the community, an effort will be made to add more real-world (local) projects. This will be more realistic and interesting for students as well.
   Established in Cycle: 2010-2011
   Implementation Status: In-Progress
   Priority: High
   Implementation Notes:
   10/1/2015 More faculty members now require students to be involved in local projects and/or assign local projects to students.

D. Analyze sub scores on the MFT to determine strengths and weaknesses
   The overall sub scores on the MFT will be analyzed to help determine problem areas for students that result in lower overall MFT scores. By examining the sub scores, the faculty can identify weaknesses within the program and build in curriculum changes to address the weaknesses noted. Analyzing sub scores will occur in two ways: (1) sub scores for the last three tested cohorts will be examined to determine any trends and (2) new sub scores will be analyzed each term and then averaged annually. Results of the analysis will result in curriculum changes when needed in order to strengthen student learning.
   Established in Cycle: 2010-2011
   Implementation Status: In-Progress
   Priority: High
   Implementation Description: Scores were analyzed and an additional approach has been implemented. COB is currently evaluating when and where concepts that impact the MFT sub scores are taught and reinforced. This will help determine the appropriate course of action.
   Responsible Person/Group: Department Chair
   Implementation Notes:
10/1/2015 The Associate Dean moved into the Dean’s position and continues to provide this information to Department Chairs. This information will be vetted through the COB curriculum committee prior to forwarding information to university academic committee.

E. Check prerequisites more carefully.
Check prerequisite courses (Macroeconomics, Microeconomics, two accounting courses) and not permit instructors to permit unqualified students in course.
Established in Cycle: 2010-2011
Implementation Status: In-Progress
Priority: High
Relationships (Measure | Outcome/Objective):
Measure: Students will earn satisfactory grades on team projects. | Outcome/Objective: Students will illustrate an understanding of leadership styles
Implementation Description: This is reinforced during in-service training.
Implementation Notes:
10/1/2015 Checking prerequisites is part of in-service faculty training on personalizing advising.

F. Consider requiring a grade of C or higher in prerequisite courses.
Consider requiring a grade of C or higher in prerequisite courses which are MG 300 and BA 271.
Established in Cycle: 2010-2011
Implementation Status: Terminated
Priority: High
Relationships (Measure | Outcome/Objective):
Measure: Students will demonstrate competency in the use of contemporary information technology. | Outcome/Objective: Students will demonstrate competency in the use of information technology.
Implementation Description: This is now a preliminary requirement in MG 300.
Implementation Notes:
10/1/2015 A grade of C or higher is required in all prerequisite courses in COB.

G. Continue emphasis on writing skills.
Faculty will continue to report writing and oral skills activities in online curriculum mapping work for planning and assessment. Greater emphasis will be given to the use of critical thinking in writing as well.
Established in Cycle: 2010-2011
Implementation Status: In-Progress
Priority: High
Relationships (Measure | Outcome/Objective):
Measure: Eighty percent of students will receive average or above average feedback on papers and presentations in BA 420 and MG300. | Outcome/Objective: Students will demonstrate the ability to express ideas through oral and written communication
Implementation Notes:
10/1/2015 This plan is ongoing; however, faculty members are not required to include writing assignments in each course.

H. Develop a more specific rubric for evaluation and guidelines for presentation.
Develop a more specific rubric for evaluation and provide guidelines for planning the oral presentation. Some of the oral presentations were quite effective and others were not as well done; however, understanding of ethical principles was evident in very nearly every student.
Established in Cycle: 2010-2011
Implementation Status: Terminated
Priority: High
Relationships (Measure | Outcome/Objective):
**Measure:** Students will perform well in legal and ethical assignments in BA 263 and BA 330.  
| **Outcome/Objective:** Students will analyze legal and ethical issues.  
**Implementation Description:** Faculty members create their own rubric for evaluation.  
**Implementation Notes:**  
10/1/2015 This is ongoing and should be completed before the self-study is completed.

I. **Emphasize the importance of participation; encourage students to mentor international students.**  
The importance of participation in all class activities will be emphasized; an increase in the international student population is anticipated; students will be encouraged to mentor international students which will create an interest in the culture and business practices in other countries.  
**Established in Cycle:** 2010-2011  
**Implementation Status:** In-Progress  
**Priority:** High  
**Relationships (Measure | Outcome/Objective):**  
Measure: Students will score average or higher on projects in BA 450 International Business Seminar | Outcome/Objective: Students will demonstrate an understanding of differences in global and international business practices.  
**Implementation Description:** Within the classroom students are paired with international students and they are also encouraged to participate in international activities on campus.  
**Implementation Notes:**  
10/1/2015 This is ongoing and cultural awareness is not a part of the UWA strategic plan.

J. **Faculty will continue continuous cycle of academic improvement.**  
Faculty in the Department of Business Administration, Management and Marketing will continue the curriculum mapping and evaluation in order to keep the cycle of academic improvement progressing. As new courses are added, they will be evaluated as well.  
**Established in Cycle:** 2010-2011  
**Implementation Status:** In-Progress  
**Priority:** High  
**Relationships (Measure | Outcome/Objective):**  
Measure: BAMM faculty will participate in a continuous cycle of academic improvement. | Outcome/Objective: Faculty will participate in continuous cycle of academic improvement.  
**Implementation Description:** A continuous improvement process is underway in COB for academic improvements.  
**Implementation Notes:**  
10/1/2015 This is an ongoing plan. Many of the continuous improvement efforts are made through in-service training of committee recommendations.

K. **Increase review materials.**  
Add review materials to BlackBoard for students who are not meeting standards.  
**Established in Cycle:** 2010-2011  
**Implementation Status:** Terminated  
**Priority:** High  
**Relationships (Measure | Outcome/Objective):**  
Measure: Eighty percent of students will receive average or above average feedback on papers and presentations in BA 420 and MG300. | Outcome/Objective: Students will demonstrate the ability to express ideas through oral and written communication  
**Implementation Description:** This is done based on the individual determination of faculty member  
**Implementation Notes:**  
12/6/2013 The addition of Smart Thinking enhances review for students in composing, writing, and completing essays, cases, and research papers.
L. **Strengthen requirements in BA 271 Introduction to Business Statistics.**
   The course requirements in BA 271 Introduction to Business Statistics may need to be increased. The professors of the two classes may need to coordinate the course expectations.
   
   **Established in Cycle:** 2010-2011
   **Implementation Status:** Terminated
   **Priority:** High
   **Relationships (Measure | Outcome/Objective):**
   **Measure:** Rating of 3 or higher on chapter cases in BA 371. | **Outcome/Objective:** Students will analyze the complex, unstructured qualitative and quantitative problems
   **Implementation Description:** New faculty has been hired since implementation of this planned. A new action plan has been created.
   **Projected Completion Date:** 07/30/2011
   **Implementation Notes:**
   10/1/2015 Reviews are ongoing to strengthen the requirements of BA 271 and other courses in the COB.

M. **Adjunct Faculty**
   Hire two adjunct faculty in order to meet increased needs due to influx of Chinese students. It may be necessary to have as many as eight courses taught by adjunct faculty; the number will depend on the availability and qualifications of full time faculty. $4,000/faculty x 2 = $8,000 x 2 courses = $16,000 x 2 semesters = $32,000
   
   **Established in Cycle:** 2011-2012
   **Implementation Status:** In-Progress
   **Priority:** High
   **Implementation Description:** Hire adjunct faculty for statistics classes and to add necessary sections of Business Professional Core classes. Hiring is ongoing.
   **Projected Completion Date:** 06/03/2013
   **Responsible Person/Group:** Linda Carr
   **Additional Resources Requested:** 32,000
   **Budget Amount Requested:** $32,000.00 (recurring)
   **Implementation Notes:**
   10/1/2015 At least 4 adjunct faculty members have been hired during this period.

N. **Emphasize research paper**
   Because the longer papers seem the most difficult, a draft will be required and there will be emphasis on time management in BA 420.
   
   **Established in Cycle:** 2012-2013
   **Implementation Status:** In-Progress
   **Priority:** High
   **Implementation Description:** This is an ongoing effort in BA 420.

O. **Emphasize the iCommunicate plan adopted by the university.**
   All classes in the College of Business will emphasize the principles enumerated in the iCommunicate plan adopted by the university as a part of the Southern Association of Colleges and Schools assessment.
   
   **Established in Cycle:** 2012-2013
   **Implementation Status:** In-Progress
   **Priority:** High
   **Implementation Description:** QEP classes begin in FA15 which assessment the goals of iCommunicate.
   **Responsible Person/Group:** All College of Business faculty
   **Additional Resources Requested:** None
   **Implementation Notes:**
   10/1/2015 COB currently has 1 QEP course, BA 420, Business Communications. Other courses will be added during the phase-in period.
P. Equipment and supplies for new faculty

Purchase new computers, printers, and other supplies for new faculty ($2,000 x 3 = $6,000
Established in Cycle: 2012-2013
Implementation Status: In-Progress
Priority: High
Implementation Description: Purchase computers, printers, furniture, etc. for new faculty when hired.
Responsible Person/Group: Dr. Carr
Budget Amount Requested: $6,000.00 (recurring)
Implementation Notes:
10/1/2015 Rooms and offices are in the process of being updated with new technology and furniture.

Q. New equipment and supplies for adjunct faculty

Equipment and supplies for new adjunct faculty
Established in Cycle: 2012-2013
Implementation Status: In-Progress
Priority: High
Implementation Description: Purchase computer, printer, and other supplies for new adjunct faculty ($2,000/faculty). This will be done as space and funding become available.
Budget Amount Requested: $4,000.00 (recurring)
Implementation Notes:
10/1/2015 This is underway.

R. Action plan to increase scores on the Major Field Test (MFT)

Department has added a global business simulator (GLO-BUS), more cases studies, additional review material, and extra credit points in order to emphasize the criticality of the Major Field Test (MFT) for students. Additionally, the department would like to have students travel to University of Alabama to use their research library. The research trip to Bruno Business Library at the University of Alabama will allow students to put their hands on industry and ratio analysis information, company data, and other case information that the UWA library does not provide due to the exorbitant subscription costs associated with the sources. The students are introduced to the vast amount of information that is available at their fingertips and helps them avoid many hours of fruitless searches on the internet. The knowledge they obtain helps them to be more effective employees in the business/industry in which they work, or more effective students in a master’s program in which they choose to matriculate.
Established in Cycle: 2013-2014
Implementation Status: In-Progress
Priority: High
Implementation Description: This is ongoing. Simulations are being used; however, trips to UA have not been completed.
Responsible Person/Group: Drs Gregg and Allen
Additional Resources Requested: 6 vans (4 - Spring & 2 - Fall) funding for copies of research material
Budget Amount Requested: $1,000.00 (recurring)
Implementation Notes:
10/1/2015 This plan is ongoing. One step is to show where MFT concepts are introduced, assessed, or reinforced. This will encourage the assessment committee to make a recommendation on the time lapse between the introduction and assessment of MFT concepts for which the student is required to retain.

S. Hire full time faculty member
The influx of Chinese students has created the need for additional classes in marketing, Business Ethics, Business Professional Development and other general business courses. This need will continue as more international students are enrolled.

Established in Cycle: 2013-2014
Implementation Status: Planned
Priority: High
Implementation Description: The position would be advertised and a search would be conducted for employment Fall 2013.
Responsible Person/Group: Linda Carr/Wayne Bedford/Ken Tucker
Additional Resources Requested: Salary--45,000 Benefits--15,000 Office Equipment--3.00
Budget Amount Requested: $63,000.00 (recurring)

T. Action Plan for Selected Projects in Oral and Communication Skills
COB Faculty are including oral and written communication skills as a student learning outcome in their respective courses across the COB curriculum to improve students' skills as they progress in the degree program. BA 401, 402, 403, and 404 will require students to produce a 2-minute recorded elevator speech to show progression of their communication skills. Additionally, a COB committee will use a rubric to formally assess the capstone project to determine if the goal for oral and written communication was met. COB and campus extracurricular organizations, such as Toastmasters and ENACTUS, provide students the opportunity to develop their oral presentations skills.
Implementation Status: In-Progress
Priority: High
Relationships (Measure | Outcome/Objective):
Measure: Eighty percent of students will have a C or higher in selected projects in a key core course. | Outcome/Objective: Students will demonstrate knowledge and skill appropriate to their chosen major
Implementation Description: Oral and written communication skills are enhanced in the series of Professional Development Seminars.
Projected Completion Date: 05/30/2017
Responsible Person/Group: COB Administrators
Additional Resources Requested: Video cameras to record, enhance, and provide constructive feedback on students' oral communication skills.
Budget Amount Requested: $5,000.00 (one time)

U. BA 371 (BQ 371) Action Plan
Students are required to complete additional managerial reports to improve scores with rubric grading.
Implementation Status: In-Progress
Priority: High
Relationships (Measure | Outcome/Objective):
Measure: Rating of 3 or higher on chapter cases in BA 371. | Outcome/Objective: Students will analyze the complex, unstructured qualitative and quantitative problems
Implementation Description: Additional managerial reports will be phased in over the next year. New methods have been implemented by new faculty teaching this course.
Projected Completion Date: 05/30/2016
Responsible Person/Group: COB Administrator
Additional Resources Requested: none

V. BA 450 Action Plan
Provide additional in-service training in order to create a better understanding of the necessity to use the assessment tools identified on the curriculum maps. Additionally, the curriculum
committee has been tasked with approving all curriculum changes prior to faculty members making changes that impacts WEAVE reporting.

**Established in Cycle:** 2014-2015  
**Implementation Status:** In-Progress  
**Priority:** High  
**Relationships (Measure | Outcome/Objective):**  
**Measure:** Students will score average or higher on projects in BA 450 International Business Seminar | **Outcome/Objective:** Students will demonstrate an understanding of differences in global and international business practices.  
**Implementation Description:** In-service training will be used to inform faculty of the need to assessment measures outlined in WEAVE and report on course assessment forms. This is an ongoing effort.  
**Projected Completion Date:** 05/30/2016  
**Responsible Person/Group:** COB Administrator  
**Additional Resources Requested:** none

**W. MFT Action Plan**  
Effective Fall 2015, a new required course, BA 401, Professional Development, targets rising juniors and focuses on test-taking skills, introduction to the MFT, and preparatory career skills. BA 401 provides an overview of the concepts that students must learn and retain in order to obtain scores greater than the COB target. Students will take the MFT exam in this course. Results will be used as a baseline to determine students' success rate, individually and collectively. The composite results will be provided to the curriculum review committee and the faculty to identify student deficiencies. Curriculum committee will review the COB curriculum maps to ensure core concepts are taught, assessed, and/or reinforced in remaining courses of study. Results will be provided by curriculum review committee to faculty to make adjustments if necessary.

**Established in Cycle:** 2014-2015  
**Implementation Status:** In-Progress  
**Priority:** High  
**Relationships (Measure | Outcome/Objective):**  
**Measure:** Students will take the MFT. | **Outcome/Objective:** Students will demonstrate understanding of fundamental business principles and functions  
**Implementation Description:** Students will retake the MFT as a part of the capstone course. Performance results will be used to compare with baseline results. The students will complete the required sequence of Professional Development courses, BA 401, BA 402, 403, and 404 before graduation.  
**Projected Completion Date:** 05/30/2017  
**Responsible Person/Group:** COB Administrators  
**Additional Resources Requested:** COB required additional funding for major field test that will be administered to rising juniors. Implementation begun FA15.  
**Budget Amount Requested:** $1,250.00 (recurring)

**X. Oral and Communication Outcome**  
COB Faculty are including oral and written communication skills as a student learning outcome in their respective courses across the COB curriculum to improve students' skills as they progress in the degree program; however, MG 490 (Strategic Management) will be used in the future to measure the oral and written communication learning objectives.

**Established in Cycle:** 2014-2015  
**Implementation Status:** In-Progress  
**Priority:** High  
**Relationships (Measure | Outcome/Objective):**  
**Measure:** Eighty percent of students will receive average or above average feedback on papers and presentations in BA 420 and MG300. | **Outcome/Objective:** Students will demonstrate the ability to express ideas through oral and written communication
Implementation Description: This is ongoing effort.
Projected Completion Date: 05/30/2016
Responsible Person/Group: COB Administrators
Additional Resources Requested: none

IV. Analysis Questions and Analysis Answers

A. What specific strengths did your assessments show? (Strengths)
BAMM faculty are accurately reporting outcomes of assessments in a timely fashion. Faculty have a clear understanding of the use of the form and have made adjustments where required. In-service training is ongoing to ensure faculty members are aware of changes as they occur and they also provide input to the assessment process.

B. What specific weaknesses or challenges did your assessments show? (Weaknesses)
Curriculum mapping and course assessment requires additional attention. Additionally, there is a need to reassess student learning outcomes as they apply to the overall measure of program success. The challenge is curricula mapping that reflects the courses that introduces, assesses, and reinforces the required concepts for better student retention. Another challenge is to review curricula mapping as an integrated versus independent process.

C. What plans were implemented?
The plan to survey the needs of the students was implemented. Students now have a greater input on goals for COB. Collectively all stakeholders input was considered before completing the COB strategic plan. Stakeholders input helps lead BAMM and COB faculty to increase the amount of time faculty spend on in-service training. For example, students expressed the need for more personalized advising; therefore, training is ongoing each semester in the area of advising.

D. What plans were not implemented?
Analyzing the sub scores of the MFT were not implemented by BAMM because the current curriculum map is not tied to the MFT; therefore, an assessment would be of no value until it has been determined that all concepts are introduced, assessed, and reinforced to ensure students are adequately prepared to take the assessment.

E. How will assessment results be used for continuous improvement?
This assessment confirms the need for additional in-service training in a host of areas, such as curriculum mapping, student learning outcome, and WEAVE assessments. This assessment will be used as a training tool and validation of the disconnects that exist between various assessment systems. Reporting and tracking outdated plans is time intensive and there should be a way to delete or deactivate old plans and move forward. Time would be better used to implement new programs that enhance the programs verses using the system to report plans that were put in place in 2009. COB is moving forward and will continue to conduct training for faculty members on the need to comply with accreditation standards. Many have not been exposed or participated in an accreditation process until this point. Exposure to standards provided a big picture view of the need for integration course material. Training and change is continuous in COB.

V. Annual Report Section Responses

A. Key Achievements
The VITA clinic is staffed by a faculty member and accounting students who enroll in the class as a practicum. The clinic is open 10 - 15 hours a week from January through April with students being responsible for providing free income tax preparation during clinic hours and by appointment. This program has grown in the eleven years it has been offered at UWA,
starting with 22 clients in spring of 2003. Every year the number of clients the clinic served has grown, and department has expanded the services offered. During the 2014 filing season (spring semester 2015), four students and one intern volunteered and provided services for approximately 350 clients, and preparation and e-filing to more than 300 clients. The VITA clinic also provides services in Demopolis (Marengo County) and hopes to expand to Eutaw (Greene County) in 2016. The students provided over 500 hours of service to the community while becoming more efficient and confident in handling client income tax issues and better prepared to enter the job market. It is a perfect example of service learning because the students receive class credit while providing a valuable service to the UWA campus, and the west Alabama and east Mississippi communities. This program is a great avenue to teach students through a practicum that also serves the community in a very tangible and profound way. Toastmasters International is a nonprofit educational organization that teaches public speaking and leadership skills to students, alumni, professionals, stay-at-home parents or retirees. Membership is open to the community and students. In order to remain in good standing with the club each member is required to attend club meetings regularly, pay registration fees and club dues on a semi-annual basis. UWA Toastmasters meetings are held bi-monthly. The primary objective of this service learning project is to bring together students and community/emerging leaders interested in improving their communication skills. Since the club’s inception, 12 members have earned Competent Communicator awards, 3 have earned Advanced Communicator awards, and 4 have earned Competent Leader awards. The club earned the Distinguished Club Award once and the Presidential Distinguished Award three times. UWA Toastmasters Community Club is also the home of the Area and District Directors. Enactus is an organization that facilitates area businesses and addresses the needs of the community through various public service projects that are centered on the development of an understanding of how the free enterprise system works. It is the belief of the department that an individual or community who is well equipped with the knowledge and hands-on experience of the business world would have leverage when they venture into entrepreneurship. At present, there are 67 members in UWA’s Enactus. These students come from different colleges of the school and represent various majors, and they are from several international countries and all over the USA.

B. Faculty Achievements
See Faculty Service Reports.

C. Staff Achievements
Our Faculty Secretary (Ms. Sieglinde Fleming) was awarded the McIlwain Bell Award for Outstanding Staff member in 2014.

D. Public/Community Service
See attached Faculty Service Reports.