

**Fogelman College of Business and Economics**  
**Close the Loop Improvements**  
**Executive Master of Business Administration (EMBA) Degree**  
**Spring 2016**

<b>Goal</b>	<b>Recommendation</b>	<b>Action</b>	<b>Improvement</b>
<p><b>Goal 1:</b> Graduates will be effective leaders</p>	<p>Continue the assessment of EMBA students' capacity and ability to lead and to pursue group goals so as to find opportunities for further improvement.</p>	<p>The data suggest that no significant changes in instruction are warranted. However, steps should be taken to ensure that the EMBA students' learning experiences continue to help them develop a strong understanding of both basic and somewhat more advanced leadership principles, and can apply them to enhance the development and performance of others.</p>	<p>Since the goal has been achieved at the 94% level, targeted improvements will largely related to the process of how we design and conduct the assessment process which is discussed later in this improvements discussion.</p>
<p><b>Goal 2:</b> Graduates will be good communicators</p>	<p>Continue the assessment of EMBA students' communication ability and skills to ensure that all EMBA graduates are effective communicators in their future endeavors.</p>	<p>The data suggest that no significant changes in instruction are warranted. However, steps should be taken to ensure that the EMBA students' learning experiences continue to develop and strengthen their communication skills across all formats and for multiple audience levels.</p>	<p>Since the goal has been achieved at the 94% level, targeted improvements will largely related to the process of how we design and conduct the assessment process which is discussed later in this improvements discussion.</p>
<p><b>Goal 3:</b> Graduates will be critical thinkers and problem solvers.</p>	<p>Improvements to the assessment process are recommended including providing information about what courses and assignments were used in the assessments would be useful. In addition, it seemed that there were two versions of the objectives on two separate websites. It would be good to have this information either consistent across the sites, or assimilated into just one website.</p>	<p>The data suggest that no significant changes in instruction are warranted, but it would be useful to have a clearer understanding of how the assessment was conducted (courses, specific assignments, etc.) Additional recommendations regarding the overall assessment process should be pursued.</p>	<p>Since the goal has been achieved at the 94% level, targeted improvements will largely related to the process of how we design and conduct the assessment process which is discussed later in this improvements discussion.</p>

<p><b>Goal 4:</b> Graduates will be knowledgeable about the strategic role that technology plays in the global environment</p>	<p>In addition to previous recommendations on assessment process improvement, it would be good to know what assignment was used in BIT (MIS) 7650 for the assessment process. As with Goal #3, there are two inconsistent websites with the goal/objective information. This should be remedied.</p>	<p>The data suggest that no significant changes in instruction are warranted. However, follow-up research on the process should be conducted specific to researching what activities were assessed in BIT (MIS) 7650. Additional focus on improving the overall assessment process needs to be addressed as well.</p>	<p>Since the goal has been achieved at the 90% level, targeted improvements will largely related to the process of how we design and conduct the assessment process which is discussed later in this improvements discussion.</p>
<p><b>Goal 5:</b> Graduates will be knowledgeable about the implications of ethical and multicultural issues in the global environment.</p>	<p>It would be good to know what assignment was used in ACCT 7050 for the assessment process.</p>	<p>The data suggest that no significant changes in instruction are warranted. However, follow-up research on the process should be conducted specific to researching what activities were assessed in ACCT 7050. Additional focus on improving the overall assessment process needs to be addressed as well.</p>	<p>Since the goal has been achieved at the 97% level, targeted improvements will largely related to the process of how we design and conduct the assessment process which is discussed later in this improvements discussion.</p>
<p><b>General recommendation for improving the assessment process.</b></p>	<p>During the conduct of the 2016 Assessment of Learning Close the Loop review of the EMBA program, the committee members reviewed the work completed during the 2011 CTL review of the EMBA program. The 2011 report was a comprehensive effort that included a number of recommendations for improvement of the EMBA program. The Assessment of Learning website provides two documents (<a href="http://www.fcbeassessment.net/EMBA_CTLChecklist.pdf">http://www.fcbeassessment.net/EMBA_CTLChecklist.pdf</a> and <a href="http://www.fcbeassessment.net/EMBA_CTLImprovements.pdf">http://www.fcbeassessment.net/EMBA_CTLImprovements.pdf</a>) that presents the specific recommended improvements that were to take place within the EMBA</p>	<p>A review of the mechanics of the assessment and improvement process should be conducted based on the specific recommendations provided in this report. Particular emphasis should be placed on building into the overall process a mechanism to ensure that recommendations and actions are addressed and implemented.</p>	<p>The overall effectiveness of the FCBE assessment program will be enhanced, resulting in even better student outcomes in the future and stronger faculty contribution to the assessment process.</p>

	<p>program and parties responsible for implementation of these improvements. However, there appears to be a missing piece in the Close the Loop process as there is no clear indication that the recommended improvements were in fact made. As faculty members in the EMBA program, we are aware that some of the 2011 recommendations were implemented, but it is not clear that this was the case for all recommendations. Furthermore, individuals that are not involved in the EMBA program, including AACSB visit team members, would have no indication that recommended improvements did take place. Our recommendation is that the Close the Loop process, specifically, "Step 7 Implement Improvement" be refined to ensure that recommendations are properly communicated and understood by all parties and that the recommendations are in fact implemented. Development of a unified document that captures the implemented activities is also recommended. Recommendations for the Close the Loop process improvements are included at the end of the full CTL report.</p>		
--	--	--	--