

Annual Program Report 2024-2025

(For programs not using Planning & Self Study software for the annual report)

The report(s) should be inclusive of all levels, degrees (i.e. certificates, bachelor's and master's), modalities and locations.

Department: Business Administration

Department Chair: Dr. Michael T. Greenwood

Department Assessment Committee Contact: Dr. Denise Simion

This document is to be kept in the department and an electronic file is due to the AVP of Institutional Research and Planning by June 1, 2024.

Section I: Program Assessment (please complete this section for each program in your department)

Program: Bachelor of Science, Business Administration

A. Program Learning Outcomes (PLOs) (Educational Objectives)

I. List of PLOs and the timeline for assessment

PLO #	PLO – Stated in assessable terms	Where are the learning outcomes for this level/program published? (please specify) Include URLs where appropriate.	Timing of assessment (annual, semester, bi-annual, etc.)	When was the last assessment of the PLO completed?
ISLO 1	Critical Thinking/Problem Solving: Students will be able to apply relevant information from all areas of knowledge to assess situations, identify problems, and find solutions.	Undergraduate University Catalog: Undergraduate Day Programs and Undergraduate Evening Programs.	BSAD 4980 Business Policy & Strategy. Normally, 1+ times per semester.	Spring 2025

PLO #	PLO – Stated in assessable terms	Where are the learning outcomes for this level/program published? (please specify) Include URLs where appropriate.	Timing of assessment (annual, semester, bi-annual, etc.)	When was the last assessment of the PLO completed?
ISLO 2	Teamwork: Students will be able to collaborate and contribute to a team environment to achieve a planned goal.	Undergraduate University Catalog: Undergraduate Day Programs and Undergraduate Evening Programs.	BSAD 4980 Business Policy & Strategy. Normally, 1+ times per semester.	Spring 2025
ISLO 3	Communication: Students will be able to demonstrate effective oral and written forms of business communication by being professional in tone and following business conventions, being clear and easy to interpret, being concise and providing evidence, insightful data, and logic, and adhering to ethical standards.	Undergraduate University Catalog: Undergraduate Day Programs and Undergraduate Evening Programs.	BSAD 4980 Business Policy & Strategy. Normally, 1+ times per semester.	Spring 2025
ISLO 4	Business Knowledge: Students will be able to integrate the concepts in the core functional areas of business to formulate informed decisions.	Undergraduate University Catalog: Undergraduate Day Programs and Undergraduate Evening Programs.	BSAD 4980 Business Policy & Strategy. Normally, 1+ times per semester.	Spring 2025
ISLO 5	Business Environment: Students will be able to apply knowledge of the ethical, legal, economic, and global environment to practical business situations and ascertain their impact.	Undergraduate University Catalog: Undergraduate Day Programs and Undergraduate Evening Programs.	BSAD 4980 Business Policy & Strategy. Normally, 1+ times per semester.	Spring 2025
ISLO 6	Analysis and Technology Utilization: Students will be able to apply digital intelligence to make, improve, and defend business decisions responsibly and sustainably.	Undergraduate University Catalog: Undergraduate Day Programs and Undergraduate Evening Programs.	BSAD 4980 Business Policy & Strategy. Normally, 1+ times per semester.	Spring 2025
ISLO 7	Management and Leadership: Students will be able to analyze the role of motivation and influence in achieving a coordinated goal. Exhibit a growth mindset to harness creativity and innovation.	Undergraduate University Catalog: Undergraduate Day Programs and Undergraduate Evening Programs.	BSAD 4980 Business Policy & Strategy. Normally, 1+ times per semester.	Spring 2025

II. **PLO Assessment** (Please report on the PLOs assessed and/or reviewed this year. Programs should be assessing at least one each year.)

Using the table below, list and briefly describe the **direct method(s)** used to collect information assessing whether students are learning the core sets of knowledge (K), skills (S) and attitudes (A) identified as essential.

PLO # (from above)	Assessment description (exam, observation, national standardized exam, oral presentation with rubric, etc.)	When assessment was administered in student program (internship, 4 th year, 1 st year, etc.)	To which students were assessments administered (all, only a sample, etc.)	What is the target set for the PLO? (criteria for success)	Reflection on the results: How was the “loop closed”?
ISLO 1	Comprehensive Case, Quiz AY 2024-25 Results: 12% Competent 88% Accomplished	BSAD 4980 Business Policy & Strategy. Requirements: Senior status; UG Day and UG SGOCE cannot cross register.	All students enrolled in BSAD 4980 Business Policy & Strategy. 68 total students	At least 70% of all graduating students will score on each evaluation criterion within the Competent range (score 3 – 4) or within the Accomplished range (score 5 – 6).	Review results as required by external accreditor IACBE. Must show continual improvement.
ISLO 2	Comprehensive Case AY 2024-25 Results: 10% Competent 90% Accomplished	BSAD 4980 Business Policy & Strategy. Requirements: Senior status; UG Day and UG SGOCE cannot cross register.	All students enrolled in BSAD 4980 Business Policy & Strategy. 68 total students	At least 70% of all graduating students will score on each evaluation criterion within the Competent range (score 3 – 4) or within the Accomplished range (score 5 – 6).	Review results as required by external accreditor IACBE. Must show continual improvement.
ISLO 3	Comprehensive Case, Quiz AY 2024-25 Results: 9% Competent 91% Accomplished	BSAD 4980 Business Policy & Strategy. Requirements: Senior status; UG Day and UG SGOCE cannot cross register.	All students enrolled in BSAD 4980 Business Policy & Strategy. 68 total students	At least 70% of all graduating students will score on each evaluation criterion within the Competent range (score 3 – 4) or within the Accomplished range (score 5 – 6).	Review results as required by external accreditor IACBE. Must show continual improvement.

PLO # (from above)	Assessment description (exam, observation, national standardized exam, oral presentation with rubric, etc.)	When assessment was administered in student program (internship, 4th year, 1st year, etc.)	To which students were assessments administered (all, only a sample, etc.)	What is the target set for the PLO? (criteria for success)	Reflection on the results: How was the “loop closed”?
ISLO 4	Comprehensive Case, Quiz AY 2024-25 Results: 16% Competent 84% Accomplished	BSAD 4980 Business Policy & Strategy. Requirements: Senior status; UG Day and UG SGOCE cannot cross register.	All students enrolled in BSAD 4980 Business Policy & Strategy. 68 total students	At least 70% of all graduating students will score on each evaluation criterion within the Competent range (score 3 – 4) or within the Accomplished range (score 5 – 6).	Review results as required by external accreditor IACBE. Must show continual improvement.
ISLO 5	Comprehensive Case, Quiz AY 2024-25 Results: 13% Competent 87% Accomplished	BSAD 4980 Business Policy & Strategy. Requirements: Senior status; UG Day and UG SGOCE cannot cross register.	All students enrolled in BSAD 4980 Business Policy & Strategy. 68 total students	At least 70% of all graduating students will score on each evaluation criterion within the Competent range (score 3 – 4) or within the Accomplished range (score 5 – 6).	Review results as required by external accreditor IACBE. Must show continual improvement.
ISLO 6	Comprehensive Case, Quiz AY 2024-25 Results: 12% Competent 88% Accomplished	BSAD 4980 Business Policy & Strategy. Requirements: Senior status; UG Day and UG SGOCE cannot cross register.	All students enrolled in BSAD 4980 Business Policy & Strategy. 68 total students	At least 70% of all graduating students will score on each evaluation criterion within the Competent range (score 3 – 4) or within the Accomplished range (score 5 – 6).	Review results as required by external accreditor IACBE. Must show continual improvement.
ISLO 7	Comprehensive Case, Quiz AY 2024-25 Results: 21% Competent 79% Accomplished	BSAD 4980 Business Policy & Strategy. Requirements: Senior status; UG Day and UG SGOCE cannot cross register.	All students enrolled in BSAD 4980 Business Policy & Strategy. 68 total students	At least 70% of all graduating students will score on each evaluation criterion within the Competent range (score 3 – 4) or within the Accomplished range (score 5 – 6).	Review results as required by external accreditor IACBE. Must show continual improvement.

You may use this comment box to provide any additional information, if applicable:

The Bachelor of Science in Business Administration program has five concentrations: Accounting, Information Systems Management, Entrepreneurship & Innovation, Management, and Marketing. The program is accredited by IACBE (International

Accreditation Council for Business Education). The Business Administration department successfully completed the requirements for IQAR (interim quality assurance report) and is currently preparing for the programs self-study year in 2025-2026.

Summary of Findings: Briefly summarize the results of the PLO assessments reported in Section II above combined with other relevant evidence gathered and show how these are being reviewed/discussed. How are you “closing the loop”?

Reflection Prompt	Narrative Response
Other than GPA, what data/ evidence is used to determine that graduates have achieved the stated outcomes for the degree? (e.g., capstone course, portfolio review, licensure examination)	All students in the BSBA major must complete BSAD 4980 Business Policy & Strategy.
Who interprets the evidence? What is the process? (e.g. annually by the curriculum committee)	The evidence is reviewed by Dr. Kim. Dr. Kim prepares a findings report that is submitted to the Assessment Committee and the Undergraduate Curriculum Committee. This is done on a semester basis.
What changes have been made as a result of using the data/evidence? (close the loop)	Recommendations have been made to increase education in areas where students struggle. One area that the department is working on is teamwork and the implications of not participating.

Section I: Program Assessment (please complete this section for each program in your department)

Program: Master, Business Administration

B. Program Learning Outcomes (PLOs) (Educational Objectives)

I. List of PLOs and the timeline for assessment

PLO #	PLO – Stated in assessable terms	Where are the learning outcomes for this level/program published? (please specify) Include URLs where appropriate.	Timing of assessment (annual, semester, bi-annual, etc.)	When was the last assessment of the PLO completed?
ISLO 1	Critical Thinking/Problem Solving: Students will be able to integrate theory and practice to identify business problems and find solutions.	University Graduate Catalog: Graduate Programs	MGMT 9500 Capstone, Strategic Management Offered every semester, Term B	Spring 2025
ISLO 2	Teamwork: Students will be able to create a cohesive team environment by building on contributions of members to accomplish a planned goal.	University Graduate Catalog: Graduate Programs	MGMT 9500 Capstone, Strategic Management Offered every semester, Term B	Spring 2025
ISLO 3	Communication: Students will be able to construct and present effective business communications to reach diverse audiences by being clear and easy to interpret; by being concise and providing evidence, insightful data, and logic; and by adhering to ethical standards.	University Graduate Catalog: Graduate Programs	MGMT 9500 Capstone, Strategic Management Offered every semester, Term B	Spring 2025
ISLO 4	Business Knowledge: Students will be able to develop informed business decisions by integrating business knowledge and theories.	University Graduate Catalog: Graduate Programs	MGMT 9500 Capstone, Strategic Management Offered every semester, Term B	Spring 2025
ISLO 5	Business Environment: Students will be able to evaluate the ethical, legal, economic, and global environment to practical business situations and assess their impact.	University Graduate Catalog: Graduate Programs	MGMT 9500 Capstone, Strategic Management Offered every semester, Term B	Spring 2025

PLO #	PLO – Stated in assessable terms	Where are the learning outcomes for this level/program published? (please specify) Include URLs where appropriate.	Timing of assessment (annual, semester, bi-annual, etc.)	When was the last assessment of the PLO completed?
ISLO 6	Analysis and Technology Utilization: Students will be able to integrate data intelligence to make, improve, and defend business decisions in a responsible and sustainable manner.	University Graduate Catalog: Graduate Programs	MGMT 9500 Capstone, Strategic Management Offered every semester, Term B	Spring 2025
ISLO 7	Management and Leadership: Students will be able to evaluate the role of motivation and influence in achieving a coordinated goal by demonstrating a growth-mindset to harness creativity and innovation.	University Graduate Catalog: Graduate Programs	MGMT 9500 Capstone, Strategic Management Offered every semester, Term B	Spring 2025

II. **PLO Assessment** (Please report on the PLOs assessed and/or reviewed this year. Programs should be assessing at least one each year.)

Using the table below, list and briefly describe the **direct method(s)** used to collect information assessing whether students are learning the core sets of knowledge (K), skills (S) and attitudes (A) identified as essential.

PLO # (from above)	Assessment description (exam, observation, national standardized exam, oral presentation with rubric, etc.)	When assessment was administered in student program (internship, 4th year, 1st year, etc.)	To which students were assessments administered (all, only a sample, etc.)	What is the target set for the PLO? (criteria for success)	Reflection on the results: How was the “loop closed”?
ISLO 1	Comprehensive Case, Exams, and Discussions AY 2024-25 Results: 4% Proficient 94% Exemplary	MGMT 9500 Capstone, Strategic Management. To be taken in final semester. Must have successfully completed all core courses (15-credits) and a minimum of 21 credits.	Students enrolled in Dr. M. Gh. Simion MGMT 9500 section. 228 total students	At least 75% of graduating students will indicate that within the Proficient range (score: 3 – 4) or within the Exemplary range (score: 5 – 6) learning in their program contributed to the successful achievement of each of the program ISLOs #1 through #7.	Review results as required by external accreditor IACBE. Must show continual improvement.
ISLO 2	Comprehensive Case, Exams, and Discussions AY 2024-25 Results: 27% Proficient 71% Exemplary	MGMT 9500 Capstone, Strategic Management. To be taken in final semester. Must have successfully completed all core courses (15-credits) and a minimum of 21 credits.	Students enrolled in Dr. M. Gh. Simion MGMT 9500 section. 228 total students	At least 75% of graduating students will indicate that within the Proficient range (score: 3 – 4) or within the Exemplary range (score: 5 – 6) learning in their program contributed to the successful achievement of each of the program ISLOs #1 through #7.	Review results as required by external accreditor IACBE. Must show continual improvement.
ISLO 3	Comprehensive Case, Exams, and Discussions AY 2024-25 Results: 15% Proficient 83% Exemplary	MGMT 9500 Capstone, Strategic Management. To be taken in final semester. Must have successfully completed all core courses (15-credits) and a minimum of 21 credits.	Students enrolled in Dr. M. Gh. Simion MGMT 9500 section. 228 total students	At least 75% of graduating students will indicate that within the Proficient range (score: 3 – 4) or within the Exemplary range (score: 5 – 6) learning in their program contributed to the successful achievement of each of the program ISLOs #1 through #7.	Review results as required by external accreditor IACBE. Must show continual improvement.

PLO # (from above)	Assessment description (exam, observation, national standardized exam, oral presentation with rubric, etc.)	When assessment was administered in student program (internship, 4th year, 1st year, etc.)	To which students were assessments administered (all, only a sample, etc.)	What is the target set for the PLO? (criteria for success)	Reflection on the results: How was the “loop closed”?
ISLO 4	Comprehensive Case, Exams, and Discussions AY 2024-25 Results: 6% Proficient 92% Exemplary	MGMT 9500 Capstone, Strategic Management. To be taken in final semester. Must have successfully completed all core courses (15- credits) and a minimum of 21 credits.	Students enrolled in Dr. M. Gh. Simion MGMT 9500 section. 228 total students	At least 75% of graduating students will indicate that within the Proficient range (score: 3 – 4) or within the Exemplary range (score: 5 – 6) learning in their program contributed to the successful achievement of each of the program ISLOs #1 through #7.	Review results as required by external accreditor IACBE. Must show continual improvement.
ISLO 5	Comprehensive Case, Exams, and Discussions AY 2024-25 Results: 5% Proficient 93% Exemplary	MGMT 9500 Capstone, Strategic Management. To be taken in final semester. Must have successfully completed all core courses (15- credits) and a minimum of 21 credits.	Students enrolled in Dr. M. Gh. Simion MGMT 9500 section. 228 total students	At least 75% of graduating students will indicate that within the Proficient range (score: 3 – 4) or within the Exemplary range (score: 5 – 6) learning in their program contributed to the successful achievement of each of the program ISLOs #1 through #7.	Review results as required by external accreditor IACBE. Must show continual improvement.
ISLO 6	Comprehensive Case, Exams, and Discussions AY 2024-25 Results: 7% Proficient 91% Exemplary	MGMT 9500 Capstone, Strategic Management. To be taken in final semester. Must have successfully completed all core courses (15- credits) and a minimum of 21 credits.	Students enrolled in Dr. M. Gh. Simion MGMT 9500 section. 228 total students	At least 75% of graduating students will indicate that within the Proficient range (score: 3 – 4) or within the Exemplary range (score: 5 – 6) learning in their program contributed to the successful achievement of each of the program ISLOs #1 through #7.	Review results as required by external accreditor IACBE. Must show continual improvement.

PLO # (from above)	Assessment description (exam, observation, national standardized exam, oral presentation with rubric, etc.)	When assessment was administered in student program (internship, 4 th year, 1 st year, etc.)	To which students were assessments administered (all, only a sample, etc.)	What is the target set for the PLO? (criteria for success)	Reflection on the results: How was the “loop closed”?
ISLO 7	Comprehensive Case, Exams, and Discussions AY 2024-25 Results: 3% Proficient 96% Exemplary	MGMT 9500 Capstone, Strategic Management. To be taken in final semester. Must have successfully completed all core courses (15-credits) and a minimum of 21 credits.	Students enrolled in Dr. M. Gh. Simion MGMT 9500 section. 228 total students	At least 75% of graduating students will indicate that within the Proficient range (score: 3 – 4) or within the Exemplary range (score: 5 – 6) learning in their program contributed to the successful achievement of each of the program ISLOs #1 through #7.	Review results as required by external accreditor IACBE. Must show continual improvement.

You may use this comment box to provide any additional information, if applicable:

The Master in Business Administration program has 2 modalities (traditional and accelerated online). The traditional is 15-week on-campus program that offers three concentrations: Accounting, Human Resources Management, and Management. The accelerated online program offers eight concentrations: Accounting, Business Analytics Management, Finance, Health Care Management, Human Resources Management, Management, Marketing, and Supply Chain Management. The program is accredited by IACBE (International Accreditation Council for Business Education). The Business Administration department successfully completed the requirements for IQAR (interim quality assurance report) and is currently preparing for the programs self-study year in 2025-2026.

Summary of Findings: Briefly summarize the results of the PLO assessments reported in Section II above combined with other relevant evidence gathered and show how these are being reviewed/discussed. How are you “closing the loop”?

Reflection Prompt	Narrative Response
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Other than GPA, what data/ evidence is used to determine that graduates have achieved the stated outcomes for the degree? (e.g., capstone course, portfolio review, licensure examination)	Students in the MBA program are required to complete MGMT 9500, Capstone Strategic Management.
Who interprets the evidence? What is the process? (e.g. annually by the curriculum committee)	The evidence is reviewed by Dr. Simion. Dr. Simion prepares a findings report that is submitted to the Assessment Committee, the Graduate Curriculum Committee, and the Dean of SGOCE. This is done on a semester basis.
What changes have been made as a result of using the data/evidence? (close the loop)	Recommendations for incorporating baseline foundational knowledge are currently in process.

B. Assessment Plan for Program/Department

- I. Insert the program or department Assessment Plan (This is an independent plan from what is reported in this document).

OUTCOMES ASSESSMENT PLAN

Fitchburg State University

School of Business & Technology, Business Administration Department

Section I: Mission and Broad-Based Goals

Mission Statement

Mission of the <i>BUSINESS ADMINISTRATION DEPARTMENT</i>:
The School of Business & Technology's Business Administration Department fuses academics and practical experience through our programs and areas of concentration. Our programs equip students with the essential knowledge of business theories, practical business skills, and innovative technology; then apply that knowledge strategically and ethically along with the ability to adapt to world changes. We strive for excellence through continual improvement and engagement with local business leaders. We support the inclusivity of all students, including those with varying abilities, and cultural backgrounds, and both active military and veterans. Our faculty prepares students to think critically and communicate effectively, act ethically and professionally, recognize and value creativity and diversity, and become socially responsible strategic leaders in both business and the community.

Broad-Based Goals

Broad-Based Student Learning Goals:
1. Students will gain the disciplinary knowledge and competencies appropriate to their program of study.
2. Students will be data and information literate to make complex decisions and strategies.
3. Students will become ethical, responsible decision makers able to relate in an ever-changing world.
4. Students will gain communication and collaboration experience to be effective team members and leaders.

Broad-Based Operational Goals:

1. The Business Administration Department will offer relevant quality degree programs that prepare students for successful and principled leaders in academic and professional careers, graduate school, professional advancement, and in their communities.
2. The Business Administration Department will attract and retain highly qualified faculty who are effective instructors and advisors and are engaged in professional development activities at the community and/or university level.
3. The Business Administration Department will work together with our students and graduates to strive to make a positive impact on both business and community through knowledge sharing and continued engagement with local business leaders.

Section II: Student Learning Assessment**Student Learning Assessment for BUSINESS ADMINISTRATION****BACHELOR OF SCIENCE****Intended Student Learning Outcomes (ISLOs)**

1. **Critical Thinking/Problem Solving:** Students will be able to apply relevant information from all areas of knowledge to assess situations, identify problems and find solutions.

Broad-Based Student Learning Goals to which this Outcome is Linked: 1, 2, 3

Key Learning Outcomes to which this Outcome is Linked: 1, 4
2. **Teamwork/Collaboration:** Students will be able to collaborate and contribute to a team environment to achieve a planned goal.

Broad-Based Student Learning Goals to which this Outcome is Linked: 1, 2, 4

Key Learning Outcomes to which this Outcome is Linked: 2

<p>3. Oral/Written Communication: Students will be able to demonstrate effective oral and written forms of business communication by being professional in tone and follow business conventions; clear and easy to interpret; concise, provide evidence, insightful data, and logic; and influence by adhering to ethical standards.</p> <p>Broad-Based Student Learning Goals to which this Outcome is Linked: 2, 3, 4</p> <p>Key Learning Outcomes to which this Outcome is Linked: 3</p>
<p>4. Business Knowledge: Students will be able to integrate the concepts in the core functional areas of business to formulate informed decisions.</p> <p>Broad-Based Student Learning Goals to which this Outcome is Linked: 1</p> <p>Key Learning Outcomes to which this Outcome is Linked: 4</p>
<p>5. Business Environment: Students will be able to apply knowledge of the ethical, legal, economic, and global environment to practical business situations and ascertain their impact.</p> <p>Broad-Based Student Learning Goals to which this Outcome is Linked: 1, 3</p> <p>Key Learning Outcomes to which this Outcome is Linked: 5</p>
<p>6. Analysis & Technology Utilization: Students will be able to apply digital intelligence to make, improve, and defend business decisions in a responsible and sustainable manner.</p> <p>Broad-Based Student Learning Goals to which this Outcome is Linked: 2, 3</p> <p>Key Learning Outcomes to which this Outcome is Linked: 6</p>
<p>7. Management & Leadership: Students will be able to analyze the role of motivation and influence in achieving a coordinated goal. Exhibit a growth-mindset to harness creativity and innovation.</p> <p>Broad-Based Student Learning Goals to which this Outcome is Linked: 4</p> <p>Key Learning Outcomes to which this Outcome is Linked: 7</p>
<p>Assessment of Individual Student Achievement of each ISLO</p>

Direct Assessment Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Direct Measures:
1. BSBA Capstone Integrated Comprehensive Case Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6, 7	At least 70% of all graduating students will score on each evaluation criterion within the Competent range (score 3 – 4) or within the Accomplished range (score 5 – 6).
Indirect Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Indirect Measures:
1. Undergraduate Senior Student Exit Survey Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6, 7	At least 80% of graduating students will indicate that to a “moderate extent” or “great extent” learning in their program contributed to the successful achievement of each of the program ISLOs #1 through #7.

Student Learning Assessment for BUSINESS ADMINISTRATION	MASTER
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Intended Student Learning Outcomes (ISLOs)
1. Critical Thinking/Problem Solving: Students will be able to integrate theory and practice to identify business problems and find solutions. Broad-Based Student Learning Goals to which this Outcome is Linked: 1, 2, 3 Key Learning Outcomes to which this Outcome is Linked: 1
2. Teamwork: Students will be able to create a cohesive team environment by building on contributions of members to accomplish a planned goal. Broad-Based Student Learning Goals to which this Outcome is Linked: 1, 2, 4 Key Learning Outcomes to which this Outcome is Linked: 2

<p>3. Communication: Students will be able to construct and present effective business communications to reach diverse audiences by being clear and easy to interpret; by being concise and providing evidence, insightful data, and logic; and by adhering to ethical standards.</p> <p>Broad-Based Student Learning Goals to which this Outcome is Linked: 2, 3, 4</p> <p>Key Learning Outcomes to which this Outcome is Linked: 3</p>
<p>4. Business Knowledge: Students will be able to develop informed business decisions by integrating business knowledge and theories.</p> <p>Broad-Based Student Learning Goals to which this Outcome is Linked: 1</p> <p>Key Learning Outcomes to which this Outcome is Linked: 4</p>
<p>5. Business Environment: Students will be able to evaluate the ethical, legal, economic, and global environment to practical business situations and assess their impact.</p> <p>Broad-Based Student Learning Goals to which this Outcome is Linked: 1, 3</p> <p>Key Learning Outcomes to which this Outcome is Linked: 5</p>
<p>6. Analysis & Technology Utilization: Students will be able to integrate data intelligence to make, improve, and defend business decisions in a responsible and sustainable manner.</p> <p>Broad-Based Student Learning Goals to which this Outcome is Linked: 2, 3</p> <p>Key Learning Outcomes to which this Outcome is Linked: 6</p>
<p>7. Management & Leadership: Students will be able to evaluate the role of motivation and influence in achieving a coordinated goal by demonstrating a growth-mindset to harness creativity and innovation.</p> <p>Broad-Based Student Learning Goals to which this Outcome is Linked: 4</p> <p>Key Learning Outcomes to which this Outcome is Linked: 7</p>
<p>Assessment of Individual Student Achievement of each ISLO</p>

Direct Assessment Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Direct Measures:
1. MBA Capstone Integrated Comprehensive Case Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6, 7	At least 70% of all graduating students will score on each evaluation criterion within the Proficient range (score: 3 – 4) or within the Exemplary range (score: 5 – 6) on the rating scale for each of the program ISLO #1 through #7s.
Indirect Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Indirect Measures:
1. MBA Student Exit Survey Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6, 7	At least 75% of graduating students will indicate that within the Proficient range (score: 3 – 4) or within the Exemplary range (score: 5 – 6) learning in their program contributed to the successful achievement of each of the program ISLOs #1 through #7.

Section III: Operational Assessment

Broad-Based Operational Goals: (refer to Section I)
1. The School of Business & Technology, Business Administration Department will mentor and educate students to achieve successful professional careers as principled entrepreneurs, business managers, executives, and community leaders and in academics through relevant and quality programs.
2. The School of Business & Technology, Business Administration Department will attract and retain highly qualified faculty who are effective instructors and advisors and are engaged in professional development activities at the community and/or university level.
3. The School of Business & Technology, Business Administration Department will work together with our students and graduates to strive to make a positive impact on both business and community through knowledge sharing and continued engagement with local business leaders.

Intended Operational Outcomes (IOOs)

<p>1. The Business Administration Department will graduate its students in the program within a reasonable time-frame.</p> <p>Broad-Based Operational Goals to which this Outcome is Linked: 1</p>
<p>2. The Business Administration Department will be successful in contributing to the professional advancement of its MBA graduates.</p> <p>Broad-Based Operational Goals to which this Outcome is Linked: 1, 2</p>
<p>3. The Business Administration Department will be successful in providing high-quality instructions to students.</p> <p>Broad-Based Operational Goals to which this Outcome is Linked: 1, 2</p>
<p>4. Faculty members in the Business Administration Department will be highly qualified in their teaching discipline.</p> <p>Broad-Based Operational Goals to which this Outcome is Linked: 2</p>
<p>5. The academic programs offered by the Business Administration Department will be current, relevant, and meet the needs of business.</p> <p>Broad-Based Operational Goals to which this Outcome is Linked: 1, 3</p>
<p>6. Full-time faculty members in the Business Administration Department will be engaged in appropriate scholarly and professional activities on an annual basis.</p> <p>Broad-Based Operational Goals to which this Outcome is Linked: 2, 3</p>
<p>7. Undergraduate students in the Business Administration Department will have the opportunity to participate in relevant internships and business laboratories.</p> <p>Broad-Based Operational Goals to which this Outcome is Linked: 1, 3</p>
<p>8. The Business Administration Department will provide the foundation to enable undergraduate students to successfully pursue employment in the field of business or advanced degrees within a reasonable timeframe after graduation.</p> <p>Broad-Based Operational Goals to which this Outcome is Linked: 1</p>

9. The Business Administration Department will be successful in providing effective academic advising to its students in the bachelor programs.

Broad-Based Operational Goals to which this Outcome is Linked: 1

Assessment of Business Unit's Achievement of each IOO	
Assessment Measures of Operational Outcomes:	Performance Objectives (Targets/Criteria) for Assessment Measures:
<p>1. BSBA Senior Exit Survey</p> <p>Intended Operational Outcomes Assessed by this Measure: 1, 3, 8</p>	<p>Objective (Target/Criterion) for Measure/Method 1: On the exit survey instrument, at least 50% of graduating students will indicate that they will graduate within 6 years or less of starting the program.</p> <p>Objective (Target/Criterion) for Measure/Method 3: On the exit survey instrument, at least 80% of graduating students will indicate that to a "moderate extent" or "great extent" they are satisfied with the BSAD's program content and the manner in which it was delivered.</p> <p>Objective (Target/Criterion) for Measure/Method 8: On the exit survey instrument, at least 80% of graduating students will indicate that they are currently employed within the field of business, are pursuing employment within the field of business, or are pursuing an advanced degree.</p>
<p>2. MBA Exit Survey</p> <p>Intended Operational Outcomes Assessed by this Measure: 1, 2, 3</p>	<p>Objective (Target/Criterion) for Measure/Method 1: On the exit survey instrument, at least 75% of graduating students will indicate that they will graduate within 6 years or less of starting the program.</p> <p>Objective (Target/Criterion) for Measure/Method 2: On the MBA exit survey instrument, at least 80% of graduating students will indicate that to a</p>

	<p>"moderate extent" or "great extent" learning in their program contributed to their professional achievement.</p> <p>Objective (Target/Criterion) for Measure/Method 3: On the exit survey instrument, at least 80% of graduating students will indicate that to a "moderate extent" or "great extent" they are satisfied with the MBA program content and the manner in which it was delivered.</p>
<p>3. Faculty Credential Files (e.g. CVs)</p> <p>Intended Operational Outcomes Assessed by this Measure: 3, 4, 6</p>	<p>Objective (Target/Criterion) for Measure/Method 3, 4: 100% of faculty will be either academically (doctoral degree) or professionally qualified.</p> <p>Objective (Target/Criterion) for Measure/Method 6: 80% of full-time faculty are to be engaged in scholarship and professionally related activities.</p>
<p>4. Course Schedule List, Semester Reports on Internships</p> <p>Intended Operational Outcomes Assessed by this Measure: 7</p>	<p>Objective (Target/Criterion) for Measure/Method 7: Internships are offered every Fall and Spring semesters. 100% of internships relate to the student's concentration.</p>
<p>5. Academic Advising Survey (undergraduate only)</p> <p>Intended Operational Outcomes Assessed by this Measure: 9</p>	<p>Objective (Target/Criterion) for Measure/Method 9: Results from Academic Advising Survey: the mean rating of students will be two or less, out of a possible 5, where 1 = very much and 5 = not at all, for the question "how would you rate your overall advising experience with your present advisor."</p>
<p>6. Degree Works, SSC Platform (undergraduate only)</p> <p>Intended Operational Outcomes Assessed by this Measure: 9</p>	<p>Objective (Target/Criterion) for Measure/Method 9: 100% of faculty advisors will use SSC and Degree Works.</p>
<p>7. Suggested Plans of Study (undergraduate)</p> <p>Intended Operational Outcomes Assessed by this Measure: 9</p>	<p>Objective (Target/Criterion) for Measure/Method 9: Plans of study and two year course rotations are available to students on the website</p>
<p>8. Suggested Plans of Study (graduate)</p> <p>Intended Operational Outcomes Assessed by this Measure: 9</p>	<p>Objective (Target/Criterion) for Measure/Method 9: Plans of study and two year course rotations are available to students on the website</p>

- II. Explain any changes in the assessment plan including new or revised PLOs, new assessments that the program/department plans to implement and new targets or goals set for student success. This will be determined after the reaffirmation of accreditation is complete in April 2027.
- III. If you do not have a plan, would you like help in developing one? ____Yes

C. Program Review Action Plan or External action Letter/Report

Annual Reflection/Follow-up on Action Plan from last Program Review or external accreditation (only complete the table that is appropriate for your program)

I. ~~Programs that fall under Program Review:~~

~~i. Date of most recent Review:~~

~~ii. Insert the Action Plan table from your last Program Review and give any progress towards completing the tasks or achieving targets set forth in the plan.~~

Specific area where improvement is needed	Evidence to support the recommended change	Person(s) responsible for implementing the change	Timeline for implementation	Resources needed	Assessment Plan	Progress Made this Year

~~iii. If you do not have an action plan, would you like help in developing one based on your last program review and needs of the program? ____Yes~~

II. Programs with external Accreditation:

- i. Professional, specialized, State, or programmatic accreditations currently held by the program/department.
IACBE, International Accreditation Council for Business Education
<https://iacbe.org/memberpdf/FitchburgStateUniversity.pdf>

- ii. Date of most recent accreditation action by each listed agency.
Current Period of Accreditation: May 1, 2020-April 30, 2027
Interim Quality Assurance Report: Submitted and Approved December 31, 2024
- iii. Date and nature of next review and type of review.
Self-Study Year: Summer 2025-Spring 2026
IACBE Site Visit: January 2027

List key issues for continuing accreditation identified in accreditation action letter or report.	Key performance indicators as required by agency or selected by program (licensure, board or bar pass rates; employment rates, etc.) (If required.)	Update on fulfilling the action letter/report or on meeting the key performance indicators.

Section II - Departmental Outcomes

AA. Departmental Strategic Initiatives

Accomplished Initiatives AY24-25 Add more rows as needed	Corresponding Strategic Plan Goal & Strategy Goal # followed by Strategy # ex: 1.3	Indicate (X) if a Diversity, Equity and Inclusiveness (DEI) Goal
<ul style="list-style-type: none"> Continue reviewing curriculum and updated prerequisites and class levels. i.e BSAD2020 and BSAD 3400 to conform better with our curriculum. 	G#1, G#2	

<ul style="list-style-type: none"> • BSAD 4000 removed math requirement. • Renamed Entrepreneurship concentration to Entrepreneurship and Innovation. • Renamed Intro to Entrepreneurship into to Entrepreneurship and Innovation. 		
Student Personal Financial Literacy project in advanced planning stages. On track for July 25 install.	G#1, G#2, G#3, G#4. G#5	X
In cooperation with Economics department, we helped them build a new degree in Finance.	G#1, G#2, G#3, G#4. G#5	

Planned Initiatives for AY 25-26 Add more rows as needed	Associated Strategic Plan Goal & Strategy Goal # followed by Strategy # ex: 1.3	Indicate (X) if a Diversity, Equity and Inclusiveness (DEI) Goal
IACBE self-study year	G#1, G#2, G#3, G#4, G# 5	X
New tenure track search	G#1, G#2, G#3, G#4, G# 5	X
Roll out the Personal Finance Literacy Project	G#1, G#2, G#3, G#4, G# 5	X

Continue to consider new concentrations as needs arise and in collaboration with other departments.	G#1, G#2, G#3, G#4, G# 5	X
Launch new center for entrepreneurship and innovation. In preliminary draft stage.	G#1, G#2, G#3, G#4, G# 5	X

B. Departmental Accomplishments and Reflection:

Take this section to reflect on--

- 1. 24-25 Accomplishments not captured above*
- 2. Initiatives that you may be considering for 25-26 academic year that you did not already capture above*
- 3. Any other thoughts or information that you would like to share*