

CBE AOL Closing the Loop Form

Program: MBA Date: May 4, 2021

Learning Goal: LG 2: Students who graduate will have leadership, team-building, and advanced communication skills in diverse and cross-cultural managerial environments.

Learning Objective: LO 2A: Students who graduate will demonstrate leadership and teamwork skills.

Program Director: Glen Taylor

Faculty Members: Doug Selee, Tom Bagwell

Closing-the-Loop

1. Review Learning Objective (LO) assessment data in the current Assessment Report.
2. Review previous LO assessment data and improvement actions taken since then in the AOL Summary Report.
3. Document below the effectiveness of past improvement actions in improving student learning or the AOL process (this is what is known as "closing-the-loop").

1. 100% of students meet or exceed expectations.
2. In 2017, 77% of students met or exceeded expectations. This is above the benchmark of 75%, but with room for improvement.
3. Improvements appear to be due, in part, to an increase in the use of self-efficacy training, with focused leadership coaching and team facilitation in class.

4. Document below your evaluation of current LO assessment data compared to the benchmark and the need for new improvement actions. Consider not just the overall average LO score but also score on individual traits shown in the Assessment Report and derived from the LO rubric.

The recent assessment data shows that we have developed a more effective approach to teaching leadership and teamwork skills in the MBA program. The courses that deal with leadership and communication are among the most highly cited by students as most relevant to their learning needs as MBA students. At graduation parties, when asked to identify the single most impactful learning from the MBA program, leadership and teamwork always receive the most mention.

Self-reflection: One of the areas where we see opportunities for higher levels of achievement in leadership has to do with coaching and feedback techniques developed with an understanding of the 'self'. Through the examination of the 'self' as a story-telling and the use of exercise along with character strengths, meaning and a sense of purpose. Instructors have increasingly found that students develop leadership skills using a 'theater' approach to develop self-expression, and positive psychology to improve resilience to weather challenging times. These additional skills have been developed in part by using additional facilitators in the classroom in support of the instructor of record. Growing this capacity for facilitation is an opportunity for continued improvement.

5. Record below a list of recommended course-level or programmatic actions to improve student learning or the AOL process.
 - a. Sort the list from most recommended to least.
 - b. Given our mature AOL system, ideas should not be limited to just AOL system improvements.
 - c. For each improvement action proposal, list the project leader, timeline to completion, required resources, expected ease of implementation (hard, medium, easy), and expected impact on student learning (low, medium, high).
 - d. You may use ease of implementation and impact on student learning to rank improvements.
 - e. There is no guarantee that improvement ideas will be approved. They need to be reviewed by the program director, curriculum committee and dean.

The most important action item for closing the loop on leadership and communication is to develop additional facilitators. In the past we have enjoyed ad hoc success in developing the skills of alumni and selected professionals through a facilitation boot-camp. As we expand our use of facilitators in the classroom experience, a more systematic and regular approach is required. This could take the form of a summer training session for our alumni. Alumni would then assist instructors in future classes.

Facilitator training would require appropriate time and facilities. In the past we have found that the conference center in San Ramon that we use for our executive training is the most effective space for meeting this need.

Tom Bagwell has the most experience among our pool of instructors in running facilitator training workshops. It would be logical to enlist his abilities and experience to lead this effort. In the current academic year, Tom was received the award of the outstanding instructor of CSUEB at the university level.