

CBE AOL Closing the Loop Form

Program: MBA Date: May 4, 2021

Learning Goal: 2 - Students who graduate will be effective data-driven decision makers.

Learning Objective: 2D - Students who graduate will demonstrate cross-cultural awareness and sensitivity in their interpersonal and group communication

Program Director: Glen Taylor

Faculty Members: Asha Rao

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. This is a new learning objective and baseline data is not available.
2. Things that have been done in the past three years to improve cross-cultural skills:
 - a. Added two assignments related to effectiveness in cross cultural effectiveness in negotiations.
3. Have these things been effective?
 - a. Good response from students. Our student population is highly diverse and for the most part very tuned into issues of cultural diversity. The students were able to deepen their understanding of diversity theory and research.

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.

Overall assessment results are positive with 80% of students meeting or exceeding expectations.

Trait 2: Sensitivity & Adaptation was below target at 72.5% of students meeting or exceeding expectations.

The greatest need for students is to have additional learning opportunities to deepen their understanding of how cross-cultural issues arise and can be managed at work, based on appropriate knowledge, frameworks and by learning of the experiences of leaders who face these challenges on a daily basis.

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 new Women in Leadership program, which has been in early development in the past year has been highly successful in bringing cross-cultural issues to the MBA program. Asha Rao has committed to building on the very promising start from 2020-21.

Professor Rao has suggested that this is the time to grow this WIL program, with the following actions:

- Additional guest speakers made available to the wider graduate program -- managing this effort is time consuming and requires additional support of at least a Graduate Assistant at 10 hours or more per week.
- Expanded fellowship opportunities with funds from both internal and external sources to provide selected students with additional support to help them grow as future leaders. Funds for fellowships are currently coming from individual donations. Support for corporate fund raising and grant writing is needed. This is another area where a Graduate Assistant is needed. Matching funding from CBE is also likely to attract a larger pool of external Fellowship sponsors.
- Mentorships, with a growing network of supporting external relationships. Again, this is a coordination challenge and further staff support is required.
- MBA orientation opportunities focused on building cross-cultural awareness and skills as students are entering the MBA program. There are three MBA orientations, and the scale of this would be large and perhaps challenging to organize and conduct. This might not be possible at this time.