

### CBE AOL Closing the Loop Form

Program: MBA Date: May 4, 2021

Learning Goal: LG 5: Students who graduate will be able to make ethical decisions.

Learning Objective: LO 5A: Students who graduate will recognize and analyze ethical issues in decision-making.

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Faculty Members: Tom Bagwell, Doug Selee

#### 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 the students meet or exceed expectations overall, and for each trait.
2. In 2017, 24% did not meet expectations for Trait 3: Analyzes Alternatives and Consequences. While this met our benchmark of 75%, it was the weakest of the traits assessed.
3. The course in which this assessment is conducted focuses on teamwork and communication. Ethics is an important part of this course, but mainly in terms of developing a stakeholder approach to leadership. This dovetails well with leadership and communication. However, it is not always clear to students that managing stakeholder interests is essential to ethical leadership. Instructors have been doing more to create this awareness in the course and it is showing up as better results in our assessments.

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.

1. In 2017, 100% of students meet or exceed expectations.
2. For the Trait 'Alternatives & Consequences', 24% do not meet expectations.
3. 'Alternatives & Consequences' needs additional 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.

1. Course instructors believe that sharing the rubric for AoL assessment makes sense for this course. The goal is to bring the learning objective to the surface of communication, recognizing that managing stakeholder interests is both good business and good ethics.
2. New assignment instructions will be developed aiming to make the ethics learning objective more transparent to students. Stakeholder interests and the consequences of decisions for stakeholders in the broader contextual environment, and not only those stakeholders who are parties to a business transaction, will contribute to a more conscious consideration of the ethical dimension of decisions that at first might not be recognized or given weight in leadership communication.
3. Doug Selee will take the lead in preparing assignment instructions that reveal the weighting of ethical considerations in otherwise transactional communications.
4. A secondary, but interesting proposal is to conduct remote negotiations beyond the confines of a single classroom of students, with contextual stakeholders who might be affected by the outcomes of decisions commenting on the consequences of various alternative courses of action.