OUTCOMES ASSESSMENT PLAN RESULTS 2015-16

Forbes School of Business & Technology

Intended Student Learning Outcomes

This section contains program outcomes for each major within the Forbes School of Business & Technology, along with a brief summary of completed program outcome assessments. The Ashford University Assessment website link https://assessment.ashford.edu/ is provided throughout the Principle 1 response where complete Forbes School of Business & Technology assessment summaries and statistics are available for IACBE review.

Each of the university's four Colleges is responsible for programmatic review of student learning and conducts program assessments on an ongoing basis. All Colleges use the same assessment plan components including format, terminology, assessment cycle, and reporting template to ensure consistency across all programs. The plan includes a predetermined assessment timeline that evaluates all online program outcomes within a two-and-one-half-year cycle. The Assessment website provides information on the university's assessment philosophy and model. The program assessment tab contains specific Executive Summaries, graphics, and statistics for all completed assessments.

Bachelor's Degree Programs
Bachelor of Arts in Accounting
Students completing the Bachelor of Arts in Accounting program will be able to:
   i.   Demonstrate fundamental accounting principles and procedures;
   ii. Employ technology tools related to the area of accounting;
   iii. Analyze alternatives to complex accounting problems;
   iv. Integrate accounting and finance information in business decision making; and
   v.   Analyze the legal, regulatory and ethical issues in the practice of accounting.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results for this program are summarized below.

A. Bachelor of Arts in Accounting

2015-2016 Assessment Cycle: Program Learning Outcome #1 Demonstrate fundamental accounting principles and procedures.		
Measure	Target	Results

Common Professional Component (CPC) Comprehensive Exam Subsection – Accounting Section (Direct)	Acceptable Target: Bachelor of Arts in Accounting students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Accounting students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Accounting students (*M=631, N=255*) scored above the average of the Peregrine Academic Services Online Aggregate Pool (*M=541*), and above the average of the Traditional Aggregate Pool (*M=481*) on the Accounting section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	250 out of 262 (87%) Bachelor of Arts in Accounting students from July 1, 2015 to June 30, 2016 scored 400 or higher on the CPC comprehensive exam (*M = 576.05, SD = 126.37*)
ACC 205 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Accounting students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Accounting students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	698 out of 1108 (63%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the introductory level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	91.85% of Bachelor of Arts in Accounting students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program	89.27% of Bachelor of Arts in Accounting students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

	Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	

2015-2016 Assessment Cycle: Program Learning Outcome #2 Employ technology tools related to the area of accounting.		
Measure	**Target**	**Results**
CPC Subsection – Information Management Systems (Direct)	**Acceptable Target:** Bachelor of Arts in Accounting students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. **Ideal Target:** Bachelor of Arts in Accounting students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Accounting students ($M=595$, $N=255$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=555$), and above the average of the Traditional Aggregate Pool ($M=611$) on the Information Management Systems section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	250 out of 262 (87%) Bachelor of Arts in Accounting students from July 1, 2015 to June 30, 2016 scored 400 or higher on the CPC comprehensive exam ($M = 576.05$, $SD = 126.37$)
ACC 401 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Accounting students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Accounting students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	123 out of 208 (59.13 %) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Reinforced level.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. **Ideal Target:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used	91.85% of Bachelor of Arts in Accounting students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.

	will be: • I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.27% of Bachelor of Arts in Accounting students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

<table>
<tr><td colspan="3" align="center">2015-2016 Assessment Cycle: Program Learning Outcome #3
Analyze alternatives to complex accounting problems.</td></tr>
<tr><td>Measure</td><td>Target</td><td>Results</td></tr>
<tr><td>CPC Subsection – Business Leadership (Direct)</td><td>Acceptable Target: Bachelor of Arts in Accounting students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.

Ideal Target: Bachelor of Arts Accounting in students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.</td><td>On average, Bachelor of Arts in Accounting students ($M=584, N=850$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=541$), and above the average of the Traditional Aggregate Pool ($M=481$) on the Business Leadership section of the CPC comprehensive exam.</td></tr>
<tr><td>CPC Comprehensive (Direct)</td><td>Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.

Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.</td><td>250 out of 262 (87%) Bachelor of Arts in Accounting students from July 1, 2015 to June 30, 2016 scored 400 or higher on the CPC comprehensive exam ($M = 576.05, SD = 126.37$)</td></tr>
<tr><td>ACC 407 Final (Direct)</td><td>Acceptable: 70% of Bachelor of Arts in students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO.

Ideal: 25% of Bachelor of Arts in students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.</td><td>370 out of 479 (77.24 %) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.</td></tr>
</table>

Measure	Target	Results
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. **Ideal Target:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	91.85% of Bachelor of Arts in Accounting students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.27% of Bachelor of Arts in Accounting students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #4		
Integrate accounting and finance information in business decision making.		
Measure	**Target**	**Results**
CPC Subsection – Business Integration and Strategic Management Section (Direct)	**Acceptable Target:** Bachelor of Arts in Accounting students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. **Ideal Target:** Bachelor of Arts in Accounting students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Accounting students ($M=567$, $N=255$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=524$), and above the average of the Traditional Aggregate Pool ($M=573$) on the Business Integration and Strategic Management Section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	250 out of 262 (87%) Bachelor of Arts in Accounting students from July 1, 2015 to June 30, 2016 scored 400 or higher on the CPC comprehensive exam ($M = 576.05$, $SD = 126.37$)

	Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	
ACC 206 Final (Direct)	Acceptable: 70% of Bachelor of Arts in Accounting students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Accounting students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	160 out of 347 (68.88 %) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	91.85% of Bachelor of Arts in Accounting students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.27% of Bachelor of Arts in Accounting students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #5		
Analyze the legal, regulatory and ethical issues in the practice of accounting.		
Measure	Target	Results

CPC Subsection – Business Finance (Direct)	Acceptable Target: Bachelor of Arts in Accounting students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Accounting students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Accounting students ($M=538, N=255$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=438$), and above the average of the Traditional Aggregate Pool ($M=471$) on the Business Finance section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	250 out of 262 (87%) Bachelor of Arts in Accounting students from July 1, 2015 to June 30, 2016 scored 400 or higher on the CPC comprehensive exam ($M = 576.05, SD = 126.37$)
ACC 407 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Accounting students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Accounting students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	549 out of 748 (77.54 %) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	91.85% of Bachelor of Arts in Accounting students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program	89.27% of Bachelor of Arts in Accounting students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

	Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	

Summary of Assessment-- Bachelor of Arts in Accounting Program Outcome #4

The summary below provides a brief synopsis of the assessment/analysis of program outcome #4— Utilize and integrate accounting information in business decision making.

The student's ability to utilize and integrate accounting information in business decision making is critical in the business world today and is vital to the graduates of this program. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #4 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Accounting students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Accounting student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Bachelor of Arts in Business Administration

Students completing the Bachelor of Arts in Business Administration program will be able to:
   i. Collaborate to achieve team goals;
   ii. Develop an awareness of their leadership style;
   iii. Evaluate a situation and apply an effective leadership style;
   iv. Use technology tools related to their area of emphasis;
   v. Manage change within a dynamic business environment; and
   vi. Create a strategic business plan.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results for this program are summarized below.

A. Bachelor of Arts in Business Administration

2015-2016 Assessment Cycle: Program Learning Outcome #1
Collaborate to achieve team goals.

Measure	Target	Results
CPC Subsection – Management (Direct)	Acceptable Target: Bachelor of Arts in Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Business Administration students ($M=576, N=850$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=541$), and above the average of the Traditional Aggregate Pool ($M=481$) on the Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	755 out of 850 (88.82%) Bachelor of Arts in Business Administration students sampled scored 400 or higher on the CPC comprehensive exam ($M = 582, SD = 145.91$).
MGT 415 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Business Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Business Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	2828 out of 3955 (71.50 %) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	89.19% of Bachelor of Arts in Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of	86.89% of Bachelor of Arts in Business Administration students upon completion of the program during the

| | Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• The curriculum was relevant to my professional needs.

Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• The curriculum was relevant to my professional needs. | 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs. |

2015-2016 Assessment Cycle: Program Learning Outcome #2 Develop an awareness of their leadership style.		
Measure	Target	Results
CPC Subsection – Business Leadership (Direct)	Acceptable Target: Bachelor of Arts in Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Business Administration students (*M=584, N=850*) scored above the average of the Peregrine Academic Services Online Aggregate Pool (*M=541*), and above the average of the Traditional Aggregate Pool (*M=481*) on the Business Leadership section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	755 out of 850 (88.82%) Bachelor of Arts in Business Administration students sampled scored 400 or higher on the CPC comprehensive exam (*M = 582, SD = 145.91*).
MGT 330 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Business Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Business Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	1739 out of 2221 (78.30 %) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The	89.19% of Bachelor of Arts in Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed

	item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	86.89% of Bachelor of Arts in Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #3 Evaluate a situation and apply an effective leadership style.		
Measure	Target	Results
CPC Subsection – Business Leadership (Direct)	Acceptable Target: Bachelor of Arts in Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Business Administration students ($M=584, N=850$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=541$), and above the average of the Traditional Aggregate Pool ($M=481$) on the Business Leadership section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	755 out of 850 (88.82%) Bachelor of Arts in Business Administration students sampled scored 400 or higher on the CPC comprehensive exam ($M = 582, SD = 145.91$).
BUS 402 Final Case Study (Direct)	Acceptable: 70% of Bachelor of Arts in Business Administration students	2492 out of 3266 (76.30%) of records evaluated indicate proficient or

	must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Business Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	89.19% of Bachelor of Arts in Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	86.89% of Bachelor of Arts in Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #4		
Use technology tools related to their area of emphasis.		
Measure	**Target**	**Results**
CPC Subsection – Information Management Systems (Direct)	Acceptable Target**:** Bachelor of Arts in Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools	On average, Bachelor of Arts in Business Administration students ($M=643, N=850$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=628$), and above the average of the Traditional Aggregate Pool ($M=544$) on the Information Management Systems section of the CPC comprehensive exam.

	related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	755 out of 850 (88.82%) Bachelor of Arts in Business Administration students sampled scored 400 or higher on the CPC comprehensive exam ($M = 582, SD = 145.91$).
BUS 402 Final Case Study (Direct)	Acceptable: 70% of Bachelor of Arts in Business Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Business Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	2492 out of 3266 (76.30%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	89.19% of Bachelor of Arts in Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	86.89% of Bachelor of Arts in Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #5
Manage change within a dynamic business environment.

Measure	Target	Results
CPC Subsection – Management (Direct)	**Acceptable Target:** Bachelor of Arts in Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Business Administration students ($M=576$, $N=850$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=541$), and above the average of the Traditional Aggregate Pool ($M=481$) on the Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	755 out of 850 (88.82%) Bachelor of Arts in Business Administration students sampled scored 400 or higher on the CPC comprehensive exam ($M = 582$, $SD = 145.91$).
MGT 435 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Business Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Business Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	710 out of 915 (77.60 %) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Reinforced level.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	89.19% of Bachelor of Arts in Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either	86.89% of Bachelor of Arts in Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated

	"Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #6
Create a strategic business plan.

Measure	Target	Results
CPC Subsection – Business Integration and Strategic Management (Direct)	Acceptable Target: Bachelor of Arts in Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Business Administration students ($M=631, N=850$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=573$), and above the average of the Traditional Aggregate Pool ($M=524$) on the Business Integration and Strategic Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	755 out of 850 (88.82%) Bachelor of Arts in Business Administration students sampled scored 400 or higher on the CPC comprehensive exam ($M = 582, SD = 145.91$).
BUS 402 Final Case Study (Direct)	Acceptable: 70% of Bachelor of Arts in Business Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Business Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	2492 out of 3266 (76.30%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:	89.19% of Bachelor of Arts in Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed

	• I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	86.89% of Bachelor of Arts in Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

Summary of Assessment-- Bachelor of Arts in Business Administration Program Outcome #5
The summary below provides a brief synopsis of the assessment/analysis of program outcome #5 — Manage change within a dynamic business environment.

Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #5 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary of changes and improvements will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Business Administration students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Business Administration student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Bachelor of Arts in Business Economics
Students completing the Bachelor of Arts in Business Economics program will be able to:
    i.   Assess business facts and interpret them consistent with economic thinking;

ii. Understanding of how decision makers allocate scarce resources to achieve economic efficiency;

iii. Apply economic tools to analyze decisions made by consumers, firms, and policy makers; and

iv. Integrate economic models to analyze the impact of various fiscal monetary, and trade policies on a nation's economy.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results for this program are summarized below.

A. Bachelor of Arts in Business Economics

2015-2016 Assessment Cycle: Program Learning Outcome #1 Assess business facts and interpret them consistent with economic thinking.		
Measure	Target	Results
CPC Subsection – Accounting (Direct)	Acceptable Target: Bachelor of Arts in Business Economics students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Accounting section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Business Economics students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Accounting section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Business Economics students ($M=579$, $N=24$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=17016$), and above the average of the Traditional Aggregate Pool ($M=20752$) on the Accounting section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	22 out of 23 (95.95%) Bachelor of Arts in Business Economics students sampled scored 400 or higher on the CPC comprehensive exam ($M = 597.90, SD = 126.37$).
BUS 401 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Business Economics students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Business Economics students must receive a proficient or distinguished	As the sample size was less than ten records, results cannot be reported for this measure for the 2015-16 assessment cycle.

	evaluation on relevant content criteria mapped to this PLO.	
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	Findings: 86.96% of Bachelor of Arts in Business Economics Systems students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	73.91% of Bachelor of Arts in Business Economic Systems students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #2		
Examine how decision makers allocate scarce resources to achieve economic efficiency.		
Measure	Target	Results
CPC Subsection – Management (Direct)	Acceptable Target: Bachelor of Arts in Business Economics students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Business Economics students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Business Economics students ($M=584$, $N=850$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=541$), and above the average of the Traditional Aggregate Pool ($M=481$) on the Business Leadership section of the CPC comprehensive exam.

CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	22 out of 23 (95.95%) Bachelor of Arts in Business Economics students sampled scored 400 or higher on the CPC comprehensive exam (M = 597.90, SD = 126.37).
ECO 406 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Business Economics students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Business Economics students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	106 out of 108 (98.15 %) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	Findings: 86.96% of Bachelor of Arts in Business Economics Systems students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	73.91% of Bachelor of Arts in Business Economic Systems students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #3		
Apply economic tools to analyze decisions made by consumers, firms, and policy makers.		
Measure	Target	Results

CPC Subsection – Economics (Direct)	Acceptable Target: Bachelor of Arts in Business Economics students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Economics section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Business Economics students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Economics section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Business Economics students ($M=584$, $N=850$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=541$), and above the average of the Traditional Aggregate Pool ($M=481$) on the Economics section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	22 out of 23 (95.95%) Bachelor of Arts in Business Economics students sampled scored 400 or higher on the CPC comprehensive exam ($M = 597.90, SD = 126.37$).
ECO 406 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Business Economics students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Business Economics students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	106 out of 108 (98.15 %) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	Findings: 86.96% of Bachelor of Arts in Business Economics students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	73.91% of Bachelor of Arts in Business Economics students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

| | Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• The curriculum was relevant to my professional needs. | |

2015-2016 Assessment Cycle: Program Learning Outcome #4
Predict the impact of fiscal, monetary, and trade policy on a firm using microeconomic and macroeconomic models.

Measure	Target	Results
CPC Subsection – Business Finance (Direct)	Acceptable Target**:** Bachelor of Arts in Business Economics students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in Business Economics students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Business Economics students ($M=588$, $N=24$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=471$), and above the average of the Traditional Aggregate Pool ($M=438$) on the Business Finance section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	22 out of 23 (95.95%) Bachelor of Arts in Business Economics students sampled scored 400 or higher on the CPC comprehensive exam ($M = 597.90, SD = 126.37$).
BUS 405 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Business Economics students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Business Economics students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	65 out of 105 (61.90 %) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express	Findings: 86.96% of Bachelor of Arts in Business Economics students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.

	satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	73.91% of Bachelor of Arts in Business Economic students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

Summary of Assessment-- Bachelor of Arts in Business Economics Program Outcome #1
The summary below provides a brief synopsis of the assessment/analysis of program outcome #1— Assess business facts and interpret them consistent with economic thinking.

The student's ability to assess business facts and interpret them consistent with economic thinking is vital to the graduate's success in today's business world. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #1 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Business Economics students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Economics student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Summary of Assessment-- Bachelor of Arts in Business Economics Program Outcome #3
The summary below provides a brief synopsis of the assessment/analysis of program outcome #3— Apply economic tools to analyze decisions made by consumers, firms, and policy makers.

The student's ability to apply economic tools to analyze decisions made by consumers, firms, and policy makers is essential to the graduate's success. Overall, the student work selected

indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #3 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Business Economics students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Economics student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Bachelor of Arts in Business Information Systems
Students completing the Bachelor of Arts in Business Information Systems program will be able to:
  i. Apply analytical, logical, and critical thinking abilities in the development of effective information systems solutions;
  ii. Evaluate information systems and enterprise solutions appropriate to meet presented business challenges;
  iii. Compare and contrast the local and global impact of computing on individuals, organizations, providers, and society;
  iv. Develop alternative information systems solutions appropriate for addressing business problems;
  v. Evaluate processes that support the delivery and management of information systems within the business application environment;
  vi. Apply knowledge to make responsible decisions when addressing professional, ethical, legal, and social issues and responsibilities relevant to the Information Technology discipline; and
  vii. Employ collaborative team skills to accomplish a common goal.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results for this program are summarized below.

A. **Bachelor of Arts in Business Information Systems**

2015-2016 Assessment Cycle: Program Learning Outcome #1

Utilize analytical, logical, and critical thinking abilities to analyze user requirements and to design, develop, and deploy effective Information Systems solutions.		
Measure	Target	Results
CPC Subsection – Information Management (Direct)	**Acceptable Target:** Bachelor of Arts in Business Information Systems students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Information Management section of the CPC comprehensive exam when compared to other competitive programs. **Ideal Target:** Bachelor of Arts in Business Information Systems students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Information Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Business Information Systems students (*M=564, N=200*) scored below the average of the Peregrine Academic Services Online Aggregate Pool (*M=611*), and above the average of the Traditional Aggregate Pool (*M=555*) on the Information Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	184 out of 198 (92.53%) Bachelor of Arts in Business Information Systems students sampled scored 400 or higher on the CPC comprehensive exam ($M = 602.26$, $SD = 134.54$).
INF 340 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Business Information Systems students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Business Information Systems students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	56 out of 60 (93.33 %) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. **Ideal Target:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	92.11% of Bachelor of Arts in Business Information Systems students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.

| End of Program Survey (Indirect) | Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.

Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. | 82.63% of Bachelor of Arts in Business Information Systems students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs. |

2015-2016 Assessment Cycle: Program Learning Outcome #2
Evaluate appropriate enterprise solutions for business success.

Measure	Target	Results
CPC Subsection – Business Integration and Strategic Management (Direct)	Acceptable Target: Bachelor of Arts in Business Information Systems students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Business Information Systems students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Business Information Systems students ($M=611, N=200$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=598$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Business Integration and Strategic Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	184 out of 198 (92.53%) Bachelor of Arts in Business Information Systems students sampled scored 400 or higher on the CPC comprehensive exam ($M = 602.26, SD = 134.54$).

MGT 497 Final Paper (Direct)	Acceptable: 70% of Business Information Systems students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Business Information Systems students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	423 out of 698 (60.60%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level. .
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	92.11% of Bachelor of Arts in Business Information Systems students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	82.63% of Bachelor of Arts in Business Information Systems students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #3
Manage relationships with technology providers and customers.

Measure	Target	Results

CPC Subsection – Global Dimensions of Business (Direct)	**Acceptable Target:** Bachelor of Arts in Business Information Systems students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Global Dimensions of Business section of the CPC comprehensive exam when compared to other competitive programs. **Ideal Target:** Bachelor of Arts in Business Information Systems students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Global Dimensions of Business section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Business Information Systems students (*M=533, N=200*) scored above the average of the Peregrine Academic Services Online Aggregate Pool (*M=485*), and above the average of the Traditional Aggregate Pool (*M=441*) on the Global Dimensions of Business section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	184 out of 198 (92.53%) Bachelor of Arts in Business Information Systems students sampled scored 400 or higher on the CPC comprehensive exam (*M* = 602.26, *SD* = 134.54).
INF 336 Final Case Study (Direct)	Acceptable: 70% of Bachelor of Arts in Business Information Systems students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Business Information Systems students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	130 out of 161 (80.75%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Reinforced level.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. **Ideal Target:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	92.11% of Bachelor of Arts in Business Information Systems students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	82.63% of Bachelor of Arts in Business Information Systems students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the

| | Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• The curriculum was relevant to my professional needs. | curriculum was relevant to their professional needs. |

2015-2016 Assessment Cycle: Program Learning Outcome #4
Analyze alternatives to complex business problems and alternatives.

Measure	Target	Results
CPC Subsection – Management (Direct)	Acceptable Target: Bachelor of Arts in Business Information Systems students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Business Information Systems students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Business Information Systems students ($M=634, N=200$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=598$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	184 out of 198 (92.53%) Bachelor of Arts in Business Information Systems students sampled scored 400 or higher on the CPC comprehensive exam ($M = 602.26$, $SD = 134.54$).
MGT 497 Final Case Study (Direct)	Acceptable: 70% of Bachelor of Arts in Business Information Systems students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Business Information Systems students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	423 out of 696 (60.78%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	92.11% of Bachelor of Arts in Business Information Systems students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.

	Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	82.63% of Bachelor of Arts in Business Information Systems students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #5		
Evaluate the business as an integrated information system including the relations among the functional areas, and the application of long-range planning, systems implementation, and control processes.		
Measure	Target	Results
CPC Subsection – Global Dimensions of Business (Direct)	Acceptable Target: Bachelor of Arts in Business Information Systems students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Global Dimensions of Business section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Business Information Systems students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Global Dimensions of Business section of the CPC comprehensive exam when compared to other competitive programs.	On average, Business Information Systems students ($M=533, N=200$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=485$), and above the average of the Traditional Aggregate Pool ($M=441$) on the Global Dimensions of Business section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC	184 out of 198 (92.53%) Bachelor of Arts in Business Information Systems students sampled scored 400 or higher on the CPC comprehensive exam ($M = 602.26$, $SD = 134.54$).

	comprehensive exam upon completion of the program.	
MGT 497 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Business Information Systems students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Business Information Systems students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	414 out of 676 (61.24%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	92.11% of Bachelor of Arts in Business Information Systems students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	82.63% of Bachelor of Arts in Business Information Systems students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

Summary of Assessment-- Bachelor of Arts in Business Information Systems Program Outcome #5

The summary below provides a brief synopsis of the assessment/analysis of program outcome #5—Evaluate processes that support the delivery and management of information systems within the business application environment.

The student's ability to evaluate processes that support the delivery and management of information systems within the business application environment is crucial to the graduate's success in the information systems industry. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that

assignments mapped to program outcome #5 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Business Information Systems students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Information Systems student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Bachelor of Arts in Business Leadership
Students completing the Bachelor of Arts in Business Leadership program will be able to:
   i. Examine the influence of leadership, vision, and strategic planning in a variety of organizations and environments;
   ii. Assess the process of leading others in environments increasingly characterized by change and complexity;
   iii. Apply principles of human behavior and motivation to maximize use of human resources;
   iv. Analyze methods of organization change and development; and
   v. Evaluate the most recent tools and concepts emerging in management and leadership.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results for this program are summarized below.

A. Bachelor of Arts in Business Leadership

2015-2016 Assessment Cycle: Program Learning Outcome #1		
Examine the influence of leadership, vision, and strategic planning in a variety of organizations and environments.		
Measure	Target	Results
CPC Subsection – Business Leadership (Direct)	Acceptable Target: Bachelor of Arts in Business Leadership students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Leadership section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Business Leadership students, on average, will score at or above the	On average, Bachelor of Arts in Business Leadership students (M=601, N=146) scored above the average of the Peregrine Academic Services Online Aggregate Pool (M=541), and above the average of the Traditional Aggregate Pool (M=481) on the Business Leadership section of the CPC comprehensive exam.

Measure	Target	Results
	average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Leadership section of the CPC comprehensive exam when compared to other competitive programs.	
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	138 out of 146 (94.52%) Bachelor of Arts in Business Leadership students sampled scored 400 or higher on the CPC comprehensive exam (M = 616.02, SD = 150.00).
MGT 380 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Business Leadership students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Business Leadership students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	671 out of 845 (79.41%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	95.00% of Bachelor of Arts in Business Leadership students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	90.17% of Bachelor of Arts in Business Leadership students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #2		
Assess the process of leading others in environments increasingly characterized by change and complexity.		
Measure	Target	Results

CPC Subsection – Business Communications (Direct)	Acceptable Target: Bachelor of Arts in Business Leadership students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Communications section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Business Leadership students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Communications section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts Business Leadership students (N = 146) scored 671 on the Business Communications section. Peregrine Academic Services comparative data are not available for this section for the 2015-16 assessment cycle.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	138 out of 146 (94.52%) Bachelor of Arts in Business Leadership students sampled scored 400 or higher on the CPC comprehensive exam ($M = 616.02, SD = 150.00$).
BUS 370 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Business Leadership students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Business Leadership students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	399 out of 516 (77.33%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	95.00% of Bachelor of Arts in Business Leadership students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express	90.17% of Bachelor of Arts in Business Leadership students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	

2015-2016 Assessment Cycle: Program Learning Outcome #3
Apply principles of human behavior and motivation to maximize use of human resources.

Measure	Target	Results
CPC Subsection – Business Ethics (Direct)	**Acceptable Target:** Bachelor of Arts in Business Leadership students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Ethics section of the CPC comprehensive exam when compared to other competitive programs. **Ideal Target:** Bachelor of Arts in Business Leadership students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Ethics section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Business Leadership students ($M=586, N=146$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=563$), and above the average of the Traditional Aggregate Pool ($M=495$) on the Business Ethics section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	138 out of 146 (94.52%) Bachelor of Arts in Business Leadership students sampled scored 400 or higher on the CPC comprehensive exam ($M = 616.02, SD = 150.00$).
MGT 425 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Business Leadership students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Business Leadership students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	525 out of 620 (84.68%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. **Ideal Target:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:	95.00% of Bachelor of Arts in Business Leadership students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.

	• I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	90.17% of Bachelor of Arts in Business Leadership students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #4		
Analyze methods of organization change and development.		
Measure	Target	Results
CPC Subsection – Business Integration and Strategic Management (Direct)	Acceptable Target: Bachelor of Arts in Business Leadership students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Business Leadership students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Business Leadership students ($M=591$, $N=146$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=573$), and above the average of the Traditional Aggregate Pool ($M=524$) on the Business Integration and Strategic Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	138 out of 146 (94.52%) Bachelor of Arts in Business Leadership students sampled scored 400 or higher on the CPC comprehensive exam ($M = 616.02$, $SD = 150.00$).
BUS 370 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Business Leadership students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Business Leadership students must receive a proficient or distinguished	399 out of 516 (77.33%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.

	evaluation on relevant content criteria mapped to this PLO.	
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. **Ideal Target:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	95.00% of Bachelor of Arts in Business Leadership students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	90.17% of Bachelor of Arts in Business Leadership students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #5		
Evaluate the most recent tools and concepts emerging in management and leadership.		
Measure	Target	Results
CPC Subsection – Business Leadership (Direct)	**Acceptable Target:** Bachelor of Arts in Business Leadership students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Leadership section of the CPC comprehensive exam when compared to other competitive programs. **Ideal Target:** Bachelor of Arts in Business Leadership students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Leadership section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Business Leadership students (*M=601, N=146*) scored above the average of the Peregrine Academic Services Online Aggregate Pool (*M=541*), and above the average of the Traditional Aggregate Pool (*M=481*) on the Business Leadership section of the CPC comprehensive exam.

CPC Subsection – Management (Direct)	Acceptable Target: Bachelor of Arts in Business Leadership students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Business Leadership students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Business Leadership students ($M=632$, $N=146$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=598$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	138 out of 146 (94.52%) Bachelor of Arts in Business Leadership students sampled scored 400 or higher on the CPC comprehensive exam ($M = 616.02$, $SD = 150.00$).
MGT 460 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Business Leadership students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Business Leadership students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	53 out of 96 (55.21%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	95.00% of Bachelor of Arts in Business Leadership students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program	90.17% of Bachelor of Arts in Business Leadership students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

	Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	

Summary of Assessment-- Bachelor of Arts in Business Leadership Program Outcome #1

The summary below provides a brief synopsis of the assessment/analysis of program outcome #1 -Examine the influence of leadership, vision, and strategic planning in a variety of organizations and environments.

The student's ability to examine the influence of leadership, vision, and strategic planning in a variety of organizations and environments is critical in the business world today. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #1 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Business Leadership students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Business Leadership student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Summary of Assessment-- Bachelor of Arts in Business Leadership Program Outcome #3

The summary below provides a brief synopsis of the assessment/analysis of program outcome #3—Apply principles of human behavior and motivation to maximize use of human resources.

The student's ability to apply principles of human behavior and motivation to maximize the use of human resources is essential to becoming a strong leader in today's business world. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #3 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Business Leadership students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Business Leadership student targets by faculty is suggested to assure

targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Summary of Assessment-- Bachelor of Arts in Business Leadership Program Outcome #5
The summary below provides a brief synopsis of the assessment/analysis of program outcome #5—Evaluate the most recent tools and concepts emerging in management and leadership.

The student's ability to evaluate the most recent tools and concepts emerging in management and leadership is essential to the graduate's success in the ever-changing business environment. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #5 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Business Leadership students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Business Leadership student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Bachelor of Arts in Consumer and Family Financial Services
Students completing the Bachelor of Arts in Consumer and Family Financial Services program will be able to:
  i. Analyze and communicate financial information to individual consumers;
  ii. Assess legal concepts and their application to the individual investor;
  iii. Evaluate the U.S. banking system and its regulation, examination, and control and the personal account limits of the various regulatory agencies;
  iv. Assess the role of advisor in the provision of business services to clients.
  v. Develop a life-time financial plan;
  vi. Examine the role of life, health, property, and casualty insurance in business and personal financial planning; and
  vii. Evaluate various types of investments in terms of their risks and potential returns.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results for this program are summarized below.

A. Bachelor of Arts in Consumer and Family Financial Services

2015-2016 Assessment Cycle: Program Learning Outcome #1		
Analyze and communicate financial information to individual consumers.		
Measure	Target	Results
CPC Subsection – Marketing (Direct)	Acceptable Target: Bachelor of Arts in Consumer and Family Financial Services students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Marketing section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Consumer and Family Financial Services students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Marketing section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Consumer and Family Financial Services students ($M=546, N=15$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=482$), and above the average of the Traditional Aggregate Pool ($M=453$) on the Marketing section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	14 out of 15 (93.33%) Bachelor of Arts in Consumer and Family Financial Services students from July 1, 2015 to June 30, 2016 scored 400 or higher on the CPC comprehensive exam ($M = 575.21, SD = 133.24$)
Bus 458 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Consumer and Family Financial Services students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Consumer and Family Financial Services students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	140 out of 165 (84.85%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

	"Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

2015-2016 Assessment Cycle: Program Learning Outcome #2
Assess legal concepts and their application to the individual investor.

Measure	Target	Results
CPC Subsection – Legal Environment of Business (Direct)	**Acceptable Target:** Bachelor of Arts in Consumer and Family Financial Services students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Legal Environment of Business section of the CPC comprehensive exam when compared to other competitive programs. **Ideal Target:** Bachelor of Arts in Consumer and Family Financial Services students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Legal Environment of Business section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Consumer and Family Financial Services students ($M=546.67, N=15$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=482$), and above the average of the Traditional Aggregate Pool ($M=453$) on the Legal Environment of Business section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	14 out of 15 (93.33%) Bachelor of Arts in Consumer and Family Financial Services students from July 1, 2015 to June 30, 2016 scored 400 or higher on the CPC comprehensive exam ($M = 575.21, SD = 133.24$).
Bus 311 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Consumer and Family Financial Services students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO.	59 out of 90 (65.56%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the introduced level.

	Ideal: 25% of Bachelor of Arts in Consumer and Family Financial Services students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	There are fewer than 10 students in this program who completed this measure. Based on the current criteria for determining which students to include, findings will not be reported for the 2015-16 assessment cycle.

2015-2016 Assessment Cycle: Program Learning Outcome #3

Evaluate the U.S. banking system and its regulation, examination, and control and the personal account limits of the various regulatory agencies.

Measure	Target	Results
CPC Subsection – Business Ethics (Direct)	Acceptable Target: Bachelor of Arts in Consumer and Family Financial Services students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Ethics section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Consumer and Family Financial Services students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the	On average, Bachelor of Arts in Consumer and Family Financial Services students ($M=584, N=850$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=541$), and above the average of the Traditional Aggregate Pool ($M=481$) on the Business Ethics section of the CPC comprehensive exam.

	Business Ethics section of the CPC comprehensive exam when compared to other competitive programs.	
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	14 out of 15 (93.33%) Bachelor of Arts in Consumer and Family Financial Services students from July 1, 2015 to June 30, 2016 scored 400 or higher on the CPC comprehensive exam ($M = 575.21, SD = 133.24$).
ECO 316 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Consumer and Family Financial Services students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Consumer and Family Financial Services students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	21 out of 27 (77.78%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the reinforced level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

	• The curriculum was relevant to my professional needs.	

2015-2016 Assessment Cycle: Program Learning Outcome #4
Assess the role of advisor in the provision of business services to clients.

Measure	Target	Results
CPC Subsection – Business Finance (Direct)	Acceptable Target**:** Bachelor of Arts in Consumer and Family Financial Services students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Finance section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in Consumer and Family Financial Services students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Finance section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Consumer and Family Financial Services students ($M=526, N=15$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=471$), and above the average of the Traditional Aggregate Pool ($M=438$) on the Business Finance section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	14 out of 15 (93.33%) Bachelor of Arts in Consumer and Family Financial Services students from July 1, 2015 to June 30, 2016 scored 400 or higher on the CPC comprehensive exam ($M = 575.21, SD = 133.24$).
Bus 458 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Consumer and Family Financial Services students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Consumer and Family Financial Services students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	140 out of 165 (84.85%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

	• I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

2015-2016 Assessment Cycle: Program Learning Outcome #5
Develop a life-time financial plan.

Measure	Target	Results
CPC Subsection – Quantitative Research Techniques and Statistics (Direct)	**Acceptable Target:** Bachelor of Arts in Consumer and Family Financial Services students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Quantitative Research Techniques and Statistics section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in Consumer and Family Financial Services students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average Bachelor of Arts in Consumer and Family Financial Services students ($M=597, N=15$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=506$), and above the average of the Traditional Aggregate Pool ($M=446$) on the Quantitative Research Techniques and Statistics section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	14 out of 15 (93.33%) BA Consumer and Family Financial Services students from July 1, 2015 to June 30, 2016 scored 400 or higher on the CPC comprehensive exam (Mean = 575.21 Standard Deviation = 133.24)
Bus 458 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Consumer and Family Financial Services students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Consumer and Family Financial	129 out of 135 (97.73%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.

	Services students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

2015-2016 Assessment Cycle: Program Learning Outcome #6		
Examine the role of life, health, property, and casualty insurance in business and personal financial planning.		
Measure	Target	Results
CPC Subsection – Business Finance (Direct)	Acceptable Target: Bachelor of Arts in Consumer and Family Financial Services students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Finance section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Consumer and Family Financial Services students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Finance section of the CPC	On average, Bachelor of Arts in Consumer and Family Financial Services students ($M=526, N=15$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=471$), and above the average of the Traditional Aggregate Pool ($M=438$) on the Business Finance section of the CPC comprehensive exam.

	comprehensive exam when compared to other competitive programs.	
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	14 out of 15 (93.33%) Bachelor of Arts in Consumer and Family Financial Services students from July 1, 2015 to June 30, 2016 scored 400 or higher on the CPC comprehensive exam ($M = 575.21, SD = 133.24$)
Bus 323 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Consumer and Family Financial Services students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Consumer and Family Financial Services students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	27 out of 40 (67.50%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

	• The curriculum was relevant to my professional needs.	

2015-2016 Assessment Cycle: Program Learning Outcome #7
Evaluate various types of investments in terms of their risks and potential returns.

Measure	Target	Results
CPC Subsection – Business Finance (Direct)	Acceptable Target: Bachelor of Arts in Consumer and Family Financial Services students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Finance section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Consumer and Family Financial Services students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Finance section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Consumer and Family Financial Services students ($M=526, N=15$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=471$), and above the average of the Traditional Aggregate Pool ($M=438$) on the Business Finance section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	14 out of 15 (93.33%) Bachelor of Arts in Consumer and Family Financial Services students from July 1, 2015 to June 30, 2016 scored 400 or higher on the CPC comprehensive exam ($M = 575.21\ SD = 133.24$).
Bus 458 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Consumer and Family Financial Services students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Consumer and Family Financial Services students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	140 out of 165 (84.85%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

	• I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

Summary of Assessment-- Bachelor of Arts in Consumer and Family Financial Services Program Outcome #1

The summary below provides a brief synopsis of the assessment/analysis of program outcome #1—Analyze and communicate financial information to individual consumers.

The student's ability to analyze and communicate financial information to individual consumers is essential to the graduate being successful in the personal financial industry. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #1 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Consumer and Family Financial Services students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Consumer and Family Financial Services student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Summary of Assessment-- Bachelor of Arts in Consumer and Family Financial Services Program Outcome #5

The summary below provides a brief synopsis of the assessment/analysis of program outcome #5—Develop a life-time financial plan.

The student's ability to develop a life-time financial plan is a critical skill that the graduate must master to be successful. Overall, the student work selected indicates that, while student

performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #5 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Consumer and Family Financial Services students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Consumer and Family Financial Services student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Summary of Assessment-- Bachelor of Arts in Consumer and Family Financial Services Program Outcome #6
The summary below provides a brief synopsis of the assessment/analysis of program outcome #6—Examine the role of life, health, property, and casualty insurance in business and personal financial planning.

The student's ability to examine the role of life, health, property, and casualty insurance in business and personal financial planning is essential to the graduate's success in personal financial management. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #6 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Consumer and Family Financial Services students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Consumer and Family Financial Services student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Bachelor of Arts in eMarketing
Students completing the Bachelor of Arts in eMarketing program will be able to:
    i.   Evaluate marketing situations and make informed marketing decisions;

ii. Examine the significance of global markets and the universal marketing processes to develop global marketing plans applying alternative media approaches;

iii. Apply computer applications used by the eMarketing profession in an e-business solution; and

iv. Assess the business as an integrated system including the relations among the functional business areas, and the application long-range planning, implementation and business control systems.

The assessment cycle at Ashford University runs from July 1ˢᵗ to June 31ˢᵗ. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results for this program are summarized below.

A. Bachelor of Arts in eMarketing

<table>
<tr><td colspan="3" align="center">2015-2016 Assessment Cycle: Program Learning Outcome #1
Evaluate marketing situations and make informed marketing decisions.</td></tr>
<tr><td>Measure</td><td>Target</td><td>Results</td></tr>
<tr>
<td>BUS 336 Final Paper (Direct)</td>
<td>Acceptable: 70% of Bachelor of Arts in eMarketing students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO.

Ideal: 25% of Bachelor of Arts in eMarketing students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.</td>
<td>172 out of 224 (76.79%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.</td>
</tr>
<tr>
<td>End of Program Survey (Indirect)</td>
<td>Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• I understand the learning objectives of my courses.

Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• I understand the learning objectives of my courses.</td>
<td>As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.</td>
</tr>
<tr>
<td>End of Program Survey (Indirect)</td>
<td>Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• The curriculum was relevant to my professional needs.</td>
<td>As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.</td>
</tr>
</table>

| | Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• The curriculum was relevant to my professional needs. | |

2015-2016 Assessment Cycle: Program Learning Outcome #2
Examine the significance of global markets and the universal marketing processes to develop global marketing plans applying alternative media approaches.

Measure	Target	Results
BUS 343 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in eMarketing students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in eMarketing students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	124 out of 145 (85.52%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

2015-2016 Assessment Cycle: Program Learning Outcome #3
Apply computer applications used by the e-marketing profession in an e-business solution.

Measure	Target	Results
BUS 352 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in eMarketing students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in eMarketing students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	157 out of 223 (70.40%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

2015-2016 Assessment Cycle: Program Learning Outcome #4
Assess the business as an integrated system including the relations among the functional business areas, and the application long-range planning, implementation and business control systems.

Measure	Target	Results
BUS 497 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in eMarketing students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in eMarketing students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	116 out of 153 (75.82%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.

End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

Summary of Assessment-- Bachelor of Arts in eMarketing Program Outcome #4

The summary below provides a brief synopsis of the assessment/analysis of program outcome #4—Assess the business as an integrated system including the relations among the functional business areas, and the application long-range planning, implementation and business control systems.

The student's ability to assess the business as an integrated system including the relations among the functional business areas, and the application of long-range planning, implementation, and business control systems is essential to the graduate's success. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #4 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in eMarketing students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in eMarketing student targets by faculty is suggested to assure targets appropriately reflect

expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Bachelor of Arts in Entrepreneurship
Students completing the Bachelor of Arts in Entrepreneurship program will be able to:
 i. Assess the risks involved in an entrepreneurial venture;
 ii. Analyze the impact of the political, legal and ethical environment on entrepreneurial ventures;
 iii. Analyze emerging issues facing emerging businesses in competitive markets;
 iv. Integrate the functional areas of business in the strategic planning process; and
 v. Construct a business plan for an entrepreneurial venture.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results for this program are summarized below.

A. Bachelor of Arts in Entrepreneurship

2015-2016 Assessment Cycle: Program Learning Outcome #1 Assess the risks involved in an entrepreneurial venture.		
Measure	Target	Results
CPC Subsection –Accounting (Direct)	**Acceptable Target:** Bachelor of Arts in Entrepreneurship students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Accounting section of the CPC comprehensive exam when compared to other competitive programs. **Ideal Target:** Bachelor of Arts in Entrepreneurship students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Accounting section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Entrepreneurship students ($M=586, N=88$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=535$), and above the average of the Traditional Aggregate Pool ($M=501$) on the Accounting section of the CPC comprehensive exam.

CPC Subsection –Business Finance (Direct)	Acceptable Target**:** Bachelor of Arts in Entrepreneurship students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Finance section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in Entrepreneurship, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Finance section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Entrepreneurship students ($M=501$, $N=88$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=471$), and above the average of the Traditional Aggregate Pool ($M=439$) on the Business Finance section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	81 out of 88 (92.05%) Bachelor of Arts in Entrepreneurship students sampled scored 400 or higher on the CPC comprehensive exam ($M = 578.75$, $SD = 134.47$).
BUS 401 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Entrepreneurship students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Entrepreneurship students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	13 out of 28 (46.43%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
BUS 368 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Entrepreneurship students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Entrepreneurship students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	117 out of 160 (73.13%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	91.04% of Bachelor of Arts in Entrepreneurship students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.

End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.33% of Bachelor of Arts in Entrepreneurship students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #2
Analyze the impact of the political, legal and ethical environment on entrepreneurial ventures.

Measure	Target	Results
CPC Subsection –Legal Environment of Business (Direct)	Acceptable Target: Bachelor of Arts in Entrepreneurship students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Legal Environment of Business section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Entrepreneurship students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Legal Environment of Business section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Entrepreneurship students ($M=613$, $N=88$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=582$), and above the average of the Traditional Aggregate Pool ($M=510$) on the Legal Environment of Business section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	81 out of 88 (92.05%) Bachelor of Arts in Entrepreneurship students sampled scored 400 or higher on the CPC comprehensive exam ($M = 578.75, SD = 134.47$).
BUS 311 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Entrepreneurship students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Entrepreneurship students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	480 out of 708 (67.80%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either	91.04% of Bachelor of Arts in Entrepreneurship students upon completion of the program during the 2015-16 assessment cycle indicated

	"Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.33% of Bachelor of Arts in Entrepreneurship students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #3		
Analyze emerging issues facing emerging businesses in competitive markets.		
Measure	Target	Results
CPC Subsection –Business Ethics (Direct)	Acceptable Target: Bachelor of Arts in Entrepreneurship students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Ethics section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Entrepreneurship students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to Business Ethics section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Entrepreneurship students ($M=591$, $N=88$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=563$), and above the average of the Traditional Aggregate Pool ($M=495$) on the Business Ethics section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	81 out of 88 (92.05%) Bachelor of Arts in Entrepreneurship students sampled scored 400 or higher on the CPC comprehensive exam ($M = 578.75$, $SD = 134.47$).

BUS 435 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Entrepreneurship students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Entrepreneurship students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	322 out of 462 (69.70%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	91.04% of Bachelor of Arts in Entrepreneurship students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.33% of Bachelor of Arts in Entrepreneurship students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #4
Integrate the functional areas of business in the strategic planning process.

Measure	Target	Results
CPC Subsection –Management (Direct)	Acceptable Target: Bachelor of Arts in Entrepreneurship students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Entrepreneurship students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to	On average, Bachelor of Arts in Entrepreneurship students ($M=633$, $N=88$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=598$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Management section of the CPC comprehensive exam.

	Management section of the CPC comprehensive exam when compared to other competitive programs.	
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	81 out of 88 (92.05%) Bachelor of Arts in Entrepreneurship students sampled scored 400 or higher on the CPC comprehensive exam ($M = 578.75$, $SD = 134.47$).
BUS 433 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Entrepreneurship students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Entrepreneurship students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	70 out of 85 (82.35%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	91.04% of Bachelor of Arts in Entrepreneurship students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.33% of Bachelor of Arts in Entrepreneurship students upon completion of the program during the 2015-16 assessment cycle indicated that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #5
Construct a business plan for an entrepreneurial venture.

Measure	Target	Results
CPC Subsection –Management (Direct)	**Acceptable Target:** Bachelor of Arts in Entrepreneurship students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. **Ideal Target:** Bachelor of Arts in Entrepreneurship students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Entrepreneurship students ($M=633$, $N=88$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=598$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Management section of the CPC comprehensive exam.
CPC Subsection –Economics (Direct)	**Acceptable Target:** Bachelor of Arts in Entrepreneurship students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Economics section of the CPC comprehensive exam when compared to other competitive programs. **Ideal Target:** Bachelor of Arts in Entrepreneurship students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to Economics section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Entrepreneurship students ($M=549$, $N=88$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=509$), and above the average of the Traditional Aggregate Pool ($M=472$) on the Economics section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	81 out of 88 (92.05%) Bachelor of Arts in Entrepreneurship students sampled scored 400 or higher on the CPC comprehensive exam ($M = 578.75$, $SD = 134.47$).
BUS 437 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Entrepreneurship students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Entrepreneurship students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	392 out of 502 (78.09%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:	91.04% of Bachelor of Arts in Entrepreneurship students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed

	• I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.33% of Bachelor of Arts in Entrepreneurship students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

Summary of Assessment-- Bachelor of Arts in Entrepreneurship Program Outcome #5
The summary below provides a brief synopsis of the assessment/analysis of program outcome #5—Construct a business plan for an entrepreneurial venture.

The student's ability to construct a business plan for an entrepreneurial venture is critical to the graduate's success in starting their own business. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #5 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Entrepreneurship students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Entrepreneurship student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Bachelor of Arts in Finance
Students completing the Bachelor of Arts in Finance program will be able to:

i. Demonstrate problem solving skills including the ability to analyze business and financial conditions;
ii. Apply financial theories to conduct financial analysis;
iii. Understand how to measure and achieve the efficiency use of financial resources;
iv. Evaluate the political, social, legal, regulatory, and technological issues in the context of micro and macro-finance; and
v. Understand the business as an integrated system including the relations among the functional areas, and the application long-range planning, implementation and control systems.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results for this program are summarized below.

A. Bachelor of Arts in Finance

2015-2016 Assessment Cycle: Program Learning Outcome #1		
Demonstrate problem-solving skills including the ability to analyze business and financial conditions.		
Measure	**Target**	**Results**
CPC Subsection – Accounting (Direct)	Acceptable Target: Bachelor of Arts in Finance students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Accounting section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Finance students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Accounting section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Finance students ($M=631, N=74$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=535$), and above the average of the Traditional Aggregate Pool ($M=501$) on the Accounting section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	72 out of 74 (97.30%) Bachelor of Arts in Finance students sampled scored 400 or higher on the CPC comprehensive exam ($M = 643.07$, $SD = 143.40$).
MGT 405 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Finance students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO.	29 out of 55 (52.73%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the mastered

	Ideal: 25% of Bachelor of Arts in Finance students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	level.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	90.41% of Bachelor of Arts in Finance students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	82.19% of Bachelor of Arts in Finance students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #2
Apply financial theories to conduct financial analysis.

Measure	Target	Results
CPC Subsection – Business Finance (Direct)	Acceptable Target**:** Bachelor of Arts in Finance students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Finance section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in Finance students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Finance section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Finance students ($M=623, N=74$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=471$), and above the average of the Traditional Aggregate Pool ($M=437$) on the Business Finance section of the CPC comprehensive exam.

Measure	Target	Results
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	72 out of 74 (97.30.82%) Bachelor of Arts in Finance students sampled scored 400 or higher on the CPC comprehensive exam ($M = 643.07$, $SD = 143.40$).
BUS 405 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Finance students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Finance students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	58 out of 76 (76.32%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	90.41% of Bachelor of Arts in Finance students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	82.19% of Bachelor of Arts in Finance students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #3		
Understand how to measure and achieve the efficient use of financial resources.		
Measure	Target	Results

CPC Subsection – Quantitative Research Techniques (Direct)	Acceptable Target: Bachelor of Arts in Finance students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Quantitative Research Techniques section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Finance students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Quantitative Research Techniques section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Finance students ($M=643$, $N=74$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=506$), and above the average of the Traditional Aggregate Pool ($M=446$) on the Quantitative Research Techniques section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	72 out of 74 (97.30%) Bachelor of Arts in Finance students sampled scored 400 or higher on the CPC comprehensive exam ($M = 643.07$, $SD = 143.40$).
BUS 450 Final Case Study (Direct)	Acceptable: 70% of Bachelor of Arts in Finance students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Finance students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	274 out of 426 (64.32%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	90.41% of Bachelor of Arts in Finance students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	82.19% of Bachelor of Arts in Finance students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	

2015-2016 Assessment Cycle: Program Learning Outcome #4
Evaluate the political, social, legal, regulatory, and technological issues in the context of micro-and macro-finance.

Measure	Target	Results
CPC Subsection – Legal Environment of Business (Direct)	Acceptable Target: Bachelor of Arts in Finance students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Finance students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Finance students ($M=688, N=74$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=581$), and above the average of the Traditional Aggregate Pool ($M=510$) on the Legal Environment of Business section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	72 out of 74 (97.30%) Bachelor of Arts in Finance students sampled scored 400 or higher on the CPC comprehensive exam ($M = 643.07$, $SD = 143.40$).
ECO 316 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Finance students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Finance students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	226 out of 276 (81.88 %) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or	90.41% of Bachelor of Arts in Finance students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.

	"Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	82.19% of Bachelor of Arts in Finance students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #5
Understand the business as an integrated system including the relations among the functional areas, and the application long-range planning, implementation and control systems.

Measure	Target	Results
CPC Subsection – Management (Direct)	**Acceptable Target:** Bachelor of Arts in Finance students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. **Ideal Target:** Bachelor of Arts in Finance students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Finance students ($M=645, N=74$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=566$), and above the average of the Traditional Aggregate Pool ($M=518$) on the Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	72 out of 74 (97.30%) Bachelor of Arts in Finance students sampled scored 400 or higher on the CPC comprehensive exam ($M = 643.07, SD = 143.40$).
BUS 402 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Finance students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Finance students must receive a proficient or distinguished evaluation	186 out of 242 (76.86%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.

	on relevant content criteria mapped to this PLO.	
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. **Ideal Target:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	90.41% of Bachelor of Arts in Finance students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	82.19% of Bachelor of Arts in Finance students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

Summary of Assessment-- Bachelor of Arts in Finance Program Outcome #2

The summary below provides a brief synopsis of the assessment/analysis of program outcome #2—Apply financial theories to conduct financial analysis.

The student's ability to apply financial theories to conduct financial analysis is vital to the graduate's success in the financial industry. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #2 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Finance students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Finance student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary

and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Summary of Assessment-- Bachelor of Arts in Finance Program Outcome #3
The summary below provides a brief synopsis of the assessment/analysis of program outcome #3—Understand how to measure and achieve the efficiency use of financial resources.

The student's ability to understand how to measure and achieve the efficiency use of financial resources is essential to the graduate's success. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #3 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Finance students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Finance student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Bachelor of Arts in Human Resource Management
Students completing the Bachelor of Arts in Human Resource Management program will be able to:
   i.   Evaluate internal and external organizational environments and the impact of their interrelationships on human resource functions;
   ii. Analyze the process of job analysis, staffing, appraisal and compensation, training, career planning, and organizational development;
   iii. Examine the interaction among management, labor, and labor law;
   iv. Assess and develop methods designed to prevent employer liability and labor relation issues (antidiscrimination statutes, employee and labor relations, union and non-union environment issues); and
   v.   Analyze the ethical, legal, and safety challenges faced in the workplace.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results for this program are summarized below.

A. Bachelor of Arts in Human Resources Management

<table>
<tr><td colspan="3">2015-2016 Assessment Cycle: Program Learning Outcome #1
Evaluate internal and external organizational environments and the impact of their interrelationships on human resource functions.</td></tr>
<tr><td>Measure</td><td>Target</td><td>Results</td></tr>
<tr>
<td>CPC Subsection –Business Integration and Strategic Management (Direct)</td>
<td>Acceptable Target: Bachelor of Arts in Human Resources Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when compared to other competitive programs.

Ideal Target: Bachelor of Arts in Human Resources Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when compared to other competitive programs.</td>
<td>On average, Bachelor of Arts in Human Resources Management students ($M=621, N=349$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=573$), and above the average of the Traditional Aggregate Pool ($M=524$) on the Business Integration and Strategic Management section of the CPC comprehensive exam.</td>
</tr>
<tr>
<td>CPC Comprehensive (Direct)</td>
<td>Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.

Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.</td>
<td>313 out of 349 (89.68%) Bachelor of Arts in Human Resources Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 575.82$, $SD = 141.23$).</td>
</tr>
<tr>
<td>MGT 490 Final Paper (Direct)</td>
<td>Acceptable: 70% of Bachelor of Arts in Human Resources Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO.

Ideal: 25% of Bachelor of Arts in Human Resources Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.</td>
<td>958 out of 1056 (90.72%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.</td>
</tr>
<tr>
<td>End of Program Survey (Indirect)</td>
<td>Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• I understand the learning objectives of my courses.

Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:</td>
<td>91.79% of Bachelor of Arts in Human Resource Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.</td>
</tr>
</table>

	• I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.73% of Bachelor of Arts in Human Resource Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #2		
Analyze the process of job analysis, staffing, appraisal and compensation, training, career planning, and organizational development.		
Measure	Target	Results
CPC Subsection –Business Leadership (Direct)	**Acceptable Target:** Bachelor of Arts in Human Resources Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Leadership section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in Human Resources Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Leadership section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Human Resources Management students ($M=625, N=349$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=598$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Business Leadership section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	313 out of 349 (89.68%) Bachelor of Arts in Human Resources Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 575.82$, $SD = 141.23$).
BUS 434 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Human Resources Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Human Resources Management	282 out of 354 (79.66%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.

	students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	91.79% of Bachelor of Arts in Human Resource Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.73% of Bachelor of Arts in Human Resource Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #3		
Examine the interaction among management, labor, and labor law.		
Measure	Target	Results
CPC Subsection –Management (Direct)	**Acceptable Target:** Bachelor of Arts in Human Resources Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in Human Resources Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Human Resources Management students ($M=625, N=349$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=598$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on	313 out of 349 (89.68%) Bachelor of Arts in Human Resources

	the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	Management students sampled scored 400 or higher on the CPC comprehensive exam (*M = 575.82, SD = 141.23*).
BUS 372 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Human Resources Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Human Resources Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	2095 out of 2594 (80.76%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	91.79% of Bachelor of Arts in Human Resource Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.73% of Bachelor of Arts in Human Resource Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #4		
Assess and develop methods designed to prevent employer liability and labor relation issues (antidiscrimination statutes, employee and labor relations, union and non-union environment issues).		
Measure	Target	Results

CPC Subsection –Global Dimensions of Business (Direct)	Acceptable Target: Bachelor of Arts in Human Resources Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Global Dimensions of Business section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Human Resources Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Global Dimensions of Business section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Human Resources Management students ($M=544, N=349$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=486$), and above the average of the Traditional Aggregate Pool ($M=442$) on the Global Dimensions of Business section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	313 out of 349 (89.68%) Bachelor of Arts in Human Resources Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 575.82, SD = 141.23$).
BUS 372 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Human Resources Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Human Resources Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	2095 out of 2594 (80.76%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	91.79% of Bachelor of Arts in Human Resource Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.73% of Bachelor of Arts in Human Resource Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

	Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	

2015-2016 Assessment Cycle: Program Learning Outcome #5		
Analyze the ethical, legal, and safety challenges faced in the workplace.		
Measure	Target	Results
CPC Subsection –Business Ethics (Direct)	Acceptable Target**:** Bachelor of Arts in Human Resources Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Ethics section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in Human Resources Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Ethics section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Human Resources Management students ($M=592, N=349$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=563$), and above the average of the Traditional Aggregate Pool ($M=495$) on the Business Ethics section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	313 out of 349 (89.68%) Bachelor of Arts in Human Resources Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 575.82$, $SD = 141.23$).
BUS 375 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Human Resources Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Human Resources Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	1467 out of 1962 (74.77%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express	91.79% of Bachelor of Arts in Human Resource Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.

	satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.73% of Bachelor of Arts in Human Resource Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

Summary of Assessment-- Bachelor of Arts in Human Resource Management Program Outcome #1
The summary below provides a brief synopsis of the assessment/analysis of program outcome #1— Evaluate internal and external organizational environments and the impact of their interrelationships on human resource functions.

The student's ability to evaluate the internal and external organizational environments and the impact of their interrelationships on human resource functions is essential to becoming an effective human resource manager. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #1 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Human Resource Management students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Human Resource Management student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Bachelor of Arts in International Business
Students completing the Bachelor of Arts in International Business program will be able to:

i. Apply basic business practices to resolve international business problems;
ii. Assess market globalization factors and typical business strategies for competing in foreign markets;
iii. Construct a country strategic risk assessment that includes all the relevant factors for firms operating overseas or thinking of entering new markets;
iv. Integrate culturally sensitive concepts into team communication; and
v. Analyze emerging issues facing countries or businesses in international markets.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results for this program are summarized below.

A. Bachelor of Arts in International Business

2015-2016 Assessment Cycle: Program Learning Outcome #1		
Apply basic business practices to resolve international business problems.		
Measure	Target	Results
CPC Subsection –Management (Direct)	Acceptable Target**:** Bachelor of Arts in International Business students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in International Business students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in International Business students ($M=700, N=24$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=598$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	21 out of 24 (87.50%) Bachelor of Arts in International Business students sampled scored 400 or higher on the CPC comprehensive exam ($M = 618.37, SD = 169.58$).
BUS 357 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in International Business students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in International Business students must receive a proficient or distinguished	46 out of 80 (57.50%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.

Measure	Target	Results
	evaluation on relevant content criteria mapped to this PLO.	
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	100% of Bachelor of Arts in International Business students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	100% of Bachelor of Arts in International Business students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #2 Assess market globalization factors and typical business strategies for competing in foreign markets.		
Measure	Target	Results
CPC Subsection –Business Integration and Strategic Management (Direct)	Acceptable Target: Bachelor of Arts in International Business students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in International Business students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in International Business students ($M=721, N=24$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=573$), and above the average of the Traditional Aggregate Pool ($M=524$) on the Business Integration and Strategic Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on	21 out of 24 (87.50%) Bachelor of Arts in International Business students

	the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	sampled scored 400 or higher on the CPC comprehensive exam ($M = 618.37, SD = 169.58$).
BUS 343 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in International Business students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in International Business students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	136 out of 150 (90.67%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	100% of Bachelor of Arts in International Business students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	100% of Bachelor of Arts in International Business students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #3		
Construct a country strategic risk assessment that includes all the relevant factors for firms operating overseas or thinking of entering new markets.		
Measure	Target	Results

CPC Subsection –Information Management Systems (Direct)	Acceptable Target: Bachelor of Arts in International Business students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Information Management Systems section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in International Business students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Information Management Systems section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in International Business students (*M=692, N=24*) scored above the average of the Peregrine Academic Services Online Aggregate Pool (*M=611*), and above the average of the Traditional Aggregate Pool (*M=555*) on the Information Management Systems section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	21 out of 24 (87.50%) Bachelor of Arts in International Business students sampled scored 400 or higher on the CPC comprehensive exam (*M* = 618.37, *SD* = 169.58).
MGT 492 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in International Business students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in International Business students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	42 out of 44 (95.45%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	100% of Bachelor of Arts in International Business students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	100% of Bachelor of Arts in International Business students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

	Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	

2015-2016 Assessment Cycle: Program Learning Outcome #4		
Integrate culturally sensitive concepts into team communication.		
Measure	Target	Results
CPC Subsection –Business Ethics (Direct)	Acceptable Target**:** Bachelor of Arts in International Business students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Ethics section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in International Business students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Ethics section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in International Business students ($M=625, N=24$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=563$), and above the average of the Traditional Aggregate Pool ($M=495$) on the Business Ethics section of the CPC comprehensive exam.
CPC Subsection –Business Leadership (Direct)	Acceptable Target**:** Bachelor of Arts in International Business students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Leadership section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in International Business students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Leadership section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in International Business students ($M=583, N=24$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=541$), and above the average of the Traditional Aggregate Pool ($M=481$) on the Business Leadership section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	21 out of 24 (87.50%) Bachelor of Arts in International Business students sampled scored 400 or higher on the CPC comprehensive exam ($M = 618.37, SD = 169.58$).
COM 360 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in International Business students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO.	38 out of 54 (70.37%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.

	Ideal: 25% of Bachelor of Arts in International Business students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	100% of Bachelor of Arts in International Business students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	100% of Bachelor of Arts in International Business students upon completion of the program during the 2015-16 assessment cycle indicated that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #5		
Analyze emerging issues facing countries or businesses in international markets.		
Measure	Target	Results
CPC Subsection –Global Dimensions of Business (Direct)	Acceptable Target**:** Bachelor of Arts in International Business students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Global Dimensions of Business section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in International Business students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Global Dimensions of Business section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in International Business students ($M=542, N=24$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=486$), and above the average of the Traditional Aggregate Pool ($M=442$) on the Global Dimensions of Business section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on	21 out of 24 (87.50%) Bachelor of Arts in International Business students

	the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	sampled scored 400 or higher on the CPC comprehensive exam (M = 618.37, SD = 169.58).
MGT 492 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in International Business students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in International Business students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	80 out of 88 (90.91%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	100% of Bachelor of Arts in International Business students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	100% of Bachelor of Arts in International Business students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

Summary of Assessment-- Bachelor of Arts in International Business Program Outcome #2
The summary below provides a brief synopsis of the assessment/analysis of program outcome #2—
Assess market globalization factors and typical business strategies for competing in foreign markets.

The student's ability to assess market globalization factors and typical business strategies for competing in foreign markets is essential to the graduate's success. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #2 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in International Business students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in International Business student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Bachelor of Arts in Operations Management and Analysis
Students completing the Bachelor of Arts in Operations Management and Analysis program will be able to:
  i.   Apply systems analysis to management decisions and operational success;
  ii.   Assess methods of quality management, product and service development, and lean processes in business operations;
  iii. Develop skills in managing projects and programs;
  iv.   Examine globalization effects on the organization's operations, supply chain, and product or services production; and
  v.   Understand effective decision-making, problem solving, and technical skills required in management.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results for this program are summarized below.

A. Bachelor of Arts in Operations Management and Analysis

2015-2016 Assessment Cycle: Program Learning Outcome #1 Apply systems analysis to management decisions and operational success.		
Measure	Target	Results

CPC Subsection – Management (Direct)	**Acceptable Target:** Bachelor of Arts in Operations Management and Analysis students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. **Ideal Target:** Bachelor of Arts in Operations Management and Analysis students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Operations Management and Analysis students (*M=701, N=35*) scored above the average of the Peregrine Academic Services Online Aggregate Pool (*M=598*), and above the average of the Traditional Aggregate Pool (*M=541*) on the Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	30 out of 35 (86%) Bachelor of Arts in Operations Management and Analysis students sampled scored 400 or higher on the CPC comprehensive exam (*M* = 627.81, *SD* = 151.94).
BUS 461 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Operations Management and Analysis students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Operations Management and Analysis students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	165 out of 184 (89.67%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the mastered level.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. **Ideal Target:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	100.00% of Bachelor of Arts in Operations Management and Analysis students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.66% of Bachelor of Arts in Operations Management and Analysis students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

| | Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• The curriculum was relevant to my professional needs. | |

2015-2016 Assessment Cycle: Program Learning Outcome #2
Assess methods of quality management, product and service development, and learn processes in business operations.

Measure	Target	Results
CPC Subsection – Business Integration and Strategic Management (Direct)	**Acceptable Target:** Bachelor of Arts in Operations Management and Analysis students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in Operations Management and Analysis students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Operations Management and Analysis students ($M=712$, $N=35$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=573$), and above the average of the Traditional Aggregate Pool ($M=524$) on the Business Integration and Strategic Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	30 out of 35 (86%) Bachelor of Arts in Operations Management and Analysis students sampled scored 400 or higher on the CPC comprehensive exam ($M = 627.81$, $SD = 151.94$).
BUS 445 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Operations Management and Analysis students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Operations Management and Analysis students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	110 out of 176 (62.50%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the mastered level.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	100% of Bachelor of Arts in Operations Management and Analysis students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they

	Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.66% of Bachelor of Arts in Operations Management and Analysis students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #3
Develop skills in managing projects and programs.

Measure	Target	Results
CPC Subsection – Business Leadership (Direct)	Acceptable Target: Bachelor of Arts in Operations Management and Analysis students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Operations Management and Analysis students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Operations Management and Analysis students ($M=625, N=35$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=542$), and above the average of the Traditional Aggregate Pool ($M=481$) on the Business Leadership section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	30 out of 35 (86%) Bachelor of Arts in Operations Management and Analysis students sampled scored 400 or higher on the CPC comprehensive exam ($M = 627.81, SD = 151.94$).
INF 410 Final Case Study (Direct)	Acceptable: 70% of Bachelor of Arts in Operations Management and Analysis students must receive a basic, proficient, or distinguished evaluation	114 out of 135 (84.44%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the

	on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Operations Management and Analysis students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	introductory level.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	100% of Bachelor of Arts in Operations Management and Analysis students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.66% of Bachelor of Arts in Operations Management and Analysis students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #4
Examine globalization effects on the organization's operations, supply chain, and product or services production.

Measure	Target	Results
CPC Subsection – Global Dimensions of Business (Direct)	Acceptable Target**:** Bachelor of Arts in Operations Management and Analysis students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Global Dimensions of Business section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in Operations Management and Analysis students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online	On average, Bachelor of Arts in Operations Management and Analysis students ($M=618, N=35$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=486$), and above the average of the Traditional Aggregate Pool ($M=442$) on the Global Dimensions of Business section of the CPC comprehensive exam.

	Campus and Traditional Campus Aggregate Pools related to the Global Dimensions of Business section of the CPC comprehensive exam when compared to other competitive programs.	
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	30 out of 35 (86%) Bachelor of Arts in Operations Management and Analysis students sampled scored 400 or higher on the CPC comprehensive exam (M = 627.81, SD = 151.94).
INF 336 Final Case Study (Direct)	Acceptable: 70% of Bachelor of Arts in Operations Management and Analysis students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Operations Management and Analysis students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	As the data for the INF 336 Final Case Study reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	100% of Bachelor of Arts in Operations Management and Analysis students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.66% of Bachelor of Arts in Operations Management and Analysis students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #5
Understand effective decision-making, problem-solving, and technical skills required in management.

Measure	Target	Results
CPC Subsection – Quantitative Research Techniques and Statistics (Direct)	**Acceptable Target:** Bachelor of Arts in Operations Management and Analysis students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Quantitative Research Techniques and Statistics section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Operations Quantitative Research Techniques and Statistics and Analysis students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Operations Management and Analysis students ($M=603$, $N=35$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=506$), and above the average of the Traditional Aggregate Pool ($M=445$) on the Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	30 out of 35 (86%) Bachelor of Arts in Operations Management and Analysis students sampled scored 400 or higher on the CPC comprehensive exam ($M = 627.81$, $SD = 151.94$).
INF 337 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Operations Management and Analysis students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Operations Management and Analysis students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	222 out of 235 (94.47%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the mastered level.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	100% of Bachelor of Arts in Operations Management and Analysis students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.

End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.66% of Bachelor of Arts in Operations Management and Analysis students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

Summary of Assessment-- Bachelor of Arts in Operations Management and Analysis Program Outcome #4

The summary below provides a brief synopsis of the assessment/analysis of program outcome #4—Examine globalization effects on the organization's operations, supply chain, and product or services production.

The student's ability to examine the effects of globalization on the organization's operations, supply chain, and product or services production is vital to becoming an effective operations manager. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #4 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Operations Management and Analysis students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Operations Management and Analysis student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Bachelor of Arts in Organizational Management

Students completing the Bachelor of Arts in Organizational Management program will be able to:

    i.   Examine one's personal leadership style and determine its appropriateness to various organizational situations;

    ii.   Demonstrate appropriate decision-making skills in organizational contexts;

iii. Formulate strategies for effective team development;

iv. Analyze alternative solutions for complex business problems

v. Compare and contrast individual characteristics that influence work behaviors and organizational effectiveness; and

vi. Analyze the impact of social problems on the workplace at the individual, group, organizational, and societal levels.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results for this program are summarized below.

A. Bachelor of Arts in Organizational Management

2015-2016 Assessment Cycle: Program Learning Outcome #1		
Examine their personal leadership style and determine its appropriateness to various organizational situations.		
Measure	Target	Results
CPC Subsection – Business Leadership (Direct)	Acceptable Target: Bachelor of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Leadership section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Leadership section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Organizational Management students ($M=656, N=1137$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=541$), and above the average of the Traditional Aggregate Pool ($M=481$) on the Business Leadership section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	1104 out of 1137 (97.10%) Bachelor of Arts in Organizational Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 654.75$, $SD = 136.37$).
MGT 380 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Organizational Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Organizational Management students	5022 out of 6131 (81.91%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.

	must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	93.40% of Bachelor of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	91.88% of Bachelor of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #2		
Demonstrate appropriate decision-making skills in organizational contexts.		
Measure	Target	Results
CPC Subsection – Management (Direct)	Acceptable Target: Bachelor of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Organizational Management students ($M=600, N=1137$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=598$), and above the average of the Traditional Aggregate Pool ($M=481$) on the Management section of the CPC comprehensive exam.

CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	1104 out of 1137 (97.10%) Bachelor of Arts in Organizational Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 654.75$, $SD = 136$
MGT 435 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Organizational Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Organizational Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	997 out of 1195 (83.43%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	93.40% of Bachelor of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	91.88% of Bachelor of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #3
Formulate strategies for effective team development.

Measure	Target	Results
CPC Subsection – Business Leadership (Direct)	Acceptable Target: Bachelor of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic	On average, Bachelor of Arts in Organizational Management students ($M=656$, $N=1137$) scored above the average of the Peregrine Academic

	Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Leadership section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in Organizational Business Leadership students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	Services Online Aggregate Pool (*M=541*), and above the average of the Traditional Aggregate Pool (*M=481*) on the Business Leadership section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	1104 out of 1137 (97.10%) Bachelor of Arts in Organizational Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 654.75$, $SD = 136$).
MGT 415 Final Case Study (Direct)	Acceptable: 70% of Bachelor of Arts in Organizational Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Organizational Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	3783 out of 5270 (71.78%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	93.40% of Bachelor of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used	91.88% of Bachelor of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

	will be: • The curriculum was relevant to my professional needs.	

2015-2016 Assessment Cycle: Program Learning Outcome #4
Analyze alternative solutions for complex business problems.

Measure	Target	Results
CPC Subsection – Business Integration and Strategic Management (Direct)	**Acceptable Target:** Bachelor of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when compared to other competitive programs. **Ideal Target:** Bachelor of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Organizational Management students ($M=586, N=1137$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=573$), and above the average of the Traditional Aggregate Pool ($M=524$) on the Business Integration and Strategic Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	1104 out of 1137 (97.10%) Bachelor of Arts in Organizational Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 654.75, SD = 136$
MGT 460 Final Case Study (Direct)	Acceptable: 70% of Bachelor of Arts in Organizational Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Organizational Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	1304 out of 1680 (77.62%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. **Ideal Target:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or	93.40% of Bachelor of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.

	“Strongly Agree.” The item to be used will be: • I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either “Agree” or “Strongly Agree.” The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either “Agree” or “Strongly Agree.” The item to be used will be: • The curriculum was relevant to my professional needs.	91.88% of Bachelor of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #5		
Compare and contrast individual characteristics that influence work behaviors and organizational effectiveness.		
Measure	**Target**	**Results**
CPC Subsection – Business Communication (Direct)	**Acceptable Target:** Bachelor of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Communication section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Organizational Management students ($M=576, N=850$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=N/A$), and above the average of the Traditional Aggregate Pool ($M=N/A$) on the Business Communication section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	1104 out of 1137 (97.10%) Bachelor of Arts in Organizational Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 654.75$, $SD = 136$
MGT 415 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Organizational Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Organizational Management students must receive a proficient or	3783 out of 5270 (71.78%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.

	distinguished evaluation on relevant content criteria mapped to this PLO.	
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	93.40% of Bachelor of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	91.88% of Bachelor of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #6
Analyze the impact of social problems on the workplace at the individual, group, organizational, and societal levels.

Measure	Target	Results
CPC Subsection – Business Ethics (Direct)	Acceptable Target: Bachelor of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Ethics section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Ethics section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Organizational Management students ($M=703$, $N=1137$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=563$), and above the average of the Traditional Aggregate Pool ($M=495$) on the Business Ethics section of the CPC comprehensive exam.

CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	1104 out of 1137 (97.10%) Bachelor of Arts in Organizational Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 654.75$, $SD = 136$).
SOC 402 Final Case Study (Direct)	Acceptable: 70% of Bachelor of Arts in Organizational Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Organizational Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	2477 out of 3476 (71.26%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	93.40% of Bachelor of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	91.88% of Bachelor of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

Summary of Assessment-- Bachelor of Arts in Organizational Management Program Outcome #1

The summary below provides a brief synopsis of the assessment/analysis of program outcome #1—Examine one's personal leadership style and determine its appropriateness to various organizational situations.

The student's ability to examine one's personal leadership style and determine its appropriateness to various organizational situations is vital to becoming an effective manager. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #1 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Organizational Management students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Organizational Management student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Summary of Assessment-- Bachelor of Arts in Organizational Management Program Outcome #5
The summary below provides a brief synopsis of the assessment/analysis of program outcome #5—Compare and contrast individual characteristics that influence work behaviors and organizational effectiveness.

The student's ability to compare and contrast individual characteristics that influence work behaviors and organizational effectiveness is essential to the graduate's success. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #5 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Organizational Management students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Organizational Management student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Bachelor of Arts in Public Relations and Marketing
Students completing the Bachelor of Arts in Public Relations and Marketing program will be able to:

i. Develop an understanding and mastery of marketing, and public relations functions;
ii. Create a repertoire of communication skills in order to become an effective communicator across contexts;
iii. Develop competence in using planning skills to create and implement marketing and public relations solutions to meet client's needs;
iv. Evaluate the effectiveness and appropriateness of marketing and public relations messages; and
v. Engage in problem analysis, strategic planning, message development, and tactical solutions.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results this program are summarized below.

A. Bachelor of Arts in Public Relations and Marketing

2015-2016 Assessment Cycle: Program Learning Outcome #1 Develop an understanding and mastery of marketing, and public relations functions.		
Measure	Target	Results
BUS 343 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Public Relations and Marketing students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Public Relations and Marketing students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	368 out of 465 (79.1%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
BUS 421 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Public Relations and Marketing students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Public Relations and Marketing students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	293 out of 332 (88.25%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

	Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

2015-2016 Assessment Cycle: Program Learning Outcome #2
Create a repertoire of communication skills in order to become an effective communicator across contexts.

Measure	Target	Results
CGD 318 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Public Relations and Marketing students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Public Relations and Marketing students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	299 out of 376 (79.52%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
BUS 421 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Public Relations and Marketing students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Public Relations and Marketing students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	141 out of 166 (84.94%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

	Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

2015-2016 Assessment Cycle: Program Learning Outcome #3		
Develop competence in using planning skills to create and implement marketing and public relations solutions to meet client's needs.		
Measure	Target	Results
BUS 330 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Public Relations and Marketing students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Public Relations and Marketing students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	462 out of 730 (63.29%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
BUS 421 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Public Relations and Marketing students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Public Relations and Marketing students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	141 out of 166 (84.94%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

	Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

2015-2016 Assessment Cycle: Program Learning Outcome #4
Evaluate the effectiveness and appropriateness of marketing and public relations messages.

Measure	Target	Results
BUS 336 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Public Relations and Marketing students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Public Relations and Marketing students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	605 out of 781 (77.46%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
BUS 421 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Public Relations and Marketing students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Public Relations and Marketing students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	63 out of 83 (75.90%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Reinforced level.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

	Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

2015-2016 Assessment Cycle: Program Learning Outcome #5
Engage in problem analysis, strategic planning, message development, and tactical solutions.

Measure	Target	Results
BUS 336 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Public Relations and Marketing students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of BA Public Relations and Marketing students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	605 out of 781 (77.46%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
BUS 330 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Public Relations and Marketing students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Public Relations and Marketing students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	550 out of 705 (64.55%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Introductory level.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

	"Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	As the data for the End of Program Survey reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.

Summary of Assessment-- Bachelor of Arts in Public Relations and Marketing Program Outcome #1

The summary below provides a brief synopsis of the assessment/analysis of program outcome #1 –

Develop an understanding and mastery of marketing, and public relations functions.

The student's ability to develop an understanding and mastery of marketing and public relations functions is critical to the graduate's success. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #1 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Public Relations and Marketing students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Public Relations and Marketing student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Summary of Assessment-- Bachelor of Arts in Public Relations and Marketing Program Outcome #4

The summary below provides a brief synopsis of the assessment/analysis of program outcome #4 - Evaluate the effectiveness and appropriateness of marketing and public relations messages.

The student's ability to evaluate the effectiveness and appropriateness of marketing and public relations messages is essential in the marketing industry and is vital skill for graduates of this program. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #4 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Public Relations and Marketing students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Public Relations and Marketing student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Bachelor of Arts in Public Administration
Students completing the Bachelor of Arts in Public Administration program will be able to:
  i. Demonstrate theoretical knowledge for understanding, developing, and implementing public policy and administration;
  ii. Integrate academic theory and practical applications;
  iii. Apply management theory to the practice of public administration;
  iv. Identify relevant political and legal factors in the policy process and analyze their roles critically; and
  v. Judge the ethical components of public responsibility.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results for this program are summarized below.

A. Bachelor of Arts in Public Administration

2015-2016 Assessment Cycle: Program Learning Outcome #1		
Demonstrate theoretical knowledge for understanding, developing, and implementing public policy and administration.		
Measure	Target	Results

CPC Subsection – Public Administration Principles and Foundations (Direct)	**Acceptable Target:** Bachelor of Arts in Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Public Administration Principles and Foundations section of the CPC comprehensive exam when compared to other competitive programs. **Ideal Target:** Bachelor of Arts in Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Public Administration Principles and Foundations section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Public Administration students (*M=656, N=11*) scored above the average of the Peregrine Academic Services Online Aggregate Pool (*M=541*), and above the average of the Traditional Aggregate Pool (*M=481*) on the Public Administration Principles and Foundations section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	21 out of 21 (100%) Bachelor of Arts in Public Administration students sampled scored 400 or higher on the CPC comprehensive exam (*M* = 581.34, *SD* = 94.17).
PPA 497 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Public Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Public Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	81 out of 96 (84.38%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the mastered level.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. **Ideal Target:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	95.24% of Bachelor of Arts in Public Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	80.95% of Bachelor of Arts in Public Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed

	Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #2
Integrate academic theory and practical applications.

Measure	Target	Results
CPC Subsection – Public Administration Management (Direct)	Acceptable Target**:** Bachelor of Arts in Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Public Administration Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Public Administration Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Public Administration students ($M=584$, $N=850$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=541$), and above the average of the Traditional Aggregate Pool ($M=481$) on the Public Administration Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	21 out of 21 (100%) Bachelor of Arts in Public Administration students sampled scored 400 or higher on the CPC comprehensive exam ($M = 581.34$, $SD = 94.17$).
PPA 305 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Public Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Public Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	86 out of 218 (78.90%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	95.24% of Bachelor of Arts in Public Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses

	Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	80.95% of Bachelor of Arts in Public Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #3
Apply management theory to the practice of public administration.

Measure	Target	Results
CPC Subsection – Public Administration Management (Direct)	Acceptable Target: Bachelor of Arts in Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Public Administration Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Public Administration Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Public Administration students ($M=584$, $N=850$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=541$), and above the average of the Traditional Aggregate Pool ($M=481$) on the Public Administration Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	21 out of 21 (100%) Bachelor of Arts in Public Administration students sampled scored 400 or higher on the CPC comprehensive exam ($M = 581.34$, $SD = 94.17$).
PPA 301 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Public Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO.	86 out of 218 (78.90%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.

	Ideal: 25% of Bachelor of Arts in Public Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. **Ideal Target:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	95.24% of Bachelor of Arts in Public Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	80.95% of Bachelor of Arts in Public Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #4
Identify relevant political and legal factors in the policy process and analyze their roles critically.

Measure	Target	Results
CPC Subsection – Administrative Law (Direct)	**Acceptable Target:** Bachelor of Arts in Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Administrative Law section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Administrative Law section of the CPC comprehensive	On average, Bachelor of Arts in Public Administration students (*M=643, N=850*) scored above the average of the Peregrine Academic Services Online Aggregate Pool (*M=628*), and above the average of the Traditional Aggregate Pool (*M=544*) on the Information Administrative Law section of the CPC comprehensive exam.

	exam when compared to other competitive programs.	
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	21 out of 21 (100%) Bachelor of Arts in Public Administration students sampled scored 400 or higher on the CPC comprehensive exam ($M = 581.34$, $SD = 94.17$).
PPA 403 Final Case Study (Direct)	Acceptable: 70% of Bachelor of Arts in Public Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Public Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	65 out of 87 (74.71%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	95.24% of Bachelor of Arts in Public Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	80.95% of Bachelor of Arts in Public Administration students upon completion of the program during the 2015-16 assessment cycle indicated that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #5
Judge the ethical components of public responsibility.

Measure	Target	Results
CPC Subsection – Ethics and Social Responsibility (Direct)	**Acceptable Target:** Bachelor of Arts in Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Ethics and Social Responsibility section of the CPC comprehensive exam when compared to other competitive programs. **Ideal Target:** Bachelor of Arts in Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Ethics and Social Responsibility section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Public Administration students ($M=576$, $N=850$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=541$), and above the average of the Traditional Aggregate Pool ($M=481$) on the Ethics and Social Responsibility section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	21 out of 21 (100%) Bachelor of Arts in Public Administration students sampled scored 400 or higher on the CPC comprehensive exam ($M = 581.34$, $SD = 94.17$).
PHI 445 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Public Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Public Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	As the data for the PHI 445 Final Paper reflect fewer than 10 students, findings will not be reported for the 2015-16 assessment cycle.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. **Ideal Target:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	95.24% of Bachelor of Arts in Public Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will	80.95% of Bachelor of Arts in Public Administration students upon

	express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

Summary of Assessment-- Bachelor of Arts in Public Administration Program Outcome #1
The summary below provides a brief synopsis of the assessment/analysis of program outcome #1— Demonstrate theoretical knowledge for understanding, developing, and implementing public policy and administration.

The student's ability to demonstrate theoretical knowledge for understanding, developing, and implementing public policy and administration is essential to the graduate's success. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #1 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Public Administration students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Public Administration student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Bachelor of Arts in Project Management
Students completing the Bachelor of Arts in Project Management program will be able to:
- i. Apply proven project management principles to business situations;
- ii. Systematically initiate, plan, execute, control, and close a well-documented project;
- iii. Identify and apply successful team development and management strategies;
- iv. Evaluate the implications of project management to organizational effectiveness;
- v. Construct and implement an approach for using contracting and procurement activities to fulfill project goals; and
- vi. Align project goals with the corporate strategic planning process.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results for this program are summarized below.

A. Bachelor of Arts in Project Management

<table>
<tr><td colspan="3" align="center">2015-2016 Assessment Cycle: Program Learning Outcome #1
Apply proven project management principles to business situations.</td></tr>
<tr><td>Measure</td><td>Target</td><td>Results</td></tr>
<tr>
<td>CPC Subsection – Management (Direct)</td>
<td>Acceptable Target: Bachelor of Arts in Project Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.

Ideal Target: Bachelor of Arts in Project Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.</td>
<td>On average, Bachelor of Arts in Project Management students ($M=624$, $N=96$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=598$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Management section of the CPC comprehensive exam.</td>
</tr>
<tr>
<td>CPC Comprehensive (Direct)</td>
<td>Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.

Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.</td>
<td>90 out of 96 (93.75%) Bachelor of Arts in Project Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 621.65$, $SD = 145.49$).</td>
</tr>
<tr>
<td>BUS 401 Final Paper (Direct)</td>
<td>Acceptable: 70% of Bachelor of Arts in Project Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO.

Ideal: 25% of Bachelor of Arts in Project Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.</td>
<td>377 out of 429 (87.88%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Introductory level.</td>
</tr>
<tr>
<td>End of Program Survey (Indirect)</td>
<td>Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• I understand the learning objectives of my courses.</td>
<td>89.40% of Bachelor of Arts in Project Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.</td>
</tr>
</table>

	Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	87.64% of Bachelor of Arts in Project Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #2
Systematically initiate, plan, execute, control, and close a well-documented project.

Measure	Target	Results
CPC Subsection – Business Leadership (Direct)	Acceptable Target: Bachelor of Arts in Project Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Leadership section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Project Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Leadership section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Project Management students ($M=624$, $N=96$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=598$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Business Leadership section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	90 out of 96 (93.75%) Bachelor of Arts in Project Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 621.65$, $SD = 145.49$).
INF 342 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Project Management students must	181 out of 250 (72.40%) of records evaluated indicate proficient or

	receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Project Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	distinguished performance on this key assignment's content criteria mapped to this PLO at the mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	89.40% of Bachelor of Arts in Project Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	87.64% of Bachelor of Arts in Project Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #3		
Identify and apply successful team development and management strategies.		
Measure	Target	Results
CPC Subsection – Management (Direct)	Acceptable Target: Bachelor of Arts in Project Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Project Management students, on average, will score at or above the average in the Peregrine Academic	On average, Bachelor of Arts in Project Management students ($M=624, N=96$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=598$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Management section of the CPC comprehensive exam.

	Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	90 out of 96 (93.75%) Bachelor of Arts in Project Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 621.65$, $SD = 145.49$).
INF 338 Final Paper	Acceptable: 70% of Bachelor of Arts in Project Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Project Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	292 out of 339 (86.14%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	89.40% of Bachelor of Arts in Project Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	87.64% of Bachelor of Arts in Project Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #4
Evaluate the implications of project management to organizational effectiveness.

Measure	Target	Results
CPC Subsection – Business Integration and Strategic Management (Direct)	Acceptable Target: Bachelor of Arts in Project Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Project Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Project Management students ($M=627, N=96$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=573$), and above the average of the Traditional Aggregate Pool ($M=524$) on the Business Integration and Strategic Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	90 out of 96 (93.75%) Bachelor of Arts in Project Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 621.65, SD = 145.49$).
INF 337 Final Case Study (Direct)	Acceptable: 70% of Bachelor of Arts in Project Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Project Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	180 out of 196 (91.84%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the reinforced level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	89.40% of Bachelor of Arts in Project Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.

End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	87.64% of Bachelor of Arts in Project Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #5
Construct and implement an approach for using contracting and procurement activities to fulfill project goals.

Measure	Target	Results
CPC Subsection – Information Management Systems (Direct)	Acceptable Target: Bachelor of Arts in Project Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Information Management Systems section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Project Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Information Management Systems section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Project Management students ($M=666$, $N=96$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=611$), and above the average of the Traditional Aggregate Pool ($M=555$) on the Information Management Systems section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	90 out of 96 (93.75%) Bachelor of Arts in Project Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 621.65$, $SD = 145.49$).
INF 336 Final Case Study (Direct)	Acceptable: 70% of Bachelor of Arts in Project Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Project Management students must receive a proficient or distinguished	85 out of 99 (85.86%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.

	evaluation on relevant content criteria mapped to this PLO.	
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	89.40% of Bachelor of Arts in Project Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	87.64% of Bachelor of Arts in Project Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #6		
Align project goals with the corporate strategic planning process.		
Measure	Target	Results
CPC Subsection – Business Integration and Strategic Management (Direct)	Acceptable Target**:** Bachelor of Arts in Project Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in Project Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when	On average, Bachelor of Arts in Project Management students ($M=627, N=96$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=573$), and above the average of the Traditional Aggregate Pool ($M=524$) on the Business Integration and Strategic Management section of the CPC comprehensive exam.

	compared to other competitive programs.	
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	90 out of 96 (93.75%) Bachelor of Arts in Project Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 621.65$, $SD = 145.49$).
BUS 402 Final (Direct)	Acceptable: 70% of Bachelor of Arts in Project Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Project Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	67 out of 93 (72.04%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	89.40% of Bachelor of Arts in Project Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	87.64% of Bachelor of Arts in Project Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

Summary of Assessment-- Bachelor of Arts in Project Management Program Outcome #4
The summary below provides a brief synopsis of the assessment/analysis of program outcome
#4— Evaluate the implications of project management to organizational effectiveness.

Student's ability to evaluate the implications of project management to organizational
effectiveness is critical to their success as graduates of the program. Overall, the student work
selected indicates that, while student performance varies by the individual, the overall sampling
confirms that assignments mapped to program outcome #4 meet the outcome well. The faculty
evaluators found the assignments engaging and appropriate to the degree. Assignment
recommendations suggest that maybe minor clarifications as noted in the summary will produce
more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Project Management students met or
exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of
the Bachelor of Arts in Project Management student targets by faculty is suggested to assure
targets appropriately reflect expected student learning performance in the degree program. A
complete Executive Summary and statistics on assessment are available on the Ashford
University Assessment website at https://assessment.ashford.edu/.

Bachelor of Arts in Real Estate Studies
Students completing the Bachelor of Arts in Real Estate Studies program will be able to:
  i.   Assess real estate professional governance and licensing in the states and how such
       laws and systems benefit consumers;
  ii. Examine essential real estate business practices;
  iii. Apply real estate law, contract law, and Uniform Commercial Code in solving
       complex real estate problems;
  iv. Discern how economic, demographic, dynamic, and market trends influence real estate
       and real estate valuations; and
  v.   Examine basic real estate financial markets and financing methods most commonly
       applied to single family residences and businesses properties.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the
previous year's data is analyzed, continuous improvement plans are developed, assessment plans
are revised, and data is collected.

2015-2016 outcomes assessment results for this program are summarized below.

  A. Bachelor of Arts in Real Estate Studies

2015-2016 Assessment Cycle: Program Learning Outcome #1
Assess real estate professional governance and licensing in the states and how such laws and systems benefit consumers.

Measure	Target	Results
CPC Subsection – Legal Environment of Business (Direct)	Acceptable Target**:** Bachelor of Arts in Real Estate Studies students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Legal Environment of Business section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in Real Estate Studies students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Legal Environment of Business section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Real Estate Studies students ($M=662, N=35$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=454$), and above the average of the Traditional Aggregate Pool ($M=526$) on the Legal Environment of Business section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	42 out of 46 (91.30%) Bachelor of Arts in Real Estate Studies students sampled scored 400 or higher on the CPC comprehensive exam ($M = 511.76, SD = 99.04$).
RES 325 Final (Direct)	Acceptable: 70% of Bachelor of Arts in Real Estate Studies students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Real Estate Studies students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	65 out of 73 (89.04%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the introduced level.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	90.91% of Bachelor of Arts Real Estate Studies students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either	79.55% of Bachelor of Arts Real Estate Studies students upon completion of the program during the 2015-16 assessment cycle indicated

| | “Agree” or “Strongly Agree.” The item to be used will be:
• The curriculum was relevant to my professional needs.

Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either “Agree” or “Strongly Agree.” The item to be used will be:
• The curriculum was relevant to my professional needs. | that they agreed or strongly agreed that that the curriculum was relevant to their professional needs. |

2015-2016 Assessment Cycle: Program Learning Outcome #2		
Examine essential real estate business practices.		
Measure	Target	Results
CPC Subsection – Management (Direct)	Acceptable Target: Bachelor of Arts in Real Estate Studies students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Real Estate Studies students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Real Estate Studies students ($M=645$, $N=46$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=598$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Business Leadership section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	42 out of 46 (91.30%) Bachelor of Arts in Real Estate Studies students sampled scored 400 or higher on the CPC comprehensive exam ($M = 511.76$, $SD = 99.04$).
RES 325 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Real Estate Studies students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Real Estate Studies students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	61 out of 73 (83.56%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the reinforced level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either “Agree” or “Strongly Agree.” The item to be used will be:	90.91% of Bachelor of Arts Real Estate Studies students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed

	• I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	79.55% of Bachelor of Arts Real Estate Studies students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #3 Apply real estate law, contract law, and Uniform Commercial Code in solving complex real estate problems.		
Measure	Target	Results
CPC Subsection – Business Ethics (Direct)	Acceptable Target: Bachelor of Arts in Real Estate Studies students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Ethics section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Real Estate Studies students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Ethics section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Real Estate Studies students ($M=580$, $N=46$) scored below the average of the Peregrine Academic Services Online Aggregate Pool ($M=623$), and above the average of the Traditional Aggregate Pool ($M=544$) on the Business Leadership section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	42 out of 46 (91.30%) Bachelor of Arts in Real Estate Studies students sampled scored 400 or higher on the CPC comprehensive exam ($M = 511.76$, $SD = 99.04$).
RES 345 Final (Direct)	Acceptable: 70% of Bachelor of Arts in Real Estate Studies students must receive a basic, proficient, or	161 out of 217 (74.19%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria

	distinguished evaluation on relevant content criteria mapped to this PLO.

Ideal: 25% of Bachelor of Arts in Real Estate Studies students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO. | mapped to this PLO at the reinforced level. |
| End of Program Survey (Indirect) | Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• I understand the learning objectives of my courses.

Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• I understand the learning objectives of my courses. | 90.91% of Bachelor of Arts Real Estate Studies students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses. |
| End of Program Survey (Indirect) | Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• The curriculum was relevant to my professional needs.

Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• The curriculum was relevant to my professional needs. | 79.55% of Bachelor of Arts Real Estate Studies students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs. |

2015-2016 Assessment Cycle: Program Learning Outcome #4		
Discern how economic, demographic, dynamic, and market trends influence real estate and real estate valuations.		
Measure	Target	Results
CPC Subsection – Management (Direct)	Acceptable Target**:** Bachelor of Arts in Real Estate Studies students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.

Ideal Target**:** Bachelor of Arts in Real Estate Studies students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the | On average, Bachelor of Arts in Real Estate Studies students ($M=619$, $N=46$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=598$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Management section of the CPC comprehensive exam. |

	Management section of the CPC comprehensive exam when compared to other competitive programs.	
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	42 out of 46 (91.30%) BA Real Estate Studies students sampled scored 400 or higher on the CPC comprehensive exam ($M = 511.76$, $SD = 99.04$).
RES 497 Final (Direct)	Acceptable: 70% of Bachelor of Arts in Real Estate Studies students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Real Estate Studies students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	158 out of 244 (64.75%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	90.91% of Bachelor of Arts Real Estate Studies students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	79.55% of Bachelor of Arts Real Estate Studies students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #5
Examine basic real estate financial markets and financing methods most commonly applied to single family residences, multiple family residences, and commercial properties.

Measure	Target	Results
CPC Subsection – Business Finance (Direct)	**Acceptable Target:** Bachelor of Arts in Real Estate Studies students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Finance section of the CPC comprehensive exam when compared to other competitive programs. **Ideal Target:** Bachelor of Arts in Real Estate Studies students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Finance section of the CPC comprehensive exam when compared to other competitive programs.	There is currently no CPC data for BARES students for the Business Finance Section for the 2015-16 assessment cycle.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	42 out of 46 (91.30%) Bachelor of Arts in Real Estate Studies students sampled scored 400 or higher on the CPC comprehensive exam ($M = 511.76$, $SD = 99.04$).
RES 334 Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Real Estate Studies students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Real Estate Studies students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	261 out of 347 (75.22%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. **Ideal Target:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	90.91% of Bachelor of Arts Real Estate Studies students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will	79.55% of Bachelor of Arts Real Estate Studies students upon

	express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

Summary of Assessment-- Bachelor of Arts in Real Estate Studies Program Outcome #2
The summary below provides a brief synopsis of the assessment/analysis of program outcome #2— Examine essential real estate business practices.

Student's ability to examine essential real estate business practices is critical to their success as graduates. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #2 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Real Estate Studies students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Real Estate Studies student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Bachelor of Arts in Service Management
Students completing the Bachelor of Arts in Service Management program will be able to:
  i. Assess service logistics in a variety of service environments;
 ii. Apply various service systems to construct customer relationship platforms;
iii. Integrate innovative practices and processes designed to increase the performance of a service organization;
 iv. Develop new human capital strategies in service organizations; and
  v. Design service metrics based on the needs of a service organization.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results for program are summarized below.

A. Bachelor of Arts in Service Management

2015-2016 Assessment Cycle: Program Learning Outcome #1		
Assess service logistics in a variety of service environments		
Measure	Target	Results
CPC Subsection –Management (Direct)	Acceptable Target: Bachelor of Arts in Service Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Service Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Service Management students ($M=605, N=40$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=598$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	31 out of 40 (77.50%) Bachelor of Arts in Service Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 539.84, SD = 141.10$).
SRV 312 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Service Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Service Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	153 out of 265 (57.74%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	84.62% of Bachelor of Arts in Service Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.

	Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.75% of Bachelor of Arts in Service Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #2		
Apply various service systems to construct customer relationship platforms.		
Measure	Target	Results
CPC Subsection –Marketing (Direct)	Acceptable Target: Bachelor of Arts in Service Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Marketing section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Service Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Marketing section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Service Management students ($M=493$, $N=40$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=482$), and above the average of the Traditional Aggregate Pool ($M=453$) on the Marketing section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	31 out of 40 (77.50%) Bachelor of Arts in Service Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 539.84$, $SD = 141.10$).
SRV 340 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Service Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Service Management students must	150 out of 230 (65.22%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.

	receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. **Ideal Target:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	84.62% of Bachelor of Arts in Service Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.75% of Bachelor of Arts in Service Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #3		
Integrate innovative practices and processes designed to increase the performance of a service organization.		
Measure	Target	Results
CPC Subsection –Business Integration and Strategic Management (Direct)	**Acceptable Target:** Bachelor of Arts in Service Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in Service Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Service Management students (*M=593, N=40*) scored above the average of the Peregrine Academic Services Online Aggregate Pool (*M=573*), and above the average of the Traditional Aggregate Pool (*M=524*) on the Business Integration and Strategic Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on	31 out of 40 (77.50%) Bachelor of Arts in Service Management students sampled scored 400 or higher on the

	the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	CPC comprehensive exam (M = 539.84, SD = 141.10).
BUS 402 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Service Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Service Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	199 out of 234 (85.04%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	84.62% of Bachelor of Arts in Service Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.75% of Bachelor of Arts in Service Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #4		
Develop new human capital strategies in service organizations.		
Measure	Target	Results

CPC Subsection –Management (Direct)	Acceptable Target: Bachelor of Arts in Service Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Service Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Service Management students ($M=605, N=40$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=598$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	31 out of 40 (77.50%) Bachelor of Arts in Service Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 539.84, SD = 141.10$).
BUS 303 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Service Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Service Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	98 out of 133 (73.68%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	84.62% of Bachelor of Arts in Service Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express	89.75% of Bachelor of Arts in Service Management students upon completion of the program during the 2015-16 assessment cycle indicated that that the curriculum was relevant to their professional needs.

	satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	

2015-2016 Assessment Cycle: Program Learning Outcome #5
Design service metrics based on the needs of a service organization.

Measure	Target	Results
CPC Subsection –Finance (Direct)	**Acceptable Target:** Bachelor of Arts in Service Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Finance section of the CPC comprehensive exam when compared to other competitive programs. **Ideal Target:** Bachelor of Arts in Service Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Finance section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Service Management students ($M=475, N=40$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=471$), and above the average of the Traditional Aggregate Pool ($M=438$) on the Finance section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	31 out of 40 (77.50%) Bachelor of Arts in Service Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 539.84, SD = 141.10$).
SRV 312 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Service Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Service Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	153 out of 265 (57.74%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. **Ideal Target:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	84.62% of Bachelor of Arts in Service Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.

| End of Program Survey (Indirect) | Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. | 89.75% of Bachelor of Arts in Service Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs. |
| | Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. | |

Summary of Assessment-- Bachelor of Arts in Service Management Program Outcome #4
The summary below provides a brief synopsis of the assessment/analysis of program outcome #4 –
Develop new human capital strategies in service organizations.

The student's ability to develop new human capital strategies in service organizations is critical to effective management in the service industry. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #4 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Service Management students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Service Management student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Bachelor of Arts in Sports and Recreation Management
Students completing the Bachelor of Arts in Sports and Recreation Management program will be able to:
  i.   Integrate knowledge from sports recreation and business administration fields;
  ii.   Apply theory to practice;
  iii. Communicate effectively in a variety of modalities;
  iv.   Apply business procedures to team and facilities management; and
  v.   Demonstrate appropriate decision-making skills in organizational contexts.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results for this program are summarized below.

A. Bachelor of Arts in Sports and Recreation Management

<table>
<tr><td colspan="3" align="center">2015-2016 Assessment Cycle: Program Learning Outcome #1
Integrate knowledge from sports recreation and business administration fields.</td></tr>
<tr><td>Measure</td><td>Target</td><td>Results</td></tr>
<tr>
<td>CPC Subsection – Management (Direct)</td>
<td>Acceptable Target: Bachelor of Arts in Sports and Recreation Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.

Ideal Target: Bachelor of Arts in Sports and Recreation Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.</td>
<td>On average, Bachelor of Arts in Sports and Recreation Management students ($M=619$, $N=72$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=598$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Management section of the CPC comprehensive exam.</td>
</tr>
<tr>
<td>CPC Subsection – Legal Environment of Business (Direct)</td>
<td>Acceptable Target: Bachelor of Arts in Sports and Recreation Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Legal Environment of Business section of the CPC comprehensive exam when compared to other competitive programs.

Ideal Target: Bachelor of Arts in Sports and Recreation Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Legal Environment of Business section of the CPC comprehensive exam when compared to other competitive programs.</td>
<td>On average, Bachelor of Arts in Sports and Recreation Management students ($M=578$, $N=72$) scored below the average of the Peregrine Academic Services Online Aggregate Pool ($M=582$), and above the average of the Traditional Aggregate Pool ($M=510$) on the Legal Environment of Business section of the CPC comprehensive exam.</td>
</tr>
<tr>
<td>CPC Comprehensive (Direct)</td>
<td>Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.

Ideal: 95% (of the sample selected) must score 400 or higher on the CPC</td>
<td>66 out of 73 (90.41%) Bachelor of Arts in Sports and Recreation Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 571.18$, $SD = 134.71$).</td>
</tr>
</table>

	comprehensive exam upon completion of the program.	
SRM 325 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Sports and Recreation Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Sports and Recreation Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	137 out of 204 (67.16%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	94.45% of Bachelor of Arts in Sports and Recreation Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	90.28% of Bachelor of Arts in Sports and Recreation Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #2 Apply theory to practice.		
Measure	Target	Results
CPC Subsection – Marketing (Direct)	Acceptable Target: Bachelor of Arts in Sports and Recreation Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Marketing section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Sports and Recreation Management students ($M=478, N=72$) scored below the average of the Peregrine Academic Services Online Aggregate Pool ($M=482$), and above the average of the Traditional Aggregate Pool ($M=453$) on the Marketing section of the CPC comprehensive exam.

	Ideal Target: Bachelor of Arts in Sports and Recreation Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Marketing section of the CPC comprehensive exam when compared to other competitive programs.	
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	66 out of 73 (90.41%) Sports and Recreation Management students sampled scored 400 or higher on the CPC comprehensive exam (M = 571.18, SD = 134.71).
SRM 325 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Sports and Recreation Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Sports and Recreation Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	137 out of 204 (67.16%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	94.45% of Bachelor of Arts in Sports and Recreation Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	90.28% of Bachelor of Arts in Sports and Recreation Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #3

Communicate effectively in a variety of modalities.		
Measure	Target	Results
CPC Subsection – Communications (Direct)	Acceptable Target**:** Bachelor of Arts in Sports and Recreation Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Marketing section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Bachelor of Arts in Sports and Recreation Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Marketing section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts Sports and recreation Management students (N = 72) scored 636 on the Business Communications section. Peregrine Academic Services comparative data are not available for this section for the 2015-16 assessment cycle.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	66 out of 73 (90.41%) Bachelor of Arts in Sports and Recreation Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 571.18$, $SD = 134.71$).
BUS 340 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Sports and Recreation Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Sports and Recreation Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	210 out of 294 (71.43%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	94.45% of Bachelor of Arts in Sports and Recreation Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The	90.28% of Bachelor of Arts in Sports and Recreation Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly

	item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #4
Apply business procedures to team and facilities management.

Measure	Target	Results
CPC Subsection – Accounting (Direct)	Acceptable Target: Bachelor of Arts in Sports and Recreation Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Accounting section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Sports and Recreation Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Accounting section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Sports and Recreation Management students (*M=525, N=72*) scored below the average of the Peregrine Academic Services Online Aggregate Pool (*M=535*), and above the average of the Traditional Aggregate Pool (*M=501*) on the Accounting section of the CPC comprehensive exam.
CPC Subsection – Management (Direct)	Acceptable Target: Bachelor of Arts in Sports and Recreation Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Sports and Recreation Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Sports and Recreation Management students (*M=619, N=72*) scored above the average of the Peregrine Academic Services Online Aggregate Pool (*M=598*), and above the average of the Traditional Aggregate Pool (*M=542*) on the Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	66 out of 73 (90.41%) Bachelor of Arts in Sports and Recreation Management students sampled scored 400 or higher on the CPC

	Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	comprehensive exam (M = 571.18, SD = 134.71).
SRM 410 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Sports and Recreation Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Sports and Recreation Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	73 out of 81 (90.12 %) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	94.45% of Bachelor of Arts in Sports and Recreation Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	90.28% of Bachelor of Arts in Sports and Recreation Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #5		
Demonstrate appropriate decision-making skills in organizational contexts.		
Measure	Target	Results
CPC Subsection – Legal Environment of Business (Direct)	Acceptable Target**:** Bachelor of Arts in Sports and Recreation Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Legal Environment of Business section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Sports and Recreation Management students ($M=578, N=72$) scored below the average of the Peregrine Academic Services Online Aggregate Pool ($M=582$), and above the average of the Traditional Aggregate Pool ($M=510$) on the Legal Environment of Business section of the CPC comprehensive exam.

	Ideal Target: Bachelor of Arts in Sports and Recreation Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Legal Environment of Business section of the CPC comprehensive exam when compared to other competitive programs.	
CPC Subsection – Management (Direct)	Acceptable Target: Bachelor of Arts in Sports and Recreation Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Sports and Recreation Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Sports and Recreation Management students ($M=619, N=72$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=598$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	66 out of 73 (90.41%) Bachelor of Arts in Sports and Recreation Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 571.18$, $SD = 134.71$).
SRM 320 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Sports and Recreation Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Sports and Recreation Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	155 out of 234 (66.24%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:	94.45% of Bachelor of Arts in Sports and Recreation Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.

	• I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	90.28% of Bachelor of Arts in Sports and Recreation Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

Summary of Assessment-- Bachelor of Arts in Sports and Recreation Management Program Outcome #4
The summary below provides a brief synopsis of the assessment/analysis of program outcome #4—
Apply business procedures to team and facilities management.

The student's ability to apply business procedures to team and facilities management is essential to the graduate's success. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #4 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Sports and Recreation Management students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Sports and Recreation Management student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Bachelor of Arts in Supply Chain Management
Students completing the Bachelor of Arts in Supply Chain Management program will be able to:
  i.   Apply proven supply chain management principles to business situations;
  ii. Examine globalization effects on the organization's supply chain and product or services production;

iii.   Evaluate an appropriate supply chain design for a given application;
iv.   Analyze the implications of supply chain management on organizational effectiveness;
v.   Assess supply chain performance using information technology; and
vi.   Integrate supply chain goals with the corporate strategic planning process.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results for this program are summarized below.

A. Bachelor of Arts in Supply Chain Management

2015-2016 Assessment Cycle: Program Learning Outcome #1		
Apply proven supply chain management principles to business situations.		
Measure	Target	Results
CPC Subsection – Management (Direct)	**Acceptable Target:** Bachelor of Arts in Supply Chain Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. **Ideal Target:** Bachelor of Arts in Supply Chain Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Supply Chain Management students ($M=654, N=122$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=598$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	104 out of 120 (86.67%) Bachelor of Arts in Supply Chain Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 605.72, SD = 166.61.91$).
MGT 322 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Supply Chain Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of BA Supply Chain Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	160 out of 287 (55.75%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the mastered level.

End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	93.04% of Bachelor of Arts in Supply Chain Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.57% of Bachelor of Arts in Supply Chain Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #2		
Examine globalization effects on the organization's supply chain and product or services production.		
Measure	Target	Results
CPC Subsection – Economics (Direct)	Acceptable Target: Bachelor of Arts in Supply Chain Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Economics section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Supply Chain Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Economics section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Supply Chain Management students ($M=537.5, N=122$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=509$), and above the average of the Traditional Aggregate Pool ($M=472$) on the Economics section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on	104 out of 120 (86.67%) Bachelor of Arts in Supply Chain Management students sampled scored 400 or higher

	the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	on the CPC comprehensive exam (M = 605.72, SD = 166.61.91).
MGT 370 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Supply Chain Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Supply Chain Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	378 out of 571 (66.20%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	93.04% of Bachelor of Arts in Supply Chain Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.57% of Bachelor of Arts in Supply Chain Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #3 Evaluate an appropriate supply chain design for a given application.		
Measure	Target	Results

CPC Subsection – Quantitative Research Techniques and Statistics (Direct)	**Acceptable Target:** Bachelor of Arts in Supply Chain Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Quantitative Research Techniques and Statistics section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Supply Chain Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Quantitative Research Techniques and Statistics section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Supply Chain Management students ($M=593.3$, $N=122$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=506$), and above the average of the Traditional Aggregate Pool ($M=446$) on the Quantitative Research Techniques and Statistics section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	104 out of 120 (86.67%) Bachelor of Arts in Supply Chain Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 605.72$, $SD = 166.61.91$).
BUS 461 Final (Direct)	Acceptable: 70% of Bachelor of Arts in Supply Chain Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Supply Chain Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	455 out of 504 (90.28%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the reinforced level.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	93.04% of Bachelor of Arts in Supply Chain Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.57% of Bachelor of Arts in Supply Chain Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed

| | Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• The curriculum was relevant to my professional needs. | that that the curriculum was relevant to their professional needs. |

2015-2016 Assessment Cycle: Program Learning Outcome #4
Analyze the implications of supply chain management on organizational effectiveness.

Measure	Target	Results
CPC Subsection – Management (Direct)	Acceptable Target: Bachelor of Arts in Supply Chain Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Supply Chain Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Supply Chain Management students ($M=654, N=122$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=598$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	104 out of 120 (86.67%) Bachelor of Arts in Supply Chain Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 605.72, SD = 166.61.91$).
BUS 445 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Supply Chain Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Supply Chain Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	181 out of 351 (51.57%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	93.04% of Bachelor of Arts in Supply Chain Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.

	Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.57% of Bachelor of Arts in Supply Chain Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #5
Assess supply chain performance using information technology.

Measure	Target	Results
CPC Subsection – Economics (Direct)	**Acceptable Target:** Bachelor of Arts in Supply Chain Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Economics section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Supply Chain Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Economics section of the CPC comprehensive exam when compared to other competitive programs.	On average, Bachelor of Arts in Supply Chain Management students ($M=537.5, N=122$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=509$), and above the average of the Traditional Aggregate Pool ($M=472$) on the Economics section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	104 out of 120 (86.67%) Bachelor of Arts in Supply Chain Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 605.72, SD = 166.61.91$).
MGT 322 Final Paper (Direct)	Acceptable: 70% of Bachelor of Arts in Supply Chain Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO.	70 out of 144 (48.61%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the

	Ideal: 25% of Bachelor of Arts in Supply Chain Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	introductory level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	93.04% of Bachelor of Arts in Supply Chain Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.57% of Bachelor of Arts in Supply Chain Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #6		
Integrate supply chain goals with the corporate strategic planning process.		
Measure	Target	Results
CPC Subsection – Management (Direct)	Acceptable Target: Bachelor of Arts in Supply Chain Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Bachelor of Arts in Supply Chain Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when	On average, Bachelor of Arts in Supply Chain Management students ($M=654, N=122$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=598$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Management section of the CPC comprehensive exam.

	compared to other competitive programs.	
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	104 out of 120 (86.67%) Bachelor of Arts in Supply Chain Management students sampled scored 400 or higher on the CPC comprehensive exam (M = 605.72, SD = 166.61.91).
MGT 496 Final Case Study (Direct)	Acceptable: 70% of Bachelor of Arts in Supply Chain Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Bachelor of Arts in Supply Chain Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	209 out of 279 (74.91%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	93.04% of Bachelor of Arts in Supply Chain Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.57% of Bachelor of Arts in Supply Chain Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

Summary of Assessment-- Bachelor of Arts in Supply Chain Management Program Outcome #1

The summary below provides a brief synopsis of the assessment/analysis of program outcome #1—Apply proven supply chain management principles to business situations.

Students' ability to apply proven supply chain management principles to business situations is critical to their success as graduates. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #1 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Bachelor of Arts in Supply Chain Management students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Bachelor of Arts in Supply Chain Management student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Master's Degree Programs
Master of Accountancy
Students completing the Master of Accountancy program will be able to:
   i.   Develop technical knowledge and competency in the field of accountancy.
   ii.   Evaluate how to research complex accounting issues using professional resources.
   iii. Articulate applied concepts and principles to real world problems.
   iv.   Assess the relevancy, accuracy, and value of financial and nonfinancial information.
   v.   Appraise ethical issues and decision alternatives by incorporating professional codes of conduct and social responsibility.

The assessment of the Master of Accountancy program outcome #1 is scheduled for July 2018. The entire assessment schedule can be located on the Ashford University Assessment website at https://assessment.ashford.edu/.

Master of Business Administration
Students completing the Master of Business Administration program will be able to:
   i.   Solve managerial problems using critical thinking skills and quantitative analysis;
   ii.   Evaluate the moral and ethical principles practiced in the organizational setting;
   iii. Analyze the use of managerial and leadership skills used to develop productive teams;

iv.   Evaluate the influence of internal and external forces within organizations;
v.   Research business information to support the decision making process;
vi.   Assess internal and external communication practices used in business; and
vii. Analyze business opportunities and challenges from a global perspective.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results for this program are summarized below.

A. Master of Business Administration

2015-2016 Assessment Cycle: Program Learning Outcome #1 Solve managerial problems using critical thinking skills and quantitative analysis.		
Measure	Target	Results
CPC Subsection – Management (Direct)	Acceptable Target: Master of Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Master of Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Master of Business Administration students ($M=628$, $N=710$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=569$), and above the average of the Traditional Aggregate Pool ($M=534$) on the Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% of Master of Business Administration students must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% of Master of Business Administration students must score 400 or higher on the CPC comprehensive exam upon completion of the program.	663 out of 710 (93.38%) Master of Business Administration students sampled scored 400 or higher on the CPC comprehensive exam ($M = 617.10$, $SD = 143.02$).
BUS 650 Final Paper (Direct)	Acceptable: 70% of Master of Business Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Master of Business Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	2487 out of 3344 (74.37%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.

| End of Program Survey (Indirect) | Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• I understand the learning objectives of my courses.

Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• I understand the learning objectives of my courses. | 87.77% of Master of Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses. |
| End of Program Survey (Indirect) | Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• The curriculum was relevant to my professional needs.

Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• The curriculum was relevant to my professional needs. | 88.76% of Master of Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs. |

2015-2016 Assessment Cycle: Program Learning Outcome #2
Evaluate the moral and ethical principles practiced in the organizational setting.

Measure	Target	Results
CPC Subsection – Business Ethics (Direct)	Acceptable Target: Master of Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the business ethics section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Master of Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the business ethics section of the CPC comprehensive exam when compared to other competitive programs.	On average, Master of Business Administration students ($M=623$, $N=710$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=564$), and above the average of the Traditional Aggregate Pool ($M=547$) on the Business Ethics section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% of Master of Business Administration students must score 400 or higher on the CPC comprehensive exam upon completion of the program.	663 out of 710 (93.38%) Master of Business Administration students sampled scored 400 or higher on the

		CPC comprehensive exam ($M =$ 617.10, $SD = 143.02$).
	Ideal: 95% of Master of Business Administration students must score 400 or higher on the CPC comprehensive exam upon completion of the program.	
BUS 670 Final Paper (Direct)	Acceptable: 70% of Master of Business Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO.

Ideal: 25% of Master of Business Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO. | 2746 out of 3592 (76.45%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO. |
| End of Program Survey (Indirect) | Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• I understand the learning objectives of my courses.

Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• I understand the learning objectives of my courses. | 87.77% of Master of Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses. |
| End of Program Survey (Indirect) | Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• The curriculum was relevant to my professional needs.

Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• The curriculum was relevant to my professional needs. | 88.76% of Master of Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs. |

2015-2016 Assessment Cycle: Program Learning Outcome #3
Analyze the use of managerial and leadership skills used to develop productive teams.

Measure	Target	Results

CPC Subsection – Business Leadership (Direct)	Acceptable Target: Master of Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the business leadership section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Master of Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the business leadership section of the CPC comprehensive exam when compared to other competitive programs.	On average, Master of Business Administration students (*M=647, N=710*) scored above the average of the Peregrine Academic Services Online Aggregate Pool (*M=572*), and above the average of the Traditional Aggregate Pool (*M=569*) on the Business Leadership section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% of Master of Business Administration students must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% of Master of Business Administration students must score 400 or higher on the CPC comprehensive exam upon completion of the program.	663 out of 710 (93.38%) Master of Business Administration students sampled scored 400 or higher on the CPC comprehensive exam (*M* = 617.10, *SD* = 143.02).
BUS 610 Final Paper (Direct)	Acceptable: 70% of Master of Business Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Master of Business Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	5486 out of 6449 (85.07%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	87.77% of Master of Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express	88.76% of Master of Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

	satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	

2015-2016 Assessment Cycle: Program Learning Outcome #4
Evaluate the influence of internal and external forces within organizations.

Measure	Target	Results
CPC Subsection – Business Integration and Strategic Management (Direct)	Acceptable Target: Master of Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Master of Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Master of Business Administration students ($M=657$, $N=710$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=570$), and above the average of the Traditional Aggregate Pool ($M=546$) on the Business Integration and Strategic Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% of Master of Business Administration students must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% of Master of Business Administration students must score 400 or higher on the CPC comprehensive exam upon completion of the program.	663 out of 710 (93.38%) Master of Business Administration students sampled scored 400 or higher on the CPC comprehensive exam ($M = 617.10$, $SD = 143.02$).
BUS 640 Final Project (Direct)	Acceptable: 70% of Master of Business Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Master of Business Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	7061 out of 8885 (79.47%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or	87.77% of Master of Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.

	"Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	88.76% of Master of Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #5
Research business information to support the decision making process.

Measure	Target	Results
CPC Subsection – Information Management Systems (Direct)	Acceptable Target: Master of Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Information Management Systems section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Master of Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Information Management Systems section of the CPC comprehensive exam when compared to other competitive programs.	On average, Master of Business Administration students ($M=590$, $N=710$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=550$), and above the average of the Traditional Aggregate Pool ($M=534$) on the Information Management Systems section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% of Master of Business Administration students must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% of Master of Business Administration students must score 400 or higher on the CPC comprehensive exam upon completion of the program.	663 out of 710 (93.38%) Master of Business Administration students sampled scored 400 or higher on the CPC comprehensive exam ($M = 617.10$, $SD = 143.02$).
BUS 642 Final Project (Direct)	Acceptable: 70% of Master of Business Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Master of Business Administration students must receive a	2964 out of 3520 (84.20%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.

	proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	87.77% of Master of Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	88.76% of Master of Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #6
Assess internal and external communication practices used in business.

Measure	Target	Results
CPC Subsection – Management (Direct)	Acceptable Target: Master of Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Master of Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Master of Business Administration students ($M=628$, $N=710$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=569$), and above the average of the Traditional Aggregate Pool ($M=534$) on the Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% of Master of Business Administration students must score 400 or higher on the CPC comprehensive exam upon completion of the program.	663 out of 710 (93.38%) Master of Business Administration students sampled scored 400 or higher on the

		CPC comprehensive exam ($M =$ 617.10, $SD = 143.02$).
	Ideal: 95% of Master of Business Administration students must score 400 or higher on the CPC comprehensive exam upon completion of the program.	
BUS 610 Summary Paper (Direct)	Acceptable: 70% of Master of Business Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Master of Business Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	5486 out of 6449 (85.07%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	87.77% of Master of Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	88.76% of Master of Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #7 Analyze business opportunities and challenges from a global perspective.		
Measure	Target	Results

CPC Subsection – Global Dimensions of Business (Direct)	Acceptable Target: Master of Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Global Dimensions of Business section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Master of Business Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Global Dimensions of Business section of the CPC comprehensive exam when compared to other competitive programs.	On average, Master of Business Administration students (*M=603, N=710*) scored above the average of the Peregrine Academic Services Online Aggregate Pool (*M=500*), and above the average of the Traditional Aggregate Pool (*M=468*) on the Global Dimensions of Business section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% of Master of Business Administration students must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% of Master of Business Administration students must score 400 or higher on the CPC comprehensive exam upon completion of the program.	663 out of 710 (93.38%) Master of Business Administration students sampled scored 400 or higher on the CPC comprehensive exam (*M* = 617.10, *SD* = 143.02).
BUS 644 Final Paper (Direct)	Acceptable: 70% of Master of Business Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Master of Business Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	2747 out of 3570 (76.95%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	87.77% of Master of Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	88.76% of Master of Business Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

	Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	

Summary of Assessment-- Master of Business Administration Program Outcome #5
The summary below provides a brief synopsis of the assessment/analysis of program outcome #5—Research business information to support the decision making process.

Students' ability to research business information is critical to the decision making process. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #5 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Masters of Business Administration students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Masters of Business Administration student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Summary of Assessment-- Master of Business Administration Program Outcome #6
The summary below provides a brief synopsis of the assessment/analysis of program outcome #6—Assess internal and external communication practices used in business.

Students' ability to assess internal and external communication practices used in business is critical to the graduates' success. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #6 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Masters of Business Administration students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Masters of Business Administration student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete

Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Master of Information Systems Management

Students completing the Master of Information Systems Management program will be able to:

    i.   Assess business needs and appropriate technological solutions using analytical and critical thinking;

    ii.   Evaluate the interrelationships between user needs, business goals, and technology solutions;

    iii.   Apply strategic planning methods for long-term technological solutions;

    iv.   Integrate dynamic business data demands using ease-of-use technology solutions; and

    v.   Apply effective project management, business technology management, and budgeting models to enterprise issues.

The assessment of the Master of Information Systems Management program outcome #1 is scheduled for July 2018. The entire assessment schedule can be located on the Ashford University Assessment website at https://assessment.ashford.edu/.

Master of Arts in Organizational Management

Students completing the Master of Arts in Organizational Management program will be able to:

    i.   Evaluate the role of management practice in organizations and the managerial processes to effectively implement an organizational communication plan;

    ii.   Analyze common behavioral factors that are present in organizations;

    iii.   Analyze the factors that shape the legal environment of an organization;

    iv.   Develop processes and policies to manage human capital in organizations;

    v.   Evaluate the importance of ethics and corporate social responsibility; and

    vi.   Develop a framework of analysis for strategic planning.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results for this program are summarized below.

    A. Masters of Arts in Organizational Management

2015-2016 Assessment Cycle: Program Learning Outcome #1
Evaluate the role of management practice in organizations and the managerial processes to effectively implement an organizational communication plan.

Measure	Target	Results
CPC Subsection – Management (Direct)	Acceptable Target**:** Masters of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Masters of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Masters of Arts in Organizational Management students (*M=620, N=624*) scored above the average of the Peregrine Academic Services Online Aggregate Pool (*M=570*), and above the average of the Traditional Aggregate Pool (*M=546*) on the Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	558 out of 625 (89.28%) Masters of Arts in Organizational Management students sampled scored 400 or higher on the CPC comprehensive exam (*M* = 582, *SD* = 148.88).
Bus 600 Final Paper (Direct)	Acceptable: 70% of Masters of Arts in Organizational Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Masters of Arts in Organizational Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	6664 out of 8009 (83.21%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the introductory level.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	93.05% of Masters of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:	89.36% of Masters of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly

	• The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #2
Analyze common behavioral factors that are present in organizations.

Measure	Target	Results
CPC Subsection – Business Ethics (Direct)	**Acceptable Target:** Masters of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Ethics section of the CPC comprehensive exam when compared to other competitive programs. **Ideal Target:** Masters of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Ethics section of the CPC comprehensive exam when compared to other competitive programs.	On average, Masters of Arts in Organizational Management students ($M=586, N=624$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=563$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Business Leadership section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	558 out of 625 (89.28%) Masters of Arts in Organizational Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 582$, $SD = 148.88$).
BUS 610 Final Paper (Direct)	Acceptable: 70% of Masters of Arts in Organizational Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Masters of Arts in Organizational Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	4077 out of 5106 (79.85%) of records evaluated indicate proficient or Distinguished performance on this key assignment's content criteria mapped to this PLO at the reinforced level.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	93.05% of Masters of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.

	Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.36% of Masters of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #3
Analyze the factors that shape the legal environment of an organization.

Measure	Target	Results
CPC Subsection – Legal Environment of Business (Direct)	Acceptable Target: Masters of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Legal Environment of Business section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Masters of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Legal Environment of Business section of the CPC comprehensive exam when compared to other competitive programs.	On average, Masters of Arts in Organizational Management students ($M=641, N=624$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=582$), and above the average of the Traditional Aggregate Pool ($M=510$) on the Legal Environment of Business section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	558 out of 625 (89.28%) Masters of Arts in Organizational Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 582, SD = 148.88$).
BUS 670 Final Paper (Direct)	Acceptable: 70% of Masters of Arts in Organizational Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO.	3159 out of 4047 (78.06%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the reinforced level.

	Ideal: 25% of Masters of Arts in Organizational Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	93.05% of Masters of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.36% of Masters of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #4		
Develop processes and policies to manage human capital in organizations.		
Measure	Target	Results
CPC Subsection – Business Leadership (Direct)	Acceptable Target: Masters of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Leadership section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Masters of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Leadership section of the CPC comprehensive	On average, Masters of Arts in Organizational Management students ($M=615, N=624$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=572$), and above the average of the Traditional Aggregate Pool ($M=569$) on the Information Business Leadership Systems section of the CPC comprehensive exam.

	exam when compared to other competitive programs.	
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	558 out of 625 (89.28%) Masters of Arts in Organizational Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 582$, $SD = 148.88$).
OMM 618 Final Paper (Direct)	Acceptable: 70% of Masters of Arts in Organizational Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Masters of Arts in Organizational Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	2952 out of 3815 (77.38%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	93.05% of Masters of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.36% of Masters of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #5
Evaluate the importance of ethics and corporate social responsibility.

Measure	Target	Results
CPC Subsection – Business Ethics (Direct)	**Acceptable Target:** Masters of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Ethics section of the CPC comprehensive exam when compared to other competitive programs. **Ideal Target:** Masters of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Ethics section of the CPC comprehensive exam when compared to other competitive programs.	On average, Masters of Arts in Organizational Management students ($M=586$, $N=624$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=563$), and above the average of the Traditional Aggregate Pool ($M=542$) on the Business Ethics section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	558 out of 625 (89.28%) Masters of Arts in Organizational Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 582$, $SD = 148.88$).
OMM 640 Final Paper (Direct)	Acceptable: 70% of Masters of Arts in Organizational Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Masters of Arts in Organizational Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	1164 out of 1484 (78.44%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Mastered level.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. **Ideal Target:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	93.05% of Masters of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will	89.36% of Masters of Arts in Organizational Management students

	express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #6
Develop a framework of analysis for strategic planning.

Measure	Target	Results
CPC Subsection – Business Integration and Strategic Management (Direct)	Acceptable Target: Masters of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Masters of Arts in Organizational Management students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Business Integration and Strategic Management section of the CPC comprehensive exam when compared to other competitive programs.	On average, Masters of Arts in Organizational Management students ($M=620, N=624$) scored above the average of the Peregrine Academic Services Online Aggregate Pool ($M=570$), and above the average of the Traditional Aggregate Pool ($M=546$) on the Business Integration and Strategic Management section of the CPC comprehensive exam.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	558 out of 625 (89.28%) Masters of Arts in Organizational Management students sampled scored 400 or higher on the CPC comprehensive exam ($M = 582, SD = 148.88$).
OMM 615 Final Paper (Direct)	Acceptable: 70% of Masters of Arts in Organizational Management students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Masters of Arts in Organizational Management students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	4782 out of 5534 (86.41%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the reinforced level.

End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	93.05% of Masters of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	89.36% of Masters of Arts in Organizational Management students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

Summary of Assessment-- Master of Arts in Organizational Management Program Outcome #1
The summary below provides a brief synopsis of the assessment/analysis of program outcome #1— Evaluate the role of management practice in organizations and the managerial processes to effectively implement an organizational communication plan.

Students' ability to evaluate the role of management practice in organizations and managerial processes is essential to their success in implementing an organizational communication plan. Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #1 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Master of Arts in Organizational Management students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Master of Arts in Organizational Management student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program.

A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.

Master of Public Administration
Students completing the Master of Public Administration program will be able to:
  i.   Demonstrate critical thinking skills relevant to public administration contexts;
  ii.   Apply management theory to the practice of public administration;
  iii. Evaluate the impact of political influences on the public sector decision-making process;
  iv.   Analyze the needs of various stakeholders in the development of public policy;
  v.   Assess the effectiveness of public administration strategies for dealing with urban planning and redevelopment;
  vi.   Evaluate public administration trends and strategies for financing government operations; and
  vii. Assess the role and function of public administration in today's multicultural environment.

The assessment cycle at Ashford University runs from July 1st to June 31st. During this cycle, the previous year's data is analyzed, continuous improvement plans are developed, assessment plans are revised, and data is collected.

2015-2016 outcomes assessment results for this program are summarized below.

A. Master of Public Administration

2015-2016 Assessment Cycle: Program Learning Outcome #1 Demonstrate critical thinking skills relevant to public administration contexts.		
Measure	Target	Results
CPC Subsection – Public Administration Principals and Foundations (Direct)	**Acceptable Target:** Master of Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Public Administration Principals and Foundations section of the CPC comprehensive exam when compared to other competitive programs. **Ideal Target:** Masters of Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Public Administration Principals and Foundations section of the CPC	In 2015-16, on average, Master of Public Administration students scored below the previous year's results. There is no external benchmark available through Peregrine Academic Services.

	comprehensive exam when compared to other competitive programs.	
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	169 out of 171 (98.83%) Masters of Public Administration students sampled scored 400 or higher on the CPC comprehensive exam (M = 610.58, SD = 93.11).
PPA 602 Final Paper (Direct)	Acceptable: 70% of Master of Public Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Master of Public Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	582 out of 820 (70.98%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the Reinforced level.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	92.47% of Master of Public Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	88.36% of Master of Public Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #2

Apply management theory to the practice of public administration.

Measure	Target	Results
CPC Subsection – Public Administration Management (Direct)	**Acceptable Target:** Master of Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Public Administration Management section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Master of Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Public Administration Management section of the CPC comprehensive exam when compared to other competitive programs.	In 2015-16, on average, Master in Public Administration students scored above the previous year's results. There is no external benchmark available through Peregrine Academic Services.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	169 out of 171 (98.83%) Master of Public Administration students sampled scored 400 or higher on the CPC comprehensive exam ($M = 610.58$, $SD = 93.11$).
PPA 601 Final Paper (Direct)	Acceptable: 70% of Master of Public Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Master of Public Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	487 out of 639 (76.21%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the mastered level.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	92.47% of Master of Public Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	**Acceptable Target:** 70% or more of students exiting the program will	88.36% of Master of Public Administration students upon

	express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #3
Evaluate the impact of political influences on the public sector decision-making process.

Measure	Target	Results
CPC Subsection - Intergovernmental Relations (Direct)	Acceptable Target**:** Master of Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Intergovernmental Relations section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Master of Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Intergovernmental Relations section of the CPC comprehensive exam when compared to other competitive programs.	In 2015-16, on average, Master in Public Administration students scored below the previous year's results. There is no external benchmark available through Peregrine Academic Services.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	169 out of 171 (98.83%) Master of Public Administration students sampled scored 400 or higher on the CPC comprehensive exam ($M =$ 610.58, $SD = 93.11$).
PPA 699 Final Case Study (Direct)	Acceptable: 70% of Master of Public Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Master of Public Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	381 out of 432 (88.19%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the mastered level.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either	92.47% of Master of Public Administration students upon completion of the program during the 2015-16 assessment cycle indicated

	"Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	88.36% of Master of Public Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #4
Analyze the needs of various stakeholders in the development of public policy.

Measure	Target	Results
CPC Subsection – Research Methods and Statistics in Public Administration (Direct)	Acceptable Target: Master of Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Research Methods and Statistics in Public Administration section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Master of Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Research Methods and Statistics in Public Administration section of the CPC comprehensive exam when compared to other competitive programs.	In 2015-16, on average, Master in Public Administration students scored below the previous year's results. There is no external benchmark available through Peregrine Academic Services.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC	169 out of 171 (98.83%) Master of Public Administration students sampled scored 400 or higher on the CPC comprehensive exam ($M = 610.58$, $SD = 93.11$).

	comprehensive exam upon completion of the program.	
PPA 699 Final Case Study (Direct)	Acceptable: 70% of Master of Public Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO.

Ideal: 25% of Master of Public Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO. | 381 out of 432 (88.19%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the mastered level. |
| End of Program Survey (Indirect) | Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• I understand the learning objectives of my courses.

Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• I understand the learning objectives of my courses. | 92.47% of Master of Public Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses. |
| End of Program Survey (Indirect) | Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• The curriculum was relevant to my professional needs.

Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be:
• The curriculum was relevant to my professional needs. | 88.36% of Master of Public Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs. |

2015-2016 Assessment Cycle: Program Learning Outcome #5
Assess the effectiveness of public administration strategies for dealing with urban planning and redevelopment.

Measure	Target	Results
CPC Subsection – Urban and Community Management and Planning (Direct)	Acceptable Target: Master of Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Urban and Community Management and Planning section of the CPC comprehensive exam when compared to other competitive programs.	In 2015-16, on average, Master of Public Administration students scored below the previous year's results. There is no external benchmark available through Peregrine Academic Services.

	Ideal Target: Master of Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Urban and Community Management and Planning section of the CPC comprehensive exam when compared to other competitive programs.	
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	169 out of 171 (98.83%) Master of Public Administration students sampled scored 400 or higher on the CPC comprehensive exam (M = 610.58, SD = 93.11).
PPA 604 Final Paper (Direct)	Acceptable: 70% of Master of Public Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Master of Public Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	407 out of 437 (93.14 %) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	92.47% of Master of Public Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	88.36% of Master of Public Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #6
Evaluate public administration trends and strategies for financing government operations.

Measure	Target	Results
CPC Subsection – Budgets and Public Finance (Direct)	Acceptable Target**:** Master of Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Budgets and Public Finance section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target**:** Master of Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Budgets and Public Finance section of the CPC comprehensive exam when compared to other competitive programs.	In 2015-16, on average, Master in Public Administration students scored below the previous year's results. There is no external benchmark available through Peregrine Academic Services.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	169 out of 171 (98.83%) Master of Public Administration students sampled scored 400 or higher on the CPC comprehensive exam ($M = 610.58$, $SD = 93.11$).
PPA 603 Final Case Study (Direct)	Acceptable: 70% of Master of Public Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Master of Public Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	409 out of 604 (67.72%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the mastered level.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target**:** 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	92.47% of Master of Public Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target**:** 70% or more of students exiting the program will	88.36% of Master of Public Administration students upon

	express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

2015-2016 Assessment Cycle: Program Learning Outcome #7
Assess the role and function of public administration in today's multicultural environment.

Measure	Target	Results
CPC Subsection – Ethics and Social Responsibility (Direct)	Acceptable Target: Master of Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Ethics and Social Responsibility section of the CPC comprehensive exam when compared to other competitive programs. Ideal Target: Master of Public Administration students, on average, will score at or above the average in the Peregrine Academic Services (PAS) Online Campus and Traditional Campus Aggregate Pools related to the Ethics and Social Responsibility section of the CPC comprehensive exam when compared to other competitive programs.	In 2015-16, on average, Master in Public Administration students scored above the previous year's results. There is no external benchmark available through Peregrine Academic Services.
CPC Comprehensive (Direct)	Acceptable: 90% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program. Ideal: 95% (of the sample selected) must score 400 or higher on the CPC comprehensive exam upon completion of the program.	169 out of 171 (98.83%) Master of Public Administration students sampled scored 400 or higher on the CPC comprehensive exam ($M = 610.58$, $SD = 93.11$).
PPA 601 Final Case Study (Direct)	Acceptable: 70% of Master of Public Administration students must receive a basic, proficient, or distinguished evaluation on relevant content criteria mapped to this PLO. Ideal: 25% of Master of Public Administration students must receive a proficient or distinguished evaluation on relevant content criteria mapped to this PLO.	108 out of 155 (69.68%) of records evaluated indicate proficient or distinguished performance on this key assignment's content criteria mapped to this PLO at the mastered level.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either	92.47% of Master of Public Administration students upon completion of the program during the 2015-16 assessment cycle indicated

	"Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • I understand the learning objectives of my courses.	that they agreed or strongly agreed that they understand the learning objective of my courses.
End of Program Survey (Indirect)	Acceptable Target: 70% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs. Ideal Target: 85% or more of students exiting the program will express satisfaction on the End of Program Survey by indicating either "Agree" or "Strongly Agree." The item to be used will be: • The curriculum was relevant to my professional needs.	88.36% of Master of Public Administration students upon completion of the program during the 2015-16 assessment cycle indicated that they agreed or strongly agreed that that the curriculum was relevant to their professional needs.

Summary of Assessment-- Master of Public Administration Program Outcome #2
The summary below provides a brief synopsis of the assessment/analysis of program outcome #2—
Apply management theory to the practice of public administration.

Overall, the student work selected indicates that, while student performance varies by the individual, the overall sampling confirms that assignments mapped to program outcome #2 meet the outcome well. The faculty evaluators found the assignments engaging and appropriate to the degree. Assignment recommendations suggest that maybe minor clarifications as noted in the summary will produce more consistent and better student work.

Across program learning outcomes, Master of Public Administration students met or exceeded the acceptable targets for all 2015-16 assignment-based direct measures. A review of the Master of Public Administration student targets by faculty is suggested to assure targets appropriately reflect expected student learning performance in the degree program. A complete Executive Summary and statistics on assessment are available on the Ashford University Assessment website at https://assessment.ashford.edu/.