Program-Level Assessment Plan



Program: Leadership and Organizational Behavior	Degree Level (e.g., UG or GR certificate, UG major, master's program, doctoral program): UG
Department: NA	College/School: School for Professional Studies
Date (Month/Year): August 2023	Primary Assessment Contact: Katie Devany

Note: Each cell in the table below will expand as needed to accommodate your responses.

#	Student Learning Outcomes	Curriculum Mapping	Assessme	ent Methods
	What do the program faculty expect all students to know or be able to do as a result of completing this program? Note: These should be measurable and manageable in number (typically 4-6 are sufficient).	In which courses will faculty intentionally work to foster some level of student development toward achievement of the outcome? Please clarify the level at which student development is expected in each course (e.g., introduced, developed, reinforced, achieved, etc.).	 Artifacts of Student Learning (What) 1. What artifacts of student learning will be used to determine if students have achieved this outcome? 2. In which courses will these artifacts be collected? 	 Evaluation Process (How) 1. What process will be used to evaluate the artifacts, and by whom? 2. What tools(s) (e.g., a rubric) will be used in the process? Note: Please include any rubrics as part of the submitted plan documents.
1	Analyze data to formulate evidence-based decisions.	ORLD 1500 (I) ORLD 2500 (D) ORLD 2700 (R) ORLD 3000 (D) ORLD 4960 (A)	Artifacts include a team research proposal paper (ORLD 1500), financial analysis case study (2500), human resource management paper (ORLD 2700), lean canvas presentation (ORLD 3000), applied leadership and organizational behavior analysis (ORLD 4960), and are designed to elicit direct measurement of student development toward this outcome.	A rubric will be used to assess each student artifact. Additionally, student mastery of the related learning outcome will be assessed using the outcome tool in Canvas. The related student outcome(s) will be embedded in the artifact's rubric to allow for assessment of the outcome(s) at the same time as the artifact. In this way, the assessment of the student learning outcome(s) is relevant and timely. The data from the Canvas outcomes tool will be extracted from Canvas by SPS leadership and distributed to Program Directors for review.
2	Apply fundamental competencies from business functions.	ORLD 2000 (I) ORLD 2500 (D) ORLD 2700 (R) ORLD 4960 (A)	Artifacts include a scaffolded analysis of key business functions (ORLD 2000), financial analysis case study (2500), human resource management paper (ORLD 2700), applied leadership and organizational behavior analysis (ORLD	A rubric will be used to assess each student artifact. Additionally, student mastery of the related learning outcome will be assessed using the outcome tool in Canvas. The related

			4960), and are designed to elicit direct measurement of student development toward this outcome.	student outcome(s) will be embedded in the artifact's rubric to allow for assessment of the outcome(s) at the same time as the artifact. In this way, the assessment of the student learning outcome(s) is relevant and timely. The data from the Canvas outcomes tool will be extracted from Canvas by SPS leadership and distributed to Program Directors for review.
3	Evaluate organizational behavior at multiple levels.	ORLD 1800 (I) ORLD 3300 (D) ORLD 4000 (R) ORLD 4960 (A)	Artifacts include a case study analysis (ORLD 1800), global leadership analysis presentation (ORLD 4000), applied leadership and organizational behavior analysis (ORLD 3300, ORLD 4960), and are designed to elicit direct measurement of student development toward this outcome.	A rubric will be used to assess each student artifact. Additionally, student mastery of the related learning outcome will be assessed using the outcome tool in Canvas. The related student outcome(s) will be embedded in the artifact's rubric to allow for assessment of the outcome(s) at the same time as the artifact. In this way, the assessment of the student learning outcome(s) is relevant and timely. The data from the Canvas outcomes tool will be extracted from Canvas by SPS leadership and distributed to Program Directors for review.
4	Apply leadership principles in multiple contexts.	ORLD 1000 (I) ORLD 3800 (D) ORLD 4000 (R) ORLD 4960 (A)	Artifacts include a leadership development plan (ORLD 1000), organizational design analysis (ORLD 3800), personal global leadership analysis presentation (ORLD 4000), applied leadership and organizational behavior analysis (ORLD 4960), and are designed to elicit direct measurement of student development toward this outcome.	A rubric will be used to assess each student artifact. Additionally, student mastery of the related learning outcome will be assessed using the outcome tool in Canvas. The related student outcome(s) will be embedded in the artifact's rubric to allow for assessment of the outcome(s) at the same time as the artifact. In this way, the assessment of the student learning outcome(s) is relevant and timely. The data from the Canvas outcomes tool will be extracted from Canvas by SPS leadership and distributed to Program Directors for

				review.
5	Evaluate ethical implications in organizational decision making.	ORLD 1000 (I) ORLD 1800 (D) ORLD 3800 (D) ORLD 4000 (R) ORLD 4960 (A)	Artifacts include a leadership development plan (ORLD 1000), case study analysis (1800), organizational analysis (ORLD 3800), personal global leadership analysis presentation (ORLD 4000), and applied leadership and organizational behavior analysis (ORLD 4960) and are designed to elicit direct measurement of student development toward this outcome.	A rubric will be used to assess each student artifact. Additionally, student mastery of the related learning outcome will be assessed using the outcome tool in Canvas. The related student outcome(s) will be embedded in the artifact's rubric to allow for assessment of the outcome(s) at the same time as the artifact. In this way, the assessment of the student learning outcome(s) is relevant and timely. The data from the Canvas outcomes tool will be extracted from Canvas by SPS leadership and distributed to Program Directors for review.

Use of Assessment Data

1. How and when will analyzed data be used by program faculty to make changes in pedagogy, curriculum design, and/or assessment practices?

In the fall, Program Directors will follow up on action items from the previous year to determine impact and possible refinements or enhancements moving forward. Any action items will be presented to adjunct faculty (the Program Director is the only full-time faculty member) during the fall faculty workshop for discussion and development of additional strategies or needed changes related to pedagogy, curriculum design, or assessment practice. Feedback will be summarized, and changes implemented with support from SPS leadership for the next iteration of the course where applicable or next academic year which ever comes first. Changes could include increased alignment between course and program learning outcomes, refinement of assessment and assignments between sections, or collection of data related to assessment to include greater qualitative data related to opportunities for improvement.

2. How and when will the program faculty evaluate the impact of assessment-informed changes made in previous years?

The Program Director will compare data from the current year to the previous year to assess the impact of changes made. Adjunct faculty will take part in this process through the gathering of their feedback and continual conversations throughout the year. This process of evaluation will commence in the late summer/early fall in time for the previously state faculty workshop.

Additional Questions

1. On what schedule/cycle will program faculty assess each of the program's student learning outcomes? (Please note: It is <u>not recommended</u> to try to assess every outcome every year.)

Program Assessment Schedule

The following schedule provides an annual timeline for assessing the program's student learning outcomes. The assessment schedule will be reviewed annually and modified to address emerging evidence needs for assessment of a particular SLO.

	SLO1	SLO2	SLO3	SLO4	SLO5
	ORLD 1500, ORLD 2500, ORLD 2700, ORLD 4960			ORLD 1000, ORLD 3800, ORLD 4960	
AY 2024-25			ORLD 1800, ORLD 3300, ORLD 4000, ORLD 4960		ORLD 1000, ORLD 1800, ORLD 3800, ORLD 4000, ORLD 4960
	ORLD 1500, ORLD 2500, ORLD 2700, ORLD 4960			ORLD 1000, ORLD 3800, ORLD 4960	

2. Describe how, and the extent to which, program faculty contributed to the development of this plan.

The Program Director in cooperation with other full-time and adjunct faculty are involved in the development of the courses and their application to each program learning outcome within the plan. These faculties are highly invested in ensuring that course projects and other associated artifacts are created in ways that student performance toward the learning outcome can be distinguished and evidence towards achievement reported.

IMPORTANT: Please remember to submit any rubrics or other assessment tools along with this plan.

ORLD 1500 Final Research Paper Rubric

	TITLE PAGE (1 page)				
1 Point	Poor	Acceptable	Excellent		
APA Style (1 Point)	<u>0 Points</u> Majority of page has formatting errors.	<u>.5 Points</u> Few formatting errors.	<u>I point</u> Only one or two minor formatting errors.		
	INTROD	UCTION (2-3 pages)			
6 Points	Poor	Acceptable	Excellent		
APA Style & Argumentation (6 Points)	<u>O Points</u> Lacks a clear idea or point. Fails to connect studies to the main idea. Lacks transitions and flow from general to specific points. Does not state hypotheses and rarely cites studies. Numerous grammatical and formatting errors.	3 Points Cites relevant scholarly literature, but largely fails to address their importance and implications. Does little to tie the literature together. Good transitions and flow from general to specific points. Clearly states the hypotheses. Does not support hypotheses with research. Few grammatical and formatting errors.	6 Points Not only cites relevant scholarly literature, but critically analyzes and addresses their importance and implications. Excellent transitions and flow from general to specific points. Hypotheses are well founded and supported. Almost no grammatical errors.		

	METHOD (2-3 pages)				
6 Points	Poor	Acceptable	Excellent		
APA Style:	0 Points	.5 Points	1 Point		
Content,	Incomprehensible. Several	Poorly organized and	Well-organized and leaves		
Structure, &	study characteristics are	difficult to follow. Some	little doubt as to what the		
Format	missing or not easily	study characteristics are not	participant sample,		
(1 Point)	identifiable. Contains	easily identifiable or	materials, and procedures		
	several minor and major	missing. Contains several	are. Contains only one or		
	APA structure and	minor or one major APA	two minor structure and/or		
	formatting errors.	structure and/or formatting	formatting errors.		
		errors.			
Participant	0 Points	1 Point	2 Points		
Sample	Most or all required	Some required sample and	Most or all required sample		
(2 Points)	sample and sampling	sampling information, as	and sampling information,		
	information, as per the	per the Journal Article	as per the Journal Article		
	Journal Article Reporting	Reporting Standards	Reporting Standards		
	Standards (JARS), is	(JARS), is included, though	(JARS), is included and		
	missing or inappropriate	sometimes inappropriate for	appropriate for the research		
	for the research question.	the research question.	question.		
Measures &	0 Points	.5 Points	1 Point		
Materials	Most or all required	Some required measures	Most or all required		
(1 Point)	measures and materials, as	and materials, as per the	measures and materials, as		
	per the Journal Article	Journal Article Reporting	per the Journal Article		
	Reporting Standards	Standards (JARS), are	Reporting Standards		
	(JARS), is missing or	included, though sometimes	(JARS), are included and		
	inappropriate for the	inappropriate for the	appropriate for the research		
	research question.	research question.	question.		

Procedure	0 Points	1 Point	2 Points
(2 Points)	Most or all required design and implementation, as per the Journal Article Reporting Standards (JARS), are missing or inappropriate for the research question.	Some required design characteristics or procedures, as per the Journal Article Reporting Standards (JARS), are included, though sometimes inappropriate for the research question.	Most or all required design and implementation information, as per the Journal Article Reporting Standards (JARS), are included and appropriate for the research question.
	RESU	LTS (1-2 pages)	
6 Points	Poor	Acceptable	Excellent
APA Style (1 Point)	<u>0 Points</u> Incomprehensible. Several necessary components are missing or not easily identifiable. Contains several APA structure and formatting errors.	<u>.5 Points</u> Poorly organized and difficult to follow. Some necessary components are missing or are not easily identifiable. Contains a few APA formatting errors.	LPoint Well-organized. Most or all necessary components are clearly identifiable. Adheres to APA structure and formatting, with only one or two formatting errors.
Statistical Analyses (3 Points)	<u>0 Points</u> None of the required inferential statistical analysis choices are included and/or no justification for selection of analytical methods is provided.	1.5 Point Some of the required inferential statistical analyses choices are included and are appropriate. Some justification for selection of analytical methods is provided and appropriate.	<u>3 Points</u> Most or all of the required inferential statistical analyses are included and appropriate for the research question. Most or all justification for selection of analytical methods is provided and appropriate.

Findings	0 Points	1 Point	2 Points
(2 Points)	None of the required	Some of the required	Most or all of the required
	information regarding	statistical analysis and	statistical analysis and
	findings from null	hypothesis testing results	hypothesis testing results are
	hypothesis testing are	are included and/or	included and appropriate for
	presented.	appropriate for the research	the research question.
		question.	

	DISCUSSION (2-3 pages)					
5 Points	Poor	Acceptable	Excellent			
APA Style (2 Points)	<u>O Points</u> Discussion is incomprehensible. Several necessary components are missing or not easily identifiable. The section contains several APA structure and formatting errors.	LPoint Discussion is organized poorly and difficult to follow. Some necessary components are not easily identifiable or are missing. The section contains a few APA formatting errors.	<u>2 Points</u> Discussion is well-organized, and most or all necessary components are clearly identifiable. The section adheres to APA structure and formatting, with only one or two formatting errors.			
Quality (3 Points)	<u>0 Points</u> Most or all of the Discussion section contains information that is inconsistent with other parts of the paper and/or discusses the research project with insufficient accuracy, breadth, and comprehensiveness.	<u>1.5 Points</u> Some of the Discussion section contains information that is consistent with other parts of the paper and discusses the research project with sufficient accuracy, breadth, and comprehensiveness.	<u>3 Points</u> Most or all of the Discussion section contains information that is consistent with other parts of the paper and discusses the research project with sufficient accuracy, breadth, and comprehensiveness.			

	REFERENCES (1 page)					
2 Points	Poor	Acceptable	Excellent			
References &	<u>0 Points</u>	1 Point	2 Points			
In-text	Often does not cite sources	Understands the basics of	Uses correct APA style			
Citations	or misplaces those that are	citations and makes efforts	format and correct citation			
(2 Points)	cited. Frequently uses	to cite literature, but the	formats with few errors.			
	wrong APA formatting.	citations are somewhat	Cites at least eight scholarly			
	Cites less than four	regularly misplaced or	articles in-text.			
	scholarly articles in-text.	written incorrectly. Cites at				
		least four scholarly articles				
		in-text.				

	DEVELOPMENT / IMPROVEMENT					
4 Points	Poor	Acceptable	Excellent			
Overall Complexity (2 Points)	<u>0 Points</u> Fails to demonstrate thoughtful, complex thinking and to integrate course material effectively.	<u>1 Point</u> Demonstrates thoughtful, complex thinking at times. Integrates course material effectively some of the time.	<u>2 Points</u> Demonstrates thoughtful, complex thinking consistent with effective argumentation. Integrates course material effectively most of the time.			
Feedback Integration and Learning (2 Points)	<u>0 Points</u> Fails to successfully integrate all or most instructor feedback. Does not demonstrate improvement across time.	<u>1 Point</u> Successfully integrates some instructor feedback. Demonstrates some improvement across time.	<u>2 Points</u> Successfully integrates most or all instructor feedback. Demonstrates substantial improvement across time.			

ORLD 2000 Final Paper Rubric

Final Company Paper

Criteria	Criteria Ratings					Pts
This criterion is linked to a Learning Outcome Readabililty	10.0 pts Excellent Text is easy to read; the reader can understand sentences clearly when reading at a normal pace and does not have to reread any passages. The reader isn't distracted by any problems with grammar, spelling, and/or punctuation.	,, ,	5.01 pts Average Text is easy to read in some places; reader can understand some sentences clearly when reading at a normal pace, though may have to reread several passages. Recurring problems with grammar, spelling, and/or punctuation distract the reader in several places.	2.5 pts Below Average The reader has consistent difficulty understanding sentences when reading at a normal pace; the reader consistently has to reread passages. Recurring problems with grammar, spelling, and/or punctuation distract the reader repeatedly.	0.0 pts Poor Recurring problems with grammar, spelling, and/or punctuation interfere with the reader's ability to understand the text's lines of reasoning.	10.0 pts

Criteria	Ratings					Pts
This criterion is linked to a Learning Outcome APA Style and Organization	10.0 ptsAbExcellentforCorrect use of APA85formatting throughoutref95% of document and reference pages including appropriateapincluding appropriatedircitation of direct and paper is structured in a paragraphs within sections, flow easily and organization of the paper is clear and logical; paper is clearly structured in a mannerSonaturally; the 	ses correct APA rmatting throughout 5% of the document and ference pages including opropriate citation of rect and indirect dotes. The paper is enerally structured gically and clearly; oper is generally ructured in a manner at with signment quirements; however, one paragraphs within actions may not flow noothly or naturally, or one ideas may seem out place in a given action. Use of headers and subheaders in APA is onsistent in most part of e the document. cludes a Cover page	75% of the document and reference pages. Mostly correct citation of direct and indirect quotes. There may be greater organization issues; there may be several instances of poor transition from one idea or section to another; use of headings to separate sections may not be easily identifiable; still contains all of the sections required. Use of headers and subheaders in APA is	2.5 pts Below Average Contains incorrect APA formatting throughout parts of the document and reference pages (65% correct). Some errors in citation of direct and indirect quotes. Substantial organizational issues exist; use of headings to separate sections may be non- existent; paper may not be organized according to assignment specifications; major transition problems may be observed. Use of headers and subheaders in APA is inconsistent in most part of the the document. Includes a Cover page with little to no APA's requirements	correct). Numerous errors in direct and indirect quotes. Major organizational issues	
This criterion is linked to a Learning Outcome Completeness & Depth of SWOT analysis	Excellent A Fully answers in sufficient A depth all the questions of t	the assignment poses, m in sufficient depth for th	lost questions the e assignment poses, s	2.5 pts Below Average Does not respond coherently to some of some the questions of the for SWOT analysis. Does	0.0 pts Poor Does not respond of coherently to most of the questions the assignment poses for	10.0 pts

Criteria			Ratings			Pts
	quadrants, one for each of the SWOT components. Components are well developed in content by providing an in-depth analysis . Components meet all requirements of the checklist.	table with four-quadrants, one for each of the SWOT components. Analysis and content are developed but have room for improvement. Components meet most of requirements of the checklist.	•	not include a table with four-quadrants or SWOT components are missing. SWOT components meet at least one fourth of the requirements of the checklist.	does not include a	
This criterion is linked to a Learning Outcome Completeness & Depth of Conclusion	the Conclusion section. Conclusion is well developed in content by providing an in-depth analysis. Conclusion	7.5 pts Above Average Answers all the questions the assignment poses, most in sufficient depth for the conclusion section. Analysis and content are developed but have room for improvement. Conclusion meets most of requirements requir of the checklist.	assignment poses, some in sufficient depth for the Conclusion section. Conclusion meets at least half of the	2.5 pts Below Average Does not respond coherently to some of the questions of the Conclusion. Conclusion meets at least one fourth of the requirements of the checklist.	the Conclusion section.	10.0 pts
This criterion is linked to a Learning Outcome Incorporation of Feedback into Final Paper	10.0 pts Excellent Paper incorporates all feedback from instructor that is provided on company assignments.	7.5 pts Above Average Paper incorporates at least about 90% of feedback from feedback instructor on previous company assignments.	instructor on previous	2.5 pts Below Average Paper incorporates at least about 50% of feedback from instructor on previous company assignments. o	feedback from instructor on previous	10.0 pts
This criterion is linked to a Learning Outcome References	10.0 pts Excellent Student referenced between 12 to 14 sources sources, with a minimum o	Above Average Student referenced at least 10 sources, with a	5.01 pts Average Student referenced at least 9 sources, with a minimum of 4 non-	2.5 pts Below Average Student referenced at least 5 sources, with a minimum of 2 non-	0.0 pts Poor Student referenced less than 3 sources or reference page is	10.0 pts

Criteria	Ratings					Pts
	5 non-website sources.	website sources.	website sources.	website sources.	missing.	
Total Points: 70.0						

ORLD 3800 Final Presentation Rubric

Presentation Content: Strategy and/or Strategic Planning Recommendations--

Levels of Achievement:

C Exceptional 3 (10%) points

Provided strategy and/or strategic planning recommendations based on the prior organizational analysis; and clearly and accurately applied the course readings, materials and/or lectures

Meets Expectations 2 (6.67%) points

Strategy and strategic planning recommendations are not fully developed or supported by organizational analysis; and/or failure to clearly or accurately apply the course readings, materials and/or lectures

Needs Improvement 0 (0%) points

Does not provide strategic and/or strategic planning recommendations; or not based on the prior organizational analysis; or does not apply the course readings, materials and/or lectures

Presentation Content: Structure & Design Elements Recommendations--

Levels of Achievement:

Exceptional 3 (10%) points

Provided structure and design recommendations based on the prior organizational analysis; and clearly and accurately applied the course readings, materials and/or lectures

Meets Expectations 2 (6.67%) points

Structure and design recommendations are not fully developed or supported by organizational analysis; and/or failure to clearly or accurately apply the course readings, materials and/or lectures

Needs Improvement 0 (0%) points

Does not provide structure and design recommendations; or not based on the prior organizational analysis; or does not apply the course readings, materials

and/or lectures

Presentation Content: People Strategy Recommendations--

Levels of Achievement:

Exceptional 3 (10%) points

Provided people strategy recommendations based on the prior organizational analysis; and clearly and accurately applied the course readings, materials and/or lectures

Meets Expectations 2 (6.67%) points

People strategy recommendations are not fully developed or supported by organizational analysis; and/or failure to clearly or accurately apply the course readings, materials and/or lectures

Needs Improvement 0 (0%) points

Does not provide people strategy recommendations; or not based on the prior organizational analysis; or does not apply the course readings, materials and/or lectures

Presentation Content: Culture/ethics/values Recommendations--

Levels of Achievement:

Exceptional 3 (10%) points

Provided culture/ethics/values recommendations based on the prior organizational analysis; and clearly and accurately applied the course readings, materials and/or lectures

Meets Expectations 2 (6.67%) points

Culture/ethics/values recommendations are not fully developed or supported by organizational analysis; and/or failure to clearly or accurately apply the course readings, materials and/or lectures

Needs Improvement 0 (0%) points

Does not provide culture/ethics/values recommendations; or not based on the prior organizational analysis; or does not apply the course readings, materials and/or lectures

Presentation Quality--

Levels of Achievement:

Exceptional 4 (13.33%) points

Presentation recording was good quality in a format easy to use by the viewer; presentation was well-rehearsed and flows well; the pace and tone of the presenter were appropriate; length of presentation was 6-8 minutes

Meets Expectations 2 (6.67%) points

Presentation recording was poor quality; and/or format was not easy to use by the viewer; and/or presentation was not well-rehearsed and did not flow well;

and/or the pace and tone of the presenter were not appropriate; and/or length of presentation was not within 6-8 minutes

Needs Improvement 0 (0%) points

Presentation recording was poor quality; and/or format was not easy to use by the viewer; and presentation was not well-rehearsed and did not flow well; and the pace and tone of the presenter were not appropriate; and/or length of presentation was not within 6-8 minutes

Slide Quality--

Levels of Achievement:

Exceptional 3 (10%) points

Presentation slides were visually attractive, creative and interesting; slides contained the appropriate amount of text using a readable font size; tables and figures were clearly visible

Meets Expectations 2 (6.67%) points

Presentation slides were not visually attractive, creative and/or interesting; and/or slides did not contain the appropriate amount of text or font size; and/or tables and figures were blurry

Needs Improvement 0 (0%) points

Presentation slides were not visually attractive, creative and/or interesting; and slides did not contain the appropriate amount of text or font size; and tables and figures were blurry

Organization and Readability--

Levels of Achievement:

Exceptional 4 (13.33%) points

Presentation slides were well-organized and free of formatting, typographical, grammatical errors; and included title slide, objectives, and a reference slide

Meets Expectations 2 (6.67%) points

Presentation slides were not well-organized and/or had some formatting, typographical, grammatical errors; and/or one of the following was missing: title, objective or reference slide

Needs Improvement 0 (0%) points

Presentation slides were not well-organized and/or had numerous formatting, typographical, grammatical errors; and/or two of the following were missing: title, objective or reference slide

Support, Analysis, & Critical Thinking--

Levels of Achievement:

Exceptional 4 (13.33%) points

Critically analyzed and applied the course readings, lectures and interview with at least 5 direct/indirect citations

Meets Expectations 2 (6.67%) points

Failed to critically analyze and/or apply the course readings; and/or relied heavily on personal examples or poorly supported evidence; and/or made 3-4 direct/indirect citations

Needs Improvement 0 (0%) points

Failed to critically analyze and/or apply the course readings; and relied heavily on personal examples or poorly supported evidence; and made 0-2 direct/indirect citations

APA Style and Citations--

Levels of Achievement:

C Exceptional 3 (10%) points

Presentation slides were free of APA errors; accurately used citations (direct and indirect quotes)

Meets Expectations 2 (6.67%) points

Presentation slides had some APA errors; and/or did not accurately use citations (direct and indirect quotes)

Needs Improvement 0 (0%) points

Presentation slides had numerous APA errors; and did not accurately use citations (direct and indirect quotes)

Saint Louis University School for Professional Studies Program Assessment Model

The School for Professional Studies has adopted the model described in this document for programmatic assessment. Starting with new programs, the model will be phased in for all SPS programs.

The model is designed to illustrate alignment among School, program and course student learning outcomes as well as an ongoing, cyclical assessment process.

