

Masters of Human Resource Management (MHRM) Outcomes Assessment Results

For Academic

Year: 2015-16

Section I: Student Learning Assessment

Student Learning Assessment for <i>(Program 1)</i>	
Intended Student Learning Outcomes for <i>(Program 1)</i> :	
1. In the Spirit of Saint Francis in the Marketplace, students will be able to demonstrate in-depth knowledge of the ethical value choices and responsibilities of businesses and business leaders so that they will be able to engage in ethical decision making within a Franciscan context.	
2. Students will demonstrate competencies in the following functional areas of HR; the foundation of HRM; staffing, recruitment, and retention; employment and labor law; compensation and benefits administration; performance management; and other content areas identified by the Society for Human Resource Management (SHRM).	
3. Students will display skills in strategic analysis and integration of HR.	
4. Students will have the ability to communicate with relevant stakeholders at a proficient (or advanced level) by developing (a) effective written communication skills, and (b) effective oral communication and business presentation skills.	
5. Students will develop the ability to effectively work with a team of colleagues on a project.	
Assessment Tools for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Targets/Criteria for Direct Measures:
1. Capstone HR Research Paper and Presentation in the MHRM 550 Strategic Human Resource Management course.	Using a research paper and presentation rubric, all students will either be “proficient” or demonstrate “mastery” of the competencies being assessed.

<p>2. Comprehensive Human Resource Management Exam. Note: We are using the HR Review Capstone Exam. It is a three hour computerized exam consisting of 175 multiple-choice questions. The test is designed to measure HR knowledge and the ability to apply facts, concepts, theories, and analytical methods to “real life” HR professional situations. This exam was developed by HR Review, LLC, a leading provider of study materials to prepare HR Professionals for the Human Resource Certification Institute (HRCI) PHR/SPHR/GPHR certification exams.</p>	<p>A comprehensive test score of 70% is required to receive a “high pass” rating and certificate of accomplishment from the Dean. The MHRM Program Faculty have deemed a score of 50% to be “passing” during the first three years as we study assessment results and consider how to effectively calibrate our curriculum better with comprehensive HR test. The MHRM Program Faculty set the performance target that 75% of the MHRM students will earn a 50% or higher on the HR Review Exam.</p> <p>Eight graduates of the Loretto-based program completed the exam in the initial test of the instrument in 2014 and another 22 students in 2014-2015. Twenty-one students completed the HR Review Capstone Exam during the 2015-2016 Academic Year. The prior exam was the PHR professional certification test, but changes by the profession made this exam inaccessible to many of our MHRM graduates since they did not meet the two year professional experience threshold in an exempt HR staff position.</p>
<p>Assessment Tools for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</p>	<p>Performance Targets/Criteria for Indirect Measures:</p>
<p>1. Annual MHRM Exiting Graduates’ Learning Self-Assesment and Satisfaction Survey, including perceptions of their learning outcomes and other programmatic-level outcomes.</p> <p>Revised ISLOs:</p> <p>ISLO 1. Students will demonstrate knowledge and competencies in the following functional areas of HR: the foundations of HRM; recruitment, selection, and retention; employment and labor law; compensation and benefits administration; performance management; and other</p>	<p>Achieve at least a 4.0/5.0 or higher “mean” Likert scale satisfaction score on five of the key universal measures. A 4.0 indicates “agree” on a Likert scale and a 5.0 indicates “strongly” agree.</p> <p>Revision in Fall 2015: We assessed all six ISLOs in the Annual MHRM Exit Survey, effective Spring 2016.</p> <p>In Question 1 of the MHRM Graduate Exit Survey, 90% of students will rate <i>their ability to to be demonstrate knowledge and competencies in the following functional areas of HR: the foundations of HRM; recruitment, selection, and retention;</i></p>

content areas identified by the Society for Human Resource Management (SHRM).

ISLO 2. Students will acquire effective professional skills, capabilities, and perspectives necessary for establishing and sustaining successful, productive careers in human resource management and related fields.

ISLO 3. Students will demonstrate the ability to professionally communicate.

ISLO 4. Students will display skills in strategic analysis and integration of HR.

ISLO 5. Students will develop the ability to effectively work with a team of colleagues on a project.

employment and labor law; compensation and benefits administration; performance management; and other content areas identified by the Society for Human Resource Management (SHRM) to be "Average", "Good" or "Excellent" with at least 50% at the "Good" or "Excellent" level.

In Question 1 of the MHRM Graduate Exit Survey, 90% of students will rate *their acquisition of effective professional skills, capabilities, and perspectives necessary for establishing and sustaining successful, productive careers in human resource management and related fields* as "Average", "Good" or "Excellent" with at least 50% at the "Good" or "Excellent" level.

In Question 1 of the MHRM Graduate Exit Survey, 90% of students will rate *their ability to to professionally communicate* as "Average", "Good" or "Excellent" with at least 50% at the "Good" or "Excellent" level.

In Question 1 of the MHRM Graduate Exit Survey, 90% of students will rate *their ability to more effectively display skills in strategic analysis and integration of HR* as "Average", "Good" or "Excellent" with at least 50% at the "Good" or "Excellent" level.

In Question 1 of the MHRM Graduate Exit Survey, 90% of students will rate *their ability to more effectively work with a team of colleagues on a project* as "Average", "Good" or "Excellent" with at least 50% at the "Good" or "Excellent" level.

2. Annual MHRM Graduate Career Placement Results Study.	Achieve an annual placement rate of 90% or higher for MHRM graduates from the prior graduation year, 2015. That implies that they either found a relevant job in their chosen field or attended another graduate school within 6 months of graduation.	
Summary of Results from Implementing Direct Measures of Student Learning:	Performance Target Was...	
	Met	Not Met
<p>1. All the graduate students achieved either “proficient” or “mastery” levels of performance on the Capstone HR Research Paper and Presentation in the MHRM 550 Strategic Human Resource Management course. Furthermore, several graduating students had their final thesis papers accepted for presentation and publication at the American Society for Competitiveness (ASC) Conference in Washington, D.C, in November 2015. This outcome validates that our graduates producing scholarship and research worthy of display and presentation at academic conferences.</p> <p>In Spring 2016 a new comprehensive research project assessment instrument was developed and used in the MHRM 550 Strategic Human Resource Management to assess written communications skills, oral communications, analytical/critical thinking, and HR integration skills. Although not included in this final project rubric, other ISLOs were addressed through the class, including significant instruction time in applied managerial communications, collaborative/team work, group presentations, and peer evaluation.</p>	X	
2. Comprehensive Human Resource Management Exam. Note: We are using the HR Review Capstone Exam. It is a three hour computerized exam consisting of 175 multiple-choice		X

<p>questions. The test is designed to measure HR knowledge and ability to apply facts, concepts, theories, and analytical methods to “real life” HR professional situations. This exam was developed by HR Review, LLC, and a leading provider of study materials to prepare HR Professionals for the Human Resource Certification Institute (HRCI) PHR/SPHR/GPHR certification exams.</p> <p>One student earned a 70% or higher on the HR Review Capstone Exam while 52% of the students achieved a 50% or higher on the exam (11/21). Since the performance target was 75% of the students, the target was not achieved.</p>		
<p>Summary of Results from Implementing Indirect Measures of Student Learning:</p>	<p>Performance Target Was...</p>	
	<p>Met</p>	<p>Not Met</p>
<p>1. Annual MHRM Exiting Graduates’ Learning Self-Assessment and Satisfaction Survey, including perceptions of their learning outcomes and other programmatic-level outcomes. Select measures for three MHRM Class of 2014 include:</p> <p>As a result of the MHRM program, I have effective oral communication and business presentation skills: 4.67/5.0 in 2016 and *3.75/5.00 in 2015.</p> <p>As a result of the MHRM program, I have the ability to effectively work with a team of colleagues on a project: 4.50/5.0 in 2016 and 4.25/5.0 in 2015.</p> <p>MHRM professors displayed enthusiasm about their subject matter: 4.67/5.0 in 2016 and 4.75/5.0 in 2015.</p> <p>MHRM professors had the ability to clearly explain their subject matter: 4.5/5.0 in 2016 and 4.25 in 2015.</p> <p>MHRM professors devoted time to teaching real world applications of their subject matter: 4.67/5.00 in 2015 and 4.00/5.00 in 2015.</p> <p>I would recommend the MHRM program to other students: 4.5/5.0 in 2016 and 4.75/5.0 in 2015</p>	<p>X</p>	

The MHRM program staff was developed to providing excellent customer service: 4.67/5.0 in 2016 and 4.25/5.0 in 2015.

Summary Assessment: All the performance targets listed above were achieved in 2016.

New Revision in Fall 2015: Student Measure their Progress on the Revised MHRM Intended Student Learning Outcomes.

In Question 1 of the MHRM Graduate Exit Survey, 90% of students will rate *their ability to to be demonstrate knowledge and competencies in the following functional areas of HR: the foundations of HRM; recruitment, selection, and retention; employment and labor law; compensation and benefits administration; performance management; and other content areas identified by the Society for Human Resource Management (SHRM)* to be "Average", "Good" or "Excellent" with at least 50% at the "Good" or "Excellent" level.

In-depth understanding of the foundations of Human Resource Management. **Survey Result: 100% on both targets.**

In-depth understanding of staffing, which includes recruitment, selection, and retention. **Survey Result: 100% on both targets**

In-depth understanding of employment law. **Survey Result: 100% on both targets**

In-depth understanding of labor law. **Survey Result: 83% on both targets**

In-depth understanding of compensation and benefits administration. **Survey Result: 83% on the first target and only 33% on the second performance target.**

In-depth understanding of performance management. **Survey Result: 100% on both targets**

In Question 1 of the MHRM Graduate Exit Survey, 90% of students will rate *their acquisition of effective professional skills, capabilities, and perspectives necessary for establishing and sustaining successful, productive careers in human resource management and related fields* as "Average", "Good" or "Excellent" with at least 50% at the "Good" or "Excellent" level. **Survey Result: 100% on the first target and 83% on the second one.**

X

X

X

X

X

X

X

X

X

<p>In Question 1 of the MHRM Graduate Exit Survey, 90% of students will rate <i>their ability to to professionally communicate</i> as "Average", "Good" or "Excellent" with at least 50% at the "Good" or "Excellent" level. Survey Result: 100% on both targets.</p> <p>In Question 1 of the MHRM Graduate Exit Survey, 90% of students will rate <i>their ability to more effectively display skills in strategic analysis and integration of HR</i> as "Average", "Good" or "Excellent" with at least 50% at the "Good" or "Excellent" level. Survey Result: 100% on both targets</p> <p>In Question 1 of the MHRM Graduate Exit Survey, 90% of students will rate <i>their ability to more effectively work with a team of colleagues on a project</i> as "Average", "Good" or "Excellent" with at least 50% at the "Good" or "Excellent" level. Survey Result: 100% on the first target and 83% on the second target</p> <p>In Question 1 of the MBA Graduate Exit Survey, 90% of students will rate <i>their ability to identify and analyze ethical obligations and responsibilities of the HR professional and his/her organization</i> as "Average", "Good" or "Excellent" with at least 50% at the "Good" or "Excellent" level. Survey Result: 100% on both targets.</p>	<p>X</p> <p>X</p> <p>X</p>	
<p>2. Annual MHRM Graduate Career Placement Results Study. 93% placement rate for 2014 MHRM graduates with 94% of the graduates reporting (15/16). 100% placement rate for 2015 MHRM graduates with 71% of the graduates reporting (17/24). The average starting salary for MHRM graduates in 2015 was in the range of \$40,000 - \$49,999.</p>	<p>X</p>	

Proposed Courses of Action for Improvement in Areas for which Performance Targets Were Not Met:		
<p>1. The MHRM Faculty have implemented the first year of the revamped MHRM 550 Strategic Human Resource Management using a revised comprehensive project assessment rubric that explicitly measures several of the MHRM program Intended Student Learning Outcomes (ISLOs). The rubric was developed by the course professor, Mr. Ken Tonkin, by modifying the <i>IACBE Research Project Evaluation Rubric</i> to assess individual student performance. The final project and presentation represents 65% of the overall MHRM 550 course grade and is a central instrument to assess direct learning in the MHRM program. To this end, the following ISLOs were evaluated as part of this rubric:</p> <ul style="list-style-type: none">• Written Communications Skills (part of SOB ISLO 3)• Oral Communications Skills (part of SOB ISLO 3)• Analytical/Critical-Thinking Skills (part of SOB ISLOs 4 and 6)• Integration Skills (part of SOB ISLO 4) <p>Although not included in this final project rubric, other ISLOs were addressed through the class, including significant instruction time in applied managerial communications, collaborative/team work, group presentations, and peer evaluation. Based on first year assessment results, the performance target was met. However, it was not framed in a manner that is useful for assessment. Therefore, the new performance target moving forward is using a research paper and presentation rubric, 90% of the MHRM students will either be “Competent” or “Exemplary” of the competencies being assessed. They include: Professional skills, capabilities, and perspectives necessary for the HR field; effective communication skills; strategic analysis and integration of HR; teamwork; and ethical obligations and responsibilities of the HR professional and his/her organization. The MHRM Program Faculty can expect to make additional refinements to this direct measure assessment tool in the future.</p>		
<p>2. The MHRM Program Faculty implemented Year #3 of using the HR Review Capstone Exam and see if student results improve from the initial pilot for seven graduates two years ago. We need to calibrate the curriculum to the exam or see where the knowledge gaps are and develop an action plan to close the gap or better explain the variation. In 2013-2014, only one student out of eight completing the exam earned a 70% or higher on the exam in the first year, with a total of half of the graduating MHRM students achieving a passing score. In 2015, of the 22 MHRM students sitting for the exam, one achieved a high pass rating and a total of 10 achieved a passing grade. Two additional graduating MHRM students were just below the cut-off. In 2015-2016, 21 MHRM students completed the HR Review Capstone Exam, with one student scoring a 70% or higher and 52% of the MHRM students achieving the targeted passing score on it. Thus, we have yet to</p>		

meet the performance target score of 75% of the MHRM students achieving a satisfactory score on the test. However, we have only begun to calibrate the curriculum to the NEW direct learning program assessment instrument. Furthermore, we need to incentivize students to perform better on the test. Currently a target score on the test is not required to graduate and test results are not tied to course grades.

3. . The MHRM Student Exit survey was modified in Fall 2015 to explicitly measure the revised five Intended Student Learning Outcomes (ISLOS) and the results affirmed that students perceived that they are achieving these learning outcomes above the specified targeted performance levels.

4. While the MHRM program faculty value career placement outcomes, this will be last year they are included in our indirect measure of student learning. They are appropriately measured under our operational assessment measures and not as indirect measures of learning.

5. We strive to improve our systematic use of program assessment results to improve the MHRM program's quality and effectiveness.

Section II: Operational Assessment (Note: Complete this section only if you received first-time accreditation or reaffirmation of accreditation after January 1, 2011.) Not applicable to Saint Francis University since we received full IACBE accreditation in 2007). However, we do report on our operational effectiveness measures being used for the undergraduate business program above, with many of them being equally applicable to the Graduate Business programs. Those proposed for the Graduate School of Business and Human Resource Management for 2013-2014 are listed below and will be reported on next year. ***We want to indicate voluntary adoption of this assessment system.***

