**Assurance of Learning I Seminar**

**Wednesday, March 18, 2020**

7:45 a.m. – 4:30 p.m. Assurance of Learning I Seminar

**Thursday, March 19, 2020**

7:45 a.m. – 2:30 p.m. Assurance of Learning I Seminar

2:30 p.m. – 6:15 p.m. Conference Check-in and Information

3:00 p.m. – 5:00 p.m. Assessment Office Hours (by appointment only)

3:00 p.m. – 4:00 p.m. Bonus Session: Assessing the Affective Domain Elements of a School’s Mission

A 2018 study by Forrester, estimated 10% of U.S. jobs would be automated in the coming year. McKinsey’s estimate is close to half of all U.S. jobs becoming automated in the next decade (December 2017). This projected change in the workforce has led to many business schools revising their missions to reflect what automation cannot replace – “the human ability to manage and utilize emotion” (HBR, 2019). The challenge becomes how to align assurance of learning with the new missions? The Assessing the Affective Domain Elements of the School’s Mission session is designed to help participants analyze a school’s mission according to the domains of Bloom’s Taxonomy and identify methods for assurance of learning regarding the school’s mission. Attention will be paid to the levels of the attitudes domain – receiving, responding, valuing, organization, and internalizing values. Participants will leave this dynamic session with a fully analyzed mission statement and tangible methods for assurance of learning regarding that mission that they can take an apply to their own school’s mission.

**Speaker:**
- Catherine Penrod, Director, Undergraduate Assessment, Ohio University

4:15 p.m. – 5:15 p.m. Bonus Session: Using Graphic Organizers to Manage Data, Close the Loop and Write AoL Reports

Graphic Organizers are tables or charts that summarize information in a visually friendly way. When used consistently across the AoL reports for each program, they help the visiting Peer Review Team take in the essential information about each program in a clear and concise way; can manage data collection by focusing faculty discussions on the essential elements of assessment data collection; and can guide Closing the Loop discussions. Graphic Organizers have the added benefit of making obvious gaps and inconsistencies so serve as self-check mechanisms as well. Participants will come out with several examples of Graphic Organizers that they can use immediately in their institutions.

**Speaker:**
- Francisco Gomez-Bellenge, Associate to the Dean, The Ohio State University
## 5:15 p.m. – 6:15 p.m. Welcome Reception
Reconnect with old friends, make new ones, and network with the exhibitors. Relax and enjoy the company of your colleagues before the conference gets underway.

*Sponsored by Peregrine Global Services*

**Friday, March 20, 2020**

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### 9:15 a.m. – 10:30 a.m. Plenary I: Solving the Impact Puzzle
How do we define, capture and measure “Impact”? how do we show faculty members the impact of their teaching, scholarship and service on the big picture (i.e. the college mission)? Trying to juggle all these pieces can be like solving a Rubik’s cube. In this session, we will illustrate processes that connect the faculty’s work to the mission as well as the three AACSB themes using an innovative tool to track and showcase impact.

**Speaker:**
- **Shohreh Kaynama**, Dean, College of Business and Economics, Towson University

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## Assessment Strategy

**A critical component of AoL is building sustainable processes and exploring a multitude of options for both the methodologies and timing of program assessment. Written or oral. Standardized or customized. Multiple choice or essay. Course level or program level. Single section, multi section. In this session, learn tips and tricks for developing a comprehensive, manageable learning assurance process and program assessment. From learning outcome development through faculty communications, this session highlights a process to make AoL manageable and meaningful and discusses the advantages / disadvantages and potential pitfalls of the various options available to all of us.**

**Speakers:**
- **Ginger Killian**, Interim Vice Provost, Academic Programs & Services, MBA Director, University of Central Missouri
- **Gregory Merrill**, Chair, Accounting Department, Saint Mary’s College of California

## Assessment Processes

**This session covers the experiences of the Marilyn Davies College of Business (MDCOB) at the University of Houston Downtown (UHD) and the School of Business at the University at Albany (SUNY) in developing in-house tests to address assurance of learning and assessment. The session will cover the development, administration, and use of in-house tests for curriculum improvement, faculty’s active involvement, and the merits and drawbacks compared to course embedded AoL. The session will also address how this process is scalable to meet the standards of both regional accrediting bodies and AACSB.**

**Speakers:**
- **Suraj Commuri**, Strategic Initiatives Lead, University at Albany, State University of New York
- **Jonathan Davis**, General Business, Marketing, and Supply Chain, Department Chair, University of Houston-Downtown, Marilyn Davies College of Business

## Impact

**Rapid growth in the approaches to impact measurement and management is causing many business schools to wonder how all these initiatives fit together with overall strategy. This session provides some answers to these questions by walking participants through the processes needed to shift organizational culture and create the framework for real impact management. We will discuss how fast-growing executive education programs are teaching these well-defined measurable values on an individual level as a starting point for unit and organizational level discussions. And we will highlight the importance of ensuring that executive education program design is aligned with measurable strategic output.**

**Speakers:**
- **Fida Kanaan**, Director, Executive Education, American University of Beirut, Suliman S. Olayan School of Business
- **Vasu Srivibha**, Chief Impact Officer, Sasin Graduate Institute of Business Administration, Chulalongkorn University
### Concurrent Sessions

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<td>Networking Luncheon</td>
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#### (B1) Creating a Community of Practice: Getting Faculty to Buy-In to Assurance of Learning

Many schools face the difficult challenge of getting faculty to “buy into” assurance of learning and engaging them through that process. Communication tends to occur sparsely and only when deliverables are due—leaving little time for discussion or reflection. With the goal of continuous improvement, it is critical to create a community in which assessment is done in collaboration with faculty, where resources can be shared easily and updates are communicated on a regular basis. How do we create such a community of practice? This session will focus on creative ways to increase faculty participation in the AoL process.

**Speakers:**
- **Rena Keath**, Director, College Effectiveness, University of Kentucky, Gatton College of Business and Economics
- **Rosa Di Virgilio Taormina**, Assistant Director, Operations,

#### (B2) Revitalize AoL Processes and Ensure Business Learning Using Standardized Tests: A Dialog between an Assurance of Learning Director and a Researcher

In this session, the Director of Assurance of Learning at Clarkson University and a researcher at ETS will demonstrate how to utilize standardized tests such as Major Field Test in Business for a Bachelor’s Degree (MFTB) and HEighten Critical Thinking (HCT) in a longitudinal design to i) revamp the AoL processes in a school of business, ii) boost faculty buy-in on AoL initiatives across the school, iii) monitor and demonstrate students’ learning in both business related knowledge and critical thinking skills, and 4) close the loop based on the obtained student outcomes.

**Speakers:**
- **Guangming Ling**, Senior Research Scientist, Academic to Career Research Center, Educational Testing Service

#### (B3) Telling Your Institution’s Impact Story

Amplifying impact in business education is more than an AACSB theme, it is an expectation of every business school operating in today’s competitive environment. Learn how to build an impact model that aligns with your institution’s mission and leverages its unique strengths. Hear how institutions have built compelling narratives that convey their amplified impact. Finally, explore ways to get faculty proactively aligned to your institution’s impact model.

**Speakers:**
- **Del Smith**, Dean, College of Business & Public Affairs, Executive Director for Economic Development, Alabama A&M University
- **Karen Smith**, Associate Dean, Learning and Teaching, Wellington School of Business and Government, Victoria University of Wellington
Assessment and Accreditation, Salem State University
• Amir Mousavian, Director, Assurance of Learning, Clarkson University

2:15 p.m. – 2:45 p.m. Refreshment Break and Networking

2:45 p.m. – 3:45 p.m. Concurrent Sessions

(C1) Student Collaboration in Curricular Improvement
Join us for this interactive “World Cafe” where we evaluate how to both collaborate with students and develop their skills as they support direct and indirect assessment processes. The session will begin with a general overview of how diverse institutions have scaffolded student development and the AoL process simultaneously by working with student groups, assessing soft skills, gathering stakeholder feedback, and analyzing student learning outcomes data. We will quickly move into interactive discussions where individuals and groups will tackle a number of questions, including:

• How can business schools develop students professionally while seamlessly engaging them in the AoL process?
• How can students help their peers improve their career readiness skills through the AoL assessment process?

(C2) Curricular Innovations for Preparing Future Leaders
As a recent EY report note, more than half of the Fortune 500 firms have withered away due to the forces shaping the new economy. Some have been acquired, others look vastly different, and some just didn’t make it. New occupations are emerging at a rapid pace and our curricula need to evolve if we are to prepare graduates for the new economy. In this session, we will present some thoughts on how we can drive curricular innovations to remain relevant. Designed as an engaged session we will involve the participants in an active mode of idea generation.

Speakers:
• Balaji Rajagopalan, Dean, Northern Illinois University, College of Business
• Samer Sarofim, Assistant Professor, Marketing & AoL Director, California State University, Fresno, The Craig School of Business

(C3) The Impact of Career Readiness and Development Programs
Given the high level of competition for jobs in the marketplace, employers give preference to individuals with work-related experience across industries and situations. In this regard, learning institutions need to be able to analyze, plan, develop and implement market-driven strategies competing in a wide array of markets and competitive situations. In addition to knowledge-specific skills needed, employers place a high premium on transferable (soft) skills such as communication, professionalism, problem solving, teamwork, flexibility, managerial decision-making and time management - all key in any employed role. This session will share case studies of successful work-oriented learning programs.

Speakers:
• Yolanda Jordaan, Professor, University of Pretoria
• Todd Shawver, Dean, Zeigler College of Business, Bloomsburg University of Pennsylvania
How do we involve student voices in the process of evaluating teaching effectiveness and curricular improvements?

Participants will rotate to different tables for each question/round of discussion. As the conversations develop during the “World Cafe”, participants will be invited to build upon each other’s knowledge and generate innovative ideas. This is a highly interactive session, requiring post its, markers, and/or poster paper—all of which will help the ideas flow!

Speakers:
• Lori Hollenbeck, Assistant Dean, St. John Fisher College, School of Business
• Alexis Li, Project Manager, Office of Transformational Learning, University of Maryland

4:00 p.m. – 5:00 p.m. Bonus Session: Exploring Assessment and Impact Changes between the 2013 Standards and Proposed 2020 standards
Join this session to learn more about the proposed 2020 standards and the potential changes relating to Assurance of Learning and the new Standard 9 on Societal Impact.

Speakers:
• Rachel Dixon-Zudar, Manager, Accreditation Services, AACSB International
• Bill Glick, H. Joe Nelson III Professor of Management, Rice University, Jesse H. Jones Graduate School of Business and Business Accreditation Task Force (BATF) Member

Saturday, March 21, 2020
8:15 a.m. – 1:00 p.m. Conference Check-in and Information
8:15 a.m. – 9:30 a.m. Continental Breakfast and Networking

8:15 a.m. – 11:00 a.m. Exhibitor Showcase Open

8:30 a.m. – 9:30 a.m. Assessment Office Hours (by appointment only)

8:30 a.m. – 9:15 a.m. Hot Topics Discussion Session
This is a professional development opportunity in the form of small, informal discussion groups exploring the topics and comments you shared on the flipcharts throughout the conference. Your comments act as the catalyst for further discussion to explore ideas that have been captured throughout the event by you and your peers.

9:30 a.m. – 10:30 a.m. Plenary II: Exploring How a Better Understanding of Impact Can Inform Assessment Development: Challenging the Status Quo! In this plenary session we explore how the oft self-imposed constraints when designing goals and objectives and assessment systems can stifle curriculum and pedagogic innovation. We challenge the notion that schools should develop programs purely with student learning in mind, in favor of a design that centers around societal impact for key stakeholders. Moreover, we discuss how vital it is to embed both skills and knowledge-based learning within the assessment process through innovative pedagogy.

Speakers:
- David Martin, Dean, Western Connecticut State University, Ancell School of Business
- Anthony Devine, Senior Academic Accreditation Lead, Northumbria University, Newcastle Business School

10:30 a.m. – 12:00 p.m. Assessment Office Hours (by appointment only)

10:30 a.m. – 11:00 a.m. Refreshment Break and Networking

11:00 a.m. – 12:00 p.m. Concurrent Sessions

(D1) Capturing Information Without Unnecessary Pain
This session provides a proven and painless means of capturing the countless procedures and processes which often go undocumented in our schools. It provides a simple yet comprehensive approach to recording the unwritten institutional knowledge, organizing it, and distributing it to faculty and staff. Examples and sample forms will be provided. We will also

(D2) Leading in Assessment: Difficult Conversations and Small Wins
A key part of your leadership in your school's AOL processes is dealing with "difficult conversations," and the topics of these conversations are likely to be different depending upon your school's stage of AOL maturity. In this session, we will address AOL conversations that are common at each stage of the AOL
describe how an Assurance of Learning process was implemented in the Rowe School of Business. By clarifying the goals of the process, removing perceived misconceptions, ensuring that support was provided to both the departments and the program director, the School was able to implement the process successfully and will share this with you.

Speakers:
- **Benoit Aubert**, Director, Rowe School of Business, Dalhousie University
- **Richard Priesmeyer**, Emil C.E. Jurica Distinguished Professor of Management, Greehey School of Business, St. Mary’s University

maturity journey keeping in mind that we do not have to "move the world" to keep AOL processes moving forward. Fostering, identifying, and celebrating "small wins" can make a big difference.

Speakers:
- **Kathleen Barnes**, Dean, Bertolon School of Business, Salem State University
- **Eric Bostwick**, Associate Dean, University of West Florida

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**Program Concludes**

**Sunday, March 22, 2020**

7:45 a.m. – 4:30 p.m. Assurance of Learning Seminar II

**Monday, March 23, 2020**

7:45 a.m. – 3:30 p.m. Assurance of Learning Seminar II