Analysis Questions and Analysis Answers

For Academic Programs

Informed by your assessment activities related to student learning, what changes have you made in your degree program in the last three to five years? Describe the changes (e.g., curriculum revision, new courses, faculty development), the general results that prompted the changes (e.g., student performance on an assessment measure), and any impact on student learning that you might attribute to these changes.

OM: Analysis of assessment results related to student research productivity in 2012 prompted the OM doctoral program to develop action items in the following areas: 1) better tracking of student research progress in the first two years of the program, 2) revision of measure and rubrics to evaluate and track student discipline knowledge and research abilities better, and 3) devise and implement a student recruitment strategy for the doctoral program. In the aggregate, these action items have aided in increasing student research productivity by engaging the students earlier in the program with respect to research-related activities such as writing technical papers and delivering technical presentations. Initial results look promising with research productivity taking an upward swing as indicated by a 10% increase over the past two assessment cycles in the number of students submitting research manuscripts for publication consideration. We will collect data for the 2013-14 assessment cycle and determine if further strategic adjustments are necessary to continue on this upward path.

MIS: Analysis of the assessment results related to evaluation of student performance led the MIS doctoral program to refine the requirements in the following areas: 1) formalize the timelines for comprehensive examination, proposal defense, and dissertation defense, 2) update the target requirements to a uniform 75% for all examination and dissertation milestones, and 3) create an annual evaluation mechanism to monitor student progress. These action items have improved the graduation rates and research productivity of the students. An annual student review by the MIS AQD, with clear goals for conference and journal submissions, was implemented. This review resulted in 100% of the students having peer-reviewed conference acceptances by the third year and 75% of the students having a journal submission by the end of their fourth year. We also refined the curriculum to streamline and offer distinct tracks for incoming students. No students have been admitted into the program since the recommended admission changes. We will review our recruitment plans to make necessary adjustments for the next cycle.

Mission / Purpose

The mission of the ISM Department is to maintain high quality undergraduate, masters and doctoral programs that prepare students for successful careers. Consistent with the mission of the Culverhouse College of Commerce and Business Administration, we will achieve our goals by creating and disseminating business research that impacts the practice of business.

Student Learning Outcomes, with Any Associations and Related Measures, Targets, Findings, and Action Plans

SLO 1: OM Discipline Knowledge

Students should have a sound methodological base with which to conduct research in operations management.

Connected Document

Op management PhD Curriculum Maps

Related Measures

M 1: Performance on Written Qualifying Exam
The written qualifying exam tests the students on foundational theories and concepts that underlie operations management.

Source of Evidence: Writing exam to assure certain proficiency level

Target:
At least 50% of the doctoral students should meet or exceed expectations over the past three-year period.

Related Action Plans (by Established cycle, then alpha):
For full information, see the Details of Action Plans section of this report.

OM - New Measures and Rubrics
Established in Cycle: 2011-2012
Develop more informative measures and rubrics for OM Discipline Knowledge and for OM Research Skills and Abilities.

OM - Student Recruitment Strategy
Established in Cycle: 2011-2012
Further develop the OM PhD student recruitment strategy to improve the quality of students entering the program.

M 2: Knowledge of OM Literature
The doctoral seminar course each semester (for the first three years of the program) tests the ability of the students to read and comprehend past and current operations management literature.
Source of Evidence: Academic direct measure of learning - other

Target:
At least 80% of the current doctoral students should meet or exceed expectations.

Related Action Plans (by Established cycle, then alpha):
For full information, see the Details of Action Plans section of this report.

OM - New Measures and Rubrics
Established in Cycle: 2011-2012
Develop more informative measures and rubrics for OM Discipline Knowledge and for OM Research Skills and Abilities.

OM - Student Recruitment Strategy
Established in Cycle: 2011-2012
Further develop the OM PhD student recruitment strategy to improve the quality of students entering the program.

SLO 2: OM Research Skills and Abilities
Students should be able to organize and clearly present research in operations management.

Connected Document
Op management PhD Curriculum Maps I

Related Measures

M 3: Written portion of the research qualifying exam
Students undertake a research project under the supervision of a faculty member. The students are required to submit a written paper on the results of the research project by the end of their second year.

Source of Evidence: Project, either individual or group

Target:
At least 50% of the doctoral students should meet or exceed expectations over the past three-year period.

Related Action Plans (by Established cycle, then alpha):
For full information, see the Details of Action Plans section of this report.

OM - Intermediate Research Deliverables
Established in Cycle: 2011-2012
Introduce intermediate deliverables prior to research qualifying exam so as to better track the research progress of 2nd year do...

OM - New Measures and Rubrics
Established in Cycle: 2011-2012
Develop more informative measures and rubrics for OM Discipline Knowledge and for OM Research Skills and Abilities.

M 4: Oral portion of the research qualifying exam
Students undertake a research project under the supervision of a faculty member. The students are required to present the results of the research project to a faculty committee by the end of their second year.

Source of Evidence: Project, either individual or group

Target:
At least 50% of the doctoral students should meet or exceed expectations over the past three-year period.

Related Action Plans (by Established cycle, then alpha):
For full information, see the Details of Action Plans section of this report.

OM - Intermediate Research Deliverables
Established in Cycle: 2011-2012
Introduce intermediate deliverables prior to research qualifying exam so as to better track the research progress of 2nd year do...

OM - New Measures and Rubrics
Established in Cycle: 2011-2012
Develop more informative measures and rubrics for OM Discipline Knowledge and for OM Research Skills and Abilities.

SLO 3: OM Research Activity
Students should be able to produce original research in operations management.

Connected Document
Op management PhD Curriculum Maps I

Related Measures

M 5: Journal Submission
All students should submit at least one manuscript to an appropriate peer-reviewed journal for publication consideration by the end of the program.

Source of Evidence: Academic direct measure of learning - other

Target:
At least 50% of 4th year doctoral students (over the past 3-year period) should submit a manuscript for publication consideration by the beginning of their 4th year in the doctoral program.
M 6: Research Presentation
All students should present original research at an appropriate venue (e.g. research conference) by the end of the third year in the program.

Source of Evidence: Academic direct measure of learning - other

Target:
At least 50% of the 3rd year doctoral students (over the past 3-year period) should have presented original research at a research conference by the end of the 3rd year in the program.

SLO 4: MIS Discipline Knowledge
Students should demonstrate command over core areas of MIS research.

Related Measures

M 7: MIS Comprehensive Exam
The MIS doctoral comprehensive exam assesses a student’s knowledge of the core areas of MIS research.

Source of Evidence: Comprehensive/end-of-program subject matter exam

Target:
At least 75% of students should pass the MIS comprehensive exam before the start of the third year.

M 8: MIS Dissertation Proposal
Students should successfully defend a dissertation proposal which would demonstrate their command over one or more core areas of MIS research.

Source of Evidence: Senior thesis or culminating major project

Target:
At least 75% of students should successfully defend their dissertation proposal by the end of the first semester in the fourth year of the program.

SLO 5: MIS Research Presentation Skills/Abilities
Students should be able to organize and clearly present their research in MIS.

Related Measures

M 9: MIS Oral Qualifying Exam
At the end of the first year, students will present their first year research to the MIS doctoral faculty in an oral qualifying exam.

Source of Evidence: Academic direct measure of learning - other

Target:
At least 75% of students should pass the oral qualifying exam before the start of their second year in the program.

M 10: MIS Journal Paper
Students should submit a paper to a peer-reviewed academic journal in MIS or a closely related field.

Source of Evidence: Written assignment(s), usually scored by a rubric

Target:
At least 75% of students should submit a journal paper by the end of their third year in the program.

SLO 6: MIS Continuous Progress
Students should make continuous progress in their doctoral coursework and research.

Related Measures

M 11: MIS Annual Review
The MIS doctoral faculty will review the students each year to assess their performance and progress in the doctoral program.

Source of Evidence: Performance in subsequent schooling feedback

Target:
At least 75% of the students should pass the annual review each year.

M 12: MIS Conference Paper
The students should submit a conference paper each year throughout program.

Source of Evidence: Academic direct measure of learning - other

Target:
At least 75% of students should submit a conference paper each year in the doctoral program.

Other Outcomes, with Any Associations and Related Measures, Targets, Findings, and Action Plans

OthOtcn 7: Recognized quality
The program will improve and sustain a high level of recognized quality.

Connected Document
Op management PhD Curriculum Maps

Related Measures

M 13: Standardized entrance exam scores
Standardized entrance exam scores (GMAT or GRE) of Ph.D. students exceed minimum thresholds (GMAT-1200; GRE-600).
Source of Evidence: Academic indirect indicator of learning - other

**M 14: The number of student-led research conference presentations**
The number of student-led research conference presentations meets the minimum threshold (at least 4 presentations per year).

Source of Evidence: Presentation, either individual or group

**OthOtcm 8: Optimal level**
The program will build and sustain an optimal level of annual program enrollments and degree completion.

**Connected Document**
[Op management PhD Curriculum Maps](#)

**Related Measures**

**M 15: Program Target Enrollment**
The number of students entering the program meets the target (two per year based on 3-year average).

Source of Evidence: Academic indirect indicator of learning - other

Target: N/A

**M 16: Graduation Target**
The number of students graduated from the program meets the target (two per year-based on 3-year average).

Source of Evidence: Academic indirect indicator of learning - other

Target: N/A

**OthOtcm 9: Program Value**
. The program will be highly valued by its program graduates and other key constituencies it serves.

**Connected Document**
[Op management PhD Curriculum Maps](#)

**Related Measures**

**M 17: The quality of Ph.D. student job placements**
The quality of Ph.D. student job placements (based on a peer academic program measure and/or a non-academic position measure).

Source of Evidence: Academic direct measure of learning - other

**M 18: The number of interviews by Ph.D. students in the job market.**
The number of interviews by Ph.D. students in the job market.

Source of Evidence: Academic indirect indicator of learning - other

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**Details of Action Plans for This Cycle (by Established cycle, then alpha)**

**MIS - Annual Student Review**
All doctoral students will have a yearly review of their performance in coursework and research by all MIS AQD faculty.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

**MIS - Change Target Threshold Percentages**
The target percentage of students fulfilling the requirements should be modified to 75% for all measures.

Established in Cycle: 2011-2012
Implementation Status: Finished
Priority: High

**MIS - Comprehensive Exams**
Performance in comprehensive exams should be used as a measure of discipline knowledge rather than skills and abilities thus discipline knowledge SLO should be modified to "Students should demonstrate command of core areas of MIS research. Students should have command over the core MIS research methodologies and seminal research topics. Use Comprehensive Exams for Measuring Discipline Knowledge. (Target): 75% of students should pass comprehensive exams before the start of the third year."

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

**MIS - Conference Paper Submission**
Students should become familiar with academic publishing and will be expected to submit a conference paper every year throughout their doctoral program.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

**MIS - Dissertation Proposal Defense**
Students should be able to formulate MIS research problems, independently. Use Comprehensive Exams for Measuring Discipline Knowledge. 75% of the students should defend dissertation proposal by the end of the first semester of their fourth year.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High
MIS - Faculty Mentored Research
All incoming new students will conduct faculty mentored research during their first year.
Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

MIS - Journal Submission
Students should be able to present their research problem and findings. 75% of the students should submit a journal paper by the end of their third year.
Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

MIS - Qualifying Exam
At the end of year 1 all students will present their first year research in an oral qualifying exam. All MIS AQD faculty will administer the qualifying exam and make retention decision. Students should be able to identify a research idea and present it to peers. 75% of the students should pass an oral qualifying exam before the start of their second year.
Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

OM - Intermediate Research Deliverables
Introduce intermediate deliverables prior to research qualifying exam so as to better track the research progress of 2nd year doctoral students.
Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High
Relationships (Measure | Outcome/Objective):
Measure: Oral portion of the research qualifying exam | Outcome/Objective: OM Research Skills and Abilities
Measure: Written portion of the research qualifying exam | Outcome/Objective: OM Research Skills and Abilities

OM - New Measures and Rubrics
Develop more informative measures and rubrics for OM Discipline Knowledge and for OM Research Skills and Abilities.
Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High
Relationships (Measure | Outcome/Objective):
Measure: Knowledge of OM Literature | Outcome/Objective: OM Discipline Knowledge
Measure: Oral portion of the research qualifying exam | Outcome/Objective: OM Research Skills and Abilities
Measure: Performance on Written Qualifying Exam | Outcome/Objective: OM Discipline Knowledge
Measure: Written portion of the research qualifying exam | Outcome/Objective: OM Research Skills and Abilities

OM - Student Recruitment Strategy
Further develop the OM PhD student recruitment strategy to improve the quality of students entering the program.
Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High
Relationships (Measure | Outcome/Objective):
Measure: Knowledge of OM Literature | Outcome/Objective: OM Discipline Knowledge
Measure: Performance on Written Qualifying Exam | Outcome/Objective: OM Discipline Knowledge
Mission / Purpose
The mission of the ISM Department is to maintain high quality undergraduate, masters and doctoral programs that prepare students for successful careers. Consistent with the mission of the Culverhouse College of Commerce and Business Administration, we will achieve our goals by creating and disseminating business research that impacts the practice of business.

Student Learning Outcomes, with Any Associations and Related Measures, Targets, Findings, and Action Plans

SLO 1: OM Discipline Knowledge
Students should have a sound methodological base with which to conduct research in operations management.

Connected Document
Op management PhD Curriculum Maps I

Related Measures

M 1: Performance on Written Qualifying Exam
The written qualifying exam tests the students on foundational theories and concepts that underlie operations management.

Source of Evidence: Writing exam to assure certain proficiency level

Target: At least 50% of the doctoral students should meet or exceed expectations over the past three-year period.

Finding (2012-2013) - Target: Met
8 exams administered; 7 students passed; Target met (88%).

Related Action Plans (by Established cycle, then alpha):
For full information, see the Details of Action Plans section of this report.

OM - New Measures and Rubrics
Established in Cycle: 2011-2012
Develop more informative measures and rubrics for OM Discipline Knowledge and for OM Research Skills and Abilities.

OM - Student Recruitment Strategy
Established in Cycle: 2011-2012
Further develop the OM PhD student recruitment strategy to improve the quality of students entering the program.

M 2: Knowledge of OM Literature
The doctoral seminar course each semester (for the first three years of the program) tests the ability of the students to read and comprehend past and current operations management literature.

Source of Evidence: Academic direct measure of learning - other

Target: At least 80% of the current doctoral students should meet or exceed expectations.

Finding (2012-2013) - Target: Met
All 8 doctoral students enrolled in the seminar course actively participated in topical discussions and passed the course; Target met (100%).

Related Action Plans (by Established cycle, then alpha):
For full information, see the Details of Action Plans section of this report.

OM - New Measures and Rubrics
Established in Cycle: 2011-2012
Develop more informative measures and rubrics for OM Discipline Knowledge and for OM Research Skills and Abilities.

OM - Student Recruitment Strategy
Established in Cycle: 2011-2012
Further develop the OM PhD student recruitment strategy to improve the quality of students entering the program.

SLO 2: OM Research Skills and Abilities
Students should be able to organize and clearly present research in operations management.

Connected Document
Op management PhD Curriculum Maps I

Related Measures

M 3: Written portion of the research qualifying exam
Students undertake a research project under the supervision of a faculty member. The students are required to submit a written paper on the results of the research project by the end of their second year.

Source of Evidence: Project, either individual or group

**Target:**

At least 50% of the doctoral students should meet or exceed expectations over the past three-year period.

**Finding (2012-2013) - Target: Met**

7 exams administered; 6 students passed (i.e., actively engaged in research and developed doctoral-level research documents); Target met (86%).

**Related Action Plans (by Established cycle, then alpha):**

For full information, see the Details of Action Plans section of this report.

**OM - Intermediate Research Deliverables**

Established in Cycle: 2011-2012

Introduce intermediate deliverables prior to research qualifying exam so as to better track the research progress of 2nd year do...

**OM - New Measures and Rubrics**

Established in Cycle: 2011-2012

Develop more informative measures and rubrics for OM Discipline Knowledge and for OM Research Skills and Abilities.

**M 4: Oral portion of the research qualifying exam**

Students undertake a research project under the supervision of a faculty member. The students are required to present the results of the research project to a faculty committee by the end of their second year.

Source of Evidence: Project, either individual or group

**Target:**

At least 50% of the doctoral students should meet or exceed expectations over the past three-year period.

**Finding (2012-2013) - Target: Met**

7 exams administered; 6 students passed (i.e., actively engaged in research and presented doctoral-level research findings); Target met (86%).

**Related Action Plans (by Established cycle, then alpha):**

For full information, see the Details of Action Plans section of this report.

**OM - Intermediate Research Deliverables**

Established in Cycle: 2011-2012

Introduce intermediate deliverables prior to research qualifying exam so as to better track the research progress of 2nd year do...

**OM - New Measures and Rubrics**

Established in Cycle: 2011-2012

Develop more informative measures and rubrics for OM Discipline Knowledge and for OM Research Skills and Abilities.

**SLO 3: OM Research Activity**

Students should be able to produce original research in operations management.

**Connected Document**

Op management PhD Curriculum Maps 1

**Related Measures**

**M 5: Journal Submission**

All students should submit at least one manuscript to an appropriate peer-reviewed journal for publication consideration by the end of the program.

Source of Evidence: Academic direct measure of learning - other

**Target:**

At least 50% of 4th year doctoral students (over the past 3-year period) should submit a manuscript for publication consideration by the beginning of their 4th year in the doctoral program.

**Finding (2012-2013) - Target: Met**

Of the five 4th year doctoral students over the past 3 years, three students submitted manuscripts for publication consideration by the beginning of their 4th year in the doctoral program. Target met (60%).

**M 6: Research Presentation**

All students should present original research at an appropriate venue (e.g. research conference) by the end of the third year in the program.

Source of Evidence: Academic direct measure of learning - other

**Target:**

At least 50% of the 3rd year doctoral students (over the past 3-year period) should have presented original research at a research conference by the end of the 3rd year in the program.

**Finding (2012-2013) - Target: Met**

Of the five 3rd year doctoral students over the past 3 years, five students presented original research at research conferences by the of their 3rd year in the doctoral program. Target met (100%).

**SLO 4: MIS Discipline Knowledge**

Students should demonstrate command over core areas of MIS research.
**Related Measures**

**M 7: MIS Comprehensive Exam**
The MIS doctoral comprehensive exam assesses a student's knowledge of the core areas of MIS research.

Source of Evidence: Comprehensive/end-of-program subject matter exam

**Target:**
At least 75% of students should pass the MIS comprehensive exam before the start of the third year.

**Finding (2012-2013) - Target: Not Reported This Cycle**
No data was collected since there were no third year students in this cycle.

**M 8: MIS Dissertation Proposal**
Students should successfully defend a dissertation proposal which would demonstrate their command over one or more core areas of MIS research.

Source of Evidence: Senior thesis or culminating major project

**Target:**
At least 75% of students should successfully defend their dissertation proposal by the end of the first semester in the fourth year of the program.

**Finding (2012-2013) - Target: Met**
Three of four students successfully defended their dissertation proposal by the end of the first semester of their fourth year in the program. (75%)
M 13: Standardized entrance exam scores
Standardized entrance exam scores (GMAT or GRE) of Ph.D. students exceed minimum thresholds (GMAT-1200; GRE-600).
Source of Evidence: Academic indirect indicator of learning - other

M 14: The number of student-led research conference presentations
The number of student-led research conference presentations meets the minimum threshold (at least 4 presentations per year).
Source of Evidence: Presentation, either individual or group

OthOtcm 8: Optimal level
The program will build and sustain an optimal level of annual program enrollments and degree completion.

Connected Document
Op management PhD Curriculum Maps I

Related Measures

M 15: Program Target Enrollment
The number of students entering the program meets the target (two per year based on 3-year average).
Source of Evidence: Academic indirect indicator of learning - other

Target: N/A

Finding (2012-2013) - Target: Met
Operations Management
Majors by Level and Fall Term

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<th>Year</th>
<th>UG Total</th>
<th>UG First Major</th>
<th>UG Sec Major</th>
<th>Masters</th>
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<td>14</td>
<td>14</td>
<td>127</td>
<td>121</td>
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</table>

M 16: Graduation Target
The number of students graduated from the program meets the target (two per year-based on 3-year average).
Source of Evidence: Academic indirect indicator of learning - other

Target: N/A

Finding (2012-2013) - Target: Met
Operations Management
Degrees by Level and Year

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<th>Masters</th>
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<td>1</td>
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</tbody>
</table>

OthOtcm 9: Program Value
The program will be highly valued by its program graduates and other key constituencies it serves.

Connected Document
Op management PhD Curriculum Maps I

Related Measures

M 17: The quality of Ph.D. student job placements
The quality of Ph.D. student job placements (based on a peer academic program measure and/or a non-academic position measure).
Source of Evidence: Academic direct measure of learning - other

M 18: The number of interviews by Ph.D. students in the job market.
The number of interviews by Ph.D. students in the job market.
Source of Evidence: Academic indirect indicator of learning - other

Details of Action Plans for This Cycle (by Established cycle, then alpha)

MIS - Annual Student Review
All doctoral students will have a yearly review of their performance in coursework and research by all MIS AQD faculty.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Planned  
**Priority:** High

**MIS - Change Target Threshold Percentages**  
The target percentage of students fulfilling the requirements should be modified to 75% for all measures.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Finished  
**Priority:** High

**MIS - Comprehensive Exams**  
Performance in comprehensive exams should be used as a measure of discipline knowledge rather than skills and abilities. Thus, discipline knowledge SLO should be modified to "Students should demonstrate command of core areas of MIS research. Students should have command over the core MIS research methodologies and seminal research topics. Use Comprehensive Exams for Measuring Discipline Knowledge. (Target): 75% of students should pass comprehensive exams before the start of the third year.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Planned  
**Priority:** High

**MIS - Conference Paper Submission**  
Students should become familiar with academic publishing and will be expected to submit a conference paper every year throughout their doctoral program.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Planned  
**Priority:** High

**MIS - Dissertation Proposal Defense**  
Students should be able to formulate MIS research problems, independently. Use Comprehensive Exams for Measuring Discipline Knowledge. 75% of the students should defend dissertation proposal by the end of the first semester of their fourth year.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Planned  
**Priority:** High

**MIS - Faculty Mentored Research**  
All incoming new students will conduct faculty mentored research during their first year.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Planned  
**Priority:** High

**MIS - Journal Submission**  
Students should be able to present their research problem and findings. 75% of the students should submit a journal paper by the end of their third year.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Planned  
**Priority:** High

**MIS - Qualifying Exam**  
At the end of year 1 all students will present their first year research in an oral qualifying exam. All MIS AQD faculty will administer the qualifying exam and make retention decision. Students should be able to identify a research idea and present it to peers. 75% of the students should pass an oral qualifying exam before the start of their second year.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Planned  
**Priority:** High

**OM - Intermediate Research Deliverables**  
Introduce intermediate deliverables prior to research qualifying exam so as to better track the research progress of 2nd year doctoral students.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Planned  
**Priority:** High

**Relationships (Measure | Outcome/Objective):**
- Measure: Oral portion of the research qualifying exam | Outcome/Objective: OM Research Skills and Abilities
- Measure: Written portion of the research qualifying exam | Outcome/Objective: OM Research Skills and Abilities

**OM - New Measures and Rubrics**  
Develop more informative measures and rubrics for OM Discipline Knowledge and for OM Research Skills and Abilities.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Planned  
**Priority:** High

**Relationships (Measure | Outcome/Objective):**
- Measure: Knowledge of OM Literature | Outcome/Objective: OM Discipline Knowledge
- Measure: Oral portion of the research qualifying exam | Outcome/Objective: OM Research Skills and Abilities
- Measure: Performance on Written Qualifying Exam | Outcome/Objective: OM Discipline Knowledge
**OM - Student Recruitment Strategy**
Further develop the OM PhD student recruitment strategy to improve the quality of students entering the program.

- **Established in Cycle:** 2011-2012
- **Implementation Status:** Planned
- **Priority:** High

**Relationships (Measure | Outcome/Objective):**
- **Measure:** Knowledge of OM Literature | **Outcome/Objective:** OM Discipline Knowledge
- **Measure:** Performance on Written Qualifying Exam | **Outcome/Objective:** OM Discipline Knowledge
Mission / Purpose

The mission of the ISM Department is to maintain high quality undergraduate, masters and doctoral programs that prepare students for successful careers. Consistent with the mission of the Culverhouse College of Commerce and Business Administration, we will achieve our goals by creating and disseminating business research that impacts the practice of business.

Student Learning Outcomes, with Any Associations and Related Measures, Targets, Findings, and Action Plans

SLO 1: OM Discipline Knowledge

Students should have a sound methodological base with which to conduct research in operations management.

Connected Document
Op management PhD Curriculum Maps I

Related Measures

M 1: Performance on Written Qualifying Exam

The written qualifying exam tests the students on foundational theories and concepts that underlie operations management.

Source of Evidence: Writing exam to assure certain proficiency level

Target:
At least 50% of the doctoral students should pass the exam, over the past three-year period.

Finding (2011-2012) - Target: Met
9 exams administered; 8 students passed; Target met (89%).

Related Action Plans (by Established cycle, then alpha):
For full information, see the Details of Action Plans section of this report.

OM - New Measures and Rubrics
Established in Cycle: 2011-2012
Develop more informative measures and rubrics for OM Discipline Knowledge and for OM Research Skills and Abilities.

OM - Student Recruitment Strategy
Established in Cycle: 2011-2012
Further develop the OM PhD student recruitment strategy to improve the quality of students entering the program.

M 2: Knowledge of OM Literature

The doctoral seminar course each semester (for the first three years of the program) tests the ability of the students to read and comprehend past and current operations management literature.

Source of Evidence: Academic direct measure of learning - other

Target:
At least 80% of the current doctoral students should pass the seminar course.

Finding (2011-2012) - Target: Met
All 9 doctoral students enrolled in the seminar course actively participated in topical discussions and passed the course; Target met (100%).

Related Action Plans (by Established cycle, then alpha):
For full information, see the Details of Action Plans section of this report.

OM - New Measures and Rubrics
Established in Cycle: 2011-2012
Develop more informative measures and rubrics for OM Discipline Knowledge and for OM Research Skills and Abilities.

OM - Student Recruitment Strategy
Established in Cycle: 2011-2012
Further develop the OM PhD student recruitment strategy to improve the quality of students entering the program.

SLO 2: OM Research Skills and Abilities

Students should be able to organize and clearly present research in operations management.

Connected Document
Op management PhD Curriculum Maps I

Related Measures
**M 3: Written portion of the research qualifying exam**

Students undertake a research project under the supervision of a faculty member. The students are required to submit a written paper on the results of the research project by the end of their second year.

Source of Evidence: Project, either individual or group

**Target:**
At least 50% of the doctoral students should pass the exam, over the past three-year period.

**Finding (2011-2012) - Target: Met**
7 exams administered; 6 students passed (i.e., actively engaged in research and developed doctoral-level research documents); Target met (86%).

**Related Action Plans (by Established cycle, then alpha):**
For full information, see the Details of Action Plans section of this report.

**OM - Intermediate Research Deliverables**
*Established in Cycle:* 2011-2012
Introduce intermediate deliverables prior to research qualifying exam so as to better track the research progress of 2nd year do...

**OM - New Measures and Rubrics**
*Established in Cycle:* 2011-2012
Develop more informative measures and rubrics for OM Discipline Knowledge and for OM Research Skills and Abilities.

**M 4: Oral portion of the research qualifying exam**

Students undertake a research project under the supervision of a faculty member. The students are required to present the results of the research project to a faculty committee by the end of their second year.

Source of Evidence: Project, either individual or group

**Target:**
At least 50% of the doctoral students should pass the exam, over the past three-year period.

**Finding (2011-2012) - Target: Met**
7 exams administered; 6 students passed (i.e., actively engaged in research and presented doctoral-level research findings); Target met (86%).

**Related Action Plans (by Established cycle, then alpha):**
For full information, see the Details of Action Plans section of this report.

**OM - Intermediate Research Deliverables**
*Established in Cycle:* 2011-2012
Introduce intermediate deliverables prior to research qualifying exam so as to better track the research progress of 2nd year do...

**OM - New Measures and Rubrics**
*Established in Cycle:* 2011-2012
Develop more informative measures and rubrics for OM Discipline Knowledge and for OM Research Skills and Abilities.

**SLO 3: OM Research Activity**
Students should be able to produce original research in operations management.

**Connected Document**
[Op management PhD Curriculum Maps](#)

**Related Measures**

**M 5: Journal Submission**
All students should submit at least one manuscript to an appropriate peer-reviewed journal for publication consideration by the end of the program.

Source of Evidence: Academic direct measure of learning - other

**Target:**
At least 50% of 4th year doctoral students (over the past 3-year period) should submit a manuscript for publication consideration by the beginning of their 4th year in the doctoral program.

**Finding (2011-2012) - Target: Met**
Of the four 4th year doctoral students over the past 3 years, two students submitted manuscripts for publication consideration by the beginning of their 4th year in the doctoral program. Target met (50%).

**M 6: Research Presentation**
All students should present original research at an appropriate venue (e.g. research conference) by the end of the third year in the program.

Source of Evidence: Academic direct measure of learning - other

**Target:**
At least 50% of the 3rd year doctoral students (over the past 3-year period) should have presented original research at a research conference by the end of the 3rd year in the program.

**Finding (2011-2012) - Target: Met**
Of the five 3rd year doctoral students over the past 3 years, five students presented original research at research conferences by the of their 3rd year in the doctoral program. Target met (100%).
SLO 4: MIS Discipline Knowledge
Students should be able to conduct original research in MIS.

Related Measures

M 7: Manuscript Submission
Student-authored manuscripts submitted for public consideration.
Source of Evidence: Written assignment(s), usually scored by a rubric
Target:
50% of the students will submit at least 1 peer reviewed conference paper by third year.
Finding (2011-2012) - Target: Met
3 out of the 4 students submitted manuscripts to peer reviewed conferences in year 2011-2012. 6 conference papers were accepted and 4 were under review.
Related Action Plans (by Established cycle, then alpha):
For full information, see the Details of Action Plans section of this report.

MIS - Annual Student Review
Established in Cycle: 2011-2012
All doctoral students will have a yearly review of their performance in coursework and research by all MIS AQD faculty.

MIS - Change Target Threshold Percentages
Established in Cycle: 2011-2012
The target percentage of students fulfilling the requirements should be modified to 75% for all measures.

MIS - Conference Paper Submission
Established in Cycle: 2011-2012
Students should become familiar with academic publishing and will be expected to submit a conference paper every year throughout...

MIS - Faculty Mentored Research
Established in Cycle: 2011-2012
All incoming new students will conduct faculty mentored research during their first year.

MIS - Journal Submission
Established in Cycle: 2011-2012
Students should be able to present their research problem and findings. 75% of the students should submit a journal paper by ...

M 8: Dissertation
MIS students should produce a quality written dissertation
Source of Evidence: Written assignment(s), usually scored by a rubric
Target:
100% of the students will complete written dissertations by the end of their 4th year.
Finding (2011-2012) - Target: Not Reported This Cycle
None of the students were in 4th year of the program during the assessment period.
Related Action Plans (by Established cycle, then alpha):
For full information, see the Details of Action Plans section of this report.

MIS - Annual Student Review
Established in Cycle: 2011-2012
All doctoral students will have a yearly review of their performance in coursework and research by all MIS AQD faculty.

MIS - Change Target Threshold Percentages
Established in Cycle: 2011-2012
The target percentage of students fulfilling the requirements should be modified to 75% for all measures.

MIS - Dissertation Proposal Defense
Established in Cycle: 2011-2012
Students should be able to formulate MIS research problems, independently. Use Comprehensive Exams for Measuring Discipline Kno...

MIS - Faculty Mentored Research
Established in Cycle: 2011-2012
All incoming new students will conduct faculty mentored research during their first year.

SLO 5: MIS Research Presentation Skills/Abilities
Students should be able to organize and clearly present their research in MIS.

Related Measures

M 9: Dissertation Proposal
MIS students will submit a quality written dissertation proposal
Source of Evidence: Written assignment(s), usually scored by a rubric
Target:
100% of the students should have defended dissertation proposals before the start of their 4th year.
Finding (2011-2012) - Target: Not Reported This Cycle
All 4 students are scheduled to defend dissertation proposals by September 2012.

**Related Action Plans (by Established cycle, then alpha):**
For full information, see the Details of Action Plans section of this report.

**MIS - Annual Student Review**
*Established in Cycle: 2011-2012*
All doctoral students will have a yearly review of their performance in coursework and research by all MIS AQD faculty.

**MIS - Change Target Threshold Percentages**
*Established in Cycle: 2011-2012*
The target percentage of students fulfilling the requirements should be modified to 75% for all measures.

**MIS - Dissertation Proposal Defense**
*Established in Cycle: 2011-2012*
Students should be able to formulate MIS research problems, independently. Use Comprehensive Exams for Measuring Discipline Kno...

**MIS - Journal Submission**
*Established in Cycle: 2011-2012*
Students should be able to present their research problem and findings. 75% of the students should submit a journal paper by ...

**M 10: Oral Dissertation Defense**
MIS students should successfully defend their dissertation proposal in an oral presentation.

Source of Evidence: Presentation, either individual or group

**Target:**
100% of the students should have oral defense of their dissertation proposal by the end of the first semester of their 4th year.

**Finding (2011-2012) - Target: Not Reported This Cycle**
50% of the students are scheduled for oral defense of their dissertation proposal by September 2012. The remaining 50% are required to complete oral defense of their dissertation proposal by December 2012.

**Related Action Plans (by Established cycle, then alpha):**
For full information, see the Details of Action Plans section of this report.

**MIS - Annual Student Review**
*Established in Cycle: 2011-2012*
All doctoral students will have a yearly review of their performance in coursework and research by all MIS AQD faculty.

**MIS - Change Target Threshold Percentages**
*Established in Cycle: 2011-2012*
The target percentage of students fulfilling the requirements should be modified to 75% for all measures.

**MIS - Dissertation Proposal Defense**
*Established in Cycle: 2011-2012*
Students should be able to formulate MIS research problems, independently. Use Comprehensive Exams for Measuring Discipline Kno...

**SLO 6: MIS Research Methods Knowledge**
(Derived from 2010-11 Assessment Findings) Students should have a sound methodological base with which to conduct research in MIS.

**Related Measures**

**M 11: Written Comprehensive Exam**
MIS students will meet faculty expectations on a written comprehensive exam

Source of Evidence: Writing exam to assure certain proficiency level

**Target:**
100% of the students should take written comprehensive exams before the start of their 3rd year.

**Finding (2011-2012) - Target: Met**
100% of the students took written comprehensive exams in August 2011. 100% of the students passed the exams.

**Related Action Plans (by Established cycle, then alpha):**
For full information, see the Details of Action Plans section of this report.

**MIS - Annual Student Review**
*Established in Cycle: 2011-2012*
All doctoral students will have a yearly review of their performance in coursework and research by all MIS AQD faculty.

**MIS - Change Target Threshold Percentages**
*Established in Cycle: 2011-2012*
The target percentage of students fulfilling the requirements should be modified to 75% for all measures.

**MIS - Comprehensive Exams**
*Established in Cycle: 2011-2012*
Performance in comprehensive exams should be used as a measure of discipline knowledge rather than skills and abilities thus d...
MIS - Faculty Mentored Research
Established in Cycle: 2011-2012
All incoming new students will conduct faculty mentored research during their first year.

MIS - Qualifying Exam
Established in Cycle: 2011-2012
At the end of year 1 all students will present their first year research in an oral qualifying exam. All MIS AQD faculty will a...

Other Outcomes, with Any Associations and Related Measures, Targets, Findings, and Action Plans

OthOtcm 7: Recognized quality
The program will improve and sustain a high level of recognized quality.
Connected Document Op management PhD Curriculum Maps 1

Related Measures
M 12: Standardized entrance exam scores
Standardized entrance exam scores (GMAT or GRE) of Ph.D. students exceed minimum thresholds (GMAT-1200; GRE-600).
Source of Evidence: Academic indirect indicator of learning - other

M 13: The number of student-led research conference presentations
The number of student-led research conference presentations meets the minimum threshold (at least 4 presentations per year).
Source of Evidence: Presentation, either individual or group

OthOtcm 8: Optimal level
The program will build and sustain an optimal level of annual program enrollments and degree completion.
Connected Document Op management PhD Curriculum Maps 1

Related Measures
M 14: Program Target Enrollment
The number of students entering the program meets the target (two per year based on 3-year average).
Source of Evidence: Academic indirect indicator of learning - other

M 15: Graduation Target
The number of students graduated from the program meets the target (two per year-based on 3-year average).
Source of Evidence: Academic indirect indicator of learning - other

OthOtcm 9: Program Value
The program will be highly valued by its program graduates and other key constituencies it serves.
Connected Document Op management PhD Curriculum Maps 1

Related Measures
M 16: The quality of Ph.D. student job placements
The quality of Ph.D. student job placements (based on a peer academic program measure and/or a non-academic position measure).
Source of Evidence: Academic direct measure of learning - other

M 17: The number of interviews by Ph.D. students in the job market.
The number of interviews by Ph.D. students in the job market.
Source of Evidence: Academic indirect indicator of learning - other

Details of Action Plans for This Cycle (by Established cycle, then alpha)

MIS - Annual Student Review
All doctoral students will have a yearly review of their performance in coursework and research by all MIS AQD faculty.
Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
- Measure: Dissertation | Outcome/Objective: MIS Discipline Knowledge
- Measure: Dissertation Proposal | Outcome/Objective: MIS Research Presentation Skills/Abilities
- Measure: Manuscript Submission | Outcome/Objective: MIS Discipline Knowledge
- Measure: Written Comprehensive Exam | Outcome/Objective: MIS Research Methods Knowledge

MIS - Change Target Threshold Percentages
The target percentage of students fulfilling the requirements should be modified to 75% for all measures.
Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
Measure: Dissertation | Outcome/Objective: MIS Discipline Knowledge
Measure: Dissertation Proposal | Outcome/Objective: MIS Research Presentation Skills/Abilities
Measure: Manuscript Submission | Outcome/Objective: MIS Discipline Knowledge
Measure: Oral Dissertation Defense | Outcome/Objective: MIS Research Presentation Skills/Abilities
Measure: Written Comprehensive Exam | Outcome/Objective: MIS Research Methods Knowledge

**MIS - Comprehensive Exams**

Performance in comprehensive exams should be used as a measure of discipline knowledge rather than skills and abilities thus discipline knowledge SLO should be modified to "Students should demonstrate command of core areas of MIS research. Students should have command over the core MIS research methodologies and seminal research topics. Use Comprehensive Exams for Measuring Discipline Knowledge. (Target): 75% of students should pass comprehensive exams before the start of the third year.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
Measure: Written Comprehensive Exam | Outcome/Objective: MIS Research Methods Knowledge

**MIS - Conference Paper Submission**

Students should become familiar with academic publishing and will be expected to submit a conference paper every year throughout their doctoral program.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
Measure: Manuscript Submission | Outcome/Objective: MIS Discipline Knowledge

**MIS - Dissertation Proposal Defense**

Students should be able to formulate MIS research problems, independently. Use Comprehensive Exams for Measuring Discipline Knowledge. 75% of the students should defend dissertation proposal by the end of the first semester of their fourth year.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
Measure: Dissertation | Outcome/Objective: MIS Discipline Knowledge
Measure: Dissertation Proposal | Outcome/Objective: MIS Research Presentation Skills/Abilities
Measure: Oral Dissertation Defense | Outcome/Objective: MIS Research Presentation Skills/Abilities

**MIS - Faculty Mentored Research**

All incoming new students will conduct faculty mentored research during their first year.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
Measure: Dissertation | Outcome/Objective: MIS Discipline Knowledge
Measure: Manuscript Submission | Outcome/Objective: MIS Discipline Knowledge
Measure: Written Comprehensive Exam | Outcome/Objective: MIS Research Methods Knowledge

**MIS - Journal Submission**

Students should be able to present their research problem and findings. 75% of the students should submit a journal paper by the end of their third year.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
Measure: Dissertation Proposal | Outcome/Objective: MIS Research Presentation Skills/Abilities
Measure: Manuscript Submission | Outcome/Objective: MIS Discipline Knowledge

**MIS - Qualifying Exam**

At the end of year 1 all students will present their first year research in an oral qualifying exam. All MIS AQD faculty will administer the qualifying exam and make retention decision. Students should be able to identify a research idea and present it to peers. 75% of the students should pass an oral qualifying exam before the start of their second year.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
Measure: Written Comprehensive Exam | Outcome/Objective: MIS Research Methods Knowledge

**OM - Intermediate Research Deliverables**

Introduce intermediate deliverables prior to research qualifying exam so as to better track the research progress of 2nd year doctoral students.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
Measure: Oral portion of the research qualifying exam | Outcome/Objective: OM Research Skills and Abilities
**OM - New Measures and Rubrics**

Develop more informative measures and rubrics for OM Discipline Knowledge and for OM Research Skills and Abilities.

- **Established in Cycle:** 2011-2012
- **Implementation Status:** Planned
- **Priority:** High

**Relationships (Measure | Outcome/Objective):**
- **Measure:** Knowledge of OM Literature | **Outcome/Objective:** OM Discipline Knowledge
- **Measure:** Oral portion of the research qualifying exam | **Outcome/Objective:** OM Research Skills and Abilities
- **Measure:** Performance on Written Qualifying Exam | **Outcome/Objective:** OM Discipline Knowledge
- **Measure:** Written portion of the research qualifying exam | **Outcome/Objective:** OM Research Skills and Abilities

**OM - Student Recruitment Strategy**

Further develop the OM PhD student recruitment strategy to improve the quality of students entering the program.

- **Established in Cycle:** 2011-2012
- **Implementation Status:** Planned
- **Priority:** High

**Relationships (Measure | Outcome/Objective):**
- **Measure:** Knowledge of OM Literature | **Outcome/Objective:** OM Discipline Knowledge
- **Measure:** Performance on Written Qualifying Exam | **Outcome/Objective:** OM Discipline Knowledge