



Program Review Self-Study Template

Academic unit: Management

College: Business

Date of last review 2013

Date of last accreditation report (if relevant) _____

List all degrees described in this report (add lines as necessary)

Degree: Bachelor – Human Resource Management _____ CIP* code: 52.1001

*To look up, go to: Classification of Instructional Programs Website, <http://nces.ed.gov/ipeds/cipcode/Default.aspx?y=55>

Faculty of the academic unit (add lines as necessary)

Name	Signature
Bobbie Knoblauch _____	<u>6/20/16</u>
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Submitted by: John Perry, Chair, Department of Management _____ Date June 9 2016
 (name and title)

1. Departmental purpose and relationship to the University mission (refer to instructions in the WSU Program Review document for more information on completing this section).

a. University Mission:

The mission of Wichita State University is to be an essential educational, cultural, and economic driver for Kansas and the greater public good.

b. Program Mission (if more than one program, list each mission):

The Human Resource Management major seeks to equip students with the necessary knowledge and skill base to enable them to become successful human resource specialists or generalists.

c. The role of the program (s) and relationship to the University mission: Explain in 1-2 concise paragraphs.

In support of the university's mission to serve as an educational and economic driver for Kansas, the HRM program strives to equip students with tools they will enable them to work for companies that will serve as economic drivers for Kansas and the greater public good.

d. Has the mission of the Program (s) changed since last review? Yes No

i. If yes, describe in 1-2 concise paragraphs. If no, is there a need to change?

The mission has not changed since the last review.

e. Provide an overall description of your program (s) including a list of the measurable goals and objectives of the program (s) (programmatic). Have they changed since the last review?

Yes No

If yes, describe the changes in a concise manner.

Program Description – Human Resource Management Major

Required Courses	Hrs.
HRM 466 Fundamentals of Human Resource Management	3
HRM 665 Employment Law	3
HRM 666 Human Resource Staffing	3
HRM 668 Compensation	3
HRM 669 Training and Development	3

Electives, from the following: 6

- MGMT 462 Leading and Motivating
- MGMT 460 Designing Effective Organizations
- MGMT 463 Building Effective Work Teams
- MGMT 464 Communicating Effectively in Organizations
- MGMT 460 Designing Effective Organizations
- MGMT 661 Coaching, Developing, and Mentoring
- MGMT 662 Managing Workplace Diversity

Other courses may be used as electives with adviser consent, including HRM 481, 491, or 492. A maximum of 3 credit hours of co-op may be used in the major.

The Human Resource Management Program Objectives are:

1. Students will have basic understanding of the HRM functions and how HRM is performed in organizations.
2. Students will know about employee selection, training, and compensation program for a business organization.
3. Students will be able to design and implement a complete selection program, a complete training program, and a complete compensation program for an organization.
4. Students will understand the legal standards in performing HR activities and be able to make ethical and legal decisions on HR issues.

2. Describe the quality of the program as assessed by the strengths, productivity, and qualifications of the faculty in terms of SCH, majors, graduates, and scholarly/creative activity (refer to instructions in the WSU Program Review document for more information on completing this section).

MANAGEMENT DEPARTMENT

Last 3 Years	Tenure/Tenure Track Faculty (Number)	Tenure/Tenure Track Faculty with Terminal Degree (Number)	Instructional FTE (#):			Total SCH - Total SCH by FY from Su, Fl, Sp	Total Majors - From fall semester	Total Grads - by FY
			TTF= Tenure/Tenure Track	GTA=Grad teaching assist	O=Other instructional FTE			
			TTF	GTA	O			
2012	15	15	12.7	0	3.7	10566	417	106
2013	15	15	10.0	0	4.2	10175	451	94
14	14	14	9.7	0	4.2	10622	472	96
Total Number Instructional (FTE) – TTF+GTA+O						SCH/ FTE	Majors/ FTE	Grads/ FTE
↓								
2012					16.4	644	25.4	6.5
2013					14.2	717	31.8	6.7
2014					13.9	764	34.0	6.9

The faculty who teach in the Human Resource Management program also teach in other programs within the Management Department. Therefore, the data listed in the table above are for the whole Management department. The table below shows Human Resource Management major and graduation data.

Last 3 Years	Total Majors - From fall semester	Total Grads - by FY
2012	74	16
2013	83	13
2014	96	22

Data from the WSU Office of Planning and Analysis

Faculty Strengths

The Management Department encompasses faculty who teach in the areas of Entrepreneurship, Human Resource Management, International Business and Management. Many faculty members teach in multiple areas. The faculty teaching in the Human Resource major have terminal degrees from the following universities.

1. University of Central Florida
2. University of Minnesota

In addition to the full-time faculty members who have terminal degrees, HRM courses have also been taught over the past three years by a full-time Instructor level faculty member who has extensive business experience along with a graduate degree in business from an AACSB accredited university, and by a part-time Instructor who has a J.D. and who practices employment law (the subject that she teaches). The full-time Human Resource Management faculty oversee the content and teaching of HRM courses offered by instructors to ensure the highest level of coordination and program quality. Faculty areas of expertise correspond closely to the mission of the school in preparing students for successful business careers.

As members of an urban institution, the faculty is able to utilize human resource management professionals to enrich the classroom experiences of our students. Guest lecturers, panel discussions, and debates on current HRM topics are used as appropriate as an enhancement to normal classroom activities. Also because of our urban setting, our students have numerous opportunities to gain practical experience through cooperative education placements and internships.

The quality of teaching in the Human Resource Management major is demonstrated by awards received by Human Resource Management faculty. One faculty member has won the Board of Trustees Award for Leadership in the Advancement of Teaching. The Barton School also rewards outstanding teaching in its own faculty through the annual teaching awards process. Two faculty members have won teaching awards from the Barton School. One has received the Student Association for Masters in Business Administration Professor of the Year Award,

Scholarly Productivity – Human Resource Management Faculty

	Number Journal Articles		Number Presentations		Number Conference Proceedings		Performances			Number of Exhibits		Creative Work		No. Books	No. Book Chaps.	No. Grants Awarded or Submitted	\$ Grant Value
	Ref	Non-Ref	Ref	Non-Ref	Ref	Non-Ref	*	**	***	Juried	****	Juried	Non-Juried				
2012	2		4		2											2	
2013	1		4		1										1	2	
2014	1		5													1	
2015	2															1	

* Winning by competitive audition. **Professional attainment (e.g., commercial recording). ***Principal role in a performance. ****Commissioned or included in a collection.

3. Academic Program: Analyze the quality of the program as assessed by its curriculum and impact on students for each program (if more than one). Attach updated program assessment plan (s) as an appendix (refer to instructions in the WSU Program Review document for more information).

- a. For undergraduate programs, compare ACT scores of the majors with the University as a whole.

Last 3 Years	Total Majors - From fall semester	ACT – Fall Semester (mean for those reporting)	
		HRM	All WSU Students
2012	50	21.3	23.0
2013	64	22.0	23.0
2014	68	21.5	23.1

- b. For graduate programs, compare graduate GPAs of the majors with University graduate GPAs.

There is not a Human Resource Management graduate program.

- c. Identify the principal learning outcomes (i.e., what skills does your Program expect students to graduate with). Provide aggregate data on how students are meeting those outcomes in the table below. Data should relate to the goals and objectives of the program as listed in 1e. Provide an analysis and evaluation of the data by learner outcome with proposed actions based on the results.

In the following table provide program level information. You may add an appendix to provide more explanation/details. Definitions:

Learning Outcomes: Learning outcomes are statements that describe what students are expected to know and be able to do by the time of graduation. These relate to the skills, knowledge, and behaviors that students acquire in their matriculation through the program (e.g., graduates will demonstrate advanced writing ability).

Assessment Tool: One or more tools to identify, collect, and prepare data to evaluate the achievement of learning outcomes (e.g., a writing project evaluated by a rubric).

Criterion/Target: Percentage of program students expected to achieve the desired outcome for demonstrating program effectiveness (e.g., 90% of the students will demonstrate satisfactory performance on a writing project).

Result: Actual achievement on each learning outcome measurement (e.g., 95%).

Analysis: Determines the extent to which learning outcomes are being achieved and leads to decisions and actions to improve the program. The analysis and evaluation should align with specific learning outcome and consider whether the measurement and/or criteria/target remain a valid indicator of the learning outcome as well as whether the learning outcomes need to be revised.

Learning Outcomes (most programs will have multiple outcomes)	Assessment Tool (e.g., portfolios, rubrics, exams)	Target/Criteria (desired program level achievement)	Results	Analysis
Basic understanding of the HRM functions and how HRM is performed in organizations.	10 multiple-choice questions collected online in HRM 466	80% or more of students will have a score of 80% or better	84.21% (target met)	The assessment appears valid and consistently administered. The target program achievement rate is appropriate. The faculty decided on no changes.
Know about employee selection, training, and compensation program for a business organization.	Online tests in HRM 668, HRM 666, and HRM 669 (multiple choice questions)	80% or more of students will have a score of 80% or better	76.81% (target not met)	The assessment appears acceptable but labor intensive. The faculty have discussed ways to simplify the data collection in the future. Changes toward simplified questionnaires will be proposed in the Fall of 2015.
Design and implement a complete selection program, a complete training program, and a complete compensation program for an organization.	Assessed with an application project in each class HRM 666, HRM 668, and HRM 669 (calculated as an average of the project grades)	80% or more of students will have a score of 80% or better	82.61% (target met)	The assessment appears valid and consistently administered. The target program achievement rate is appropriate. The faculty decided on no changes.
Understand the legal standards in performing HR activities and be able to make ethical and legal decisions on HR issues.	Online tests HRM 665, (multiple choice questions for knowledge and scenario-based questions for decision-making)	80% or more of students will have a score of 80% or better	TBA	Evaluation was postponed due to curriculum changes. Evaluation will be developed and implemented when the changes are completed.

- d. Provide aggregate data on student majors satisfaction (e.g., exit surveys), capstone results, licensing or certification examination results (if applicable), employer surveys or other such data that indicate student satisfaction with the program and whether students are learning the curriculum (for learner outcomes, data should relate to the outcomes of the program as listed in 3c).

Learner Outcomes (e.g., capstone, licensing/certification exam pass-rates) by year, for the last three years				
Year	N	Name of Exam	Program Result	National Comparison±
2012		n/a		
2013		n/a		
2014		n/a		

When completing a WSU degree, students are required to complete an exit survey that asks questions connected to their degree program. The following table shows the satisfaction levels of HRM graduates versus all WSU graduates

Satisfaction with Program among Undergraduate Students at End of Program Exit		
Year	HRM graduates - % Satisfied or Very Satisfied	All WSU graduates - % Satisfied or Very Satisfied
2012	95.2	79.5
2013	86.7	82.9
2014	66.7	81.4

- e. Provide aggregate data on how the goals of the *WSU General Education Program* and *KBOR 2020 Foundation Skills* are assessed in undergraduate programs (optional for graduate programs).

Outcomes:	Results	
	Majors	Non-Majors
<ul style="list-style-type: none"> ○ Have acquired knowledge in the arts, humanities, and natural and social sciences ○ Think critically and independently ○ Write and speak effectively ○ Employ analytical reasoning and problem solving techniques 		
n/a		

Note: Not all programs evaluate every goal/skill. Programs may choose to use assessment rubrics for this purpose. Sample forms available at: <http://www.aacu.org/value/rubrics/>

KBOR goals are not assessed at the major level. These goals are assessed at the degree level in the Barton School for AACSB International (Association to Advance Collegiate Schools of Business) accreditation.

- f. For programs/departments with concurrent enrollment courses (per KBOR policy), provide the assessment of such courses over the last three years (disaggregated by each year) that assures grading standards (e.g., papers, portfolios, quizzes, labs, etc.) course management, instructional delivery, and content meet or exceed those in regular on-campus sections.
Provide information here:

There is no concurrent enrollment course in the Human Resource Management program.

- g. Indicate whether the program is accredited by a specialty accrediting body including the next review date and concerns from the last review.

The Human Resource Management program is not accredited by a specialty accrediting body.

- h. Provide the process the department uses to assure assignment of credit hours (per WSU policy 2.18) to all courses has been reviewed over the last three years.

Provide information here:

The Management department adheres to WSU Policy 2.18 which describes the process for assigning credit hours to classes. Moreover, the department adheres to the Department of Education rules regarding a credit hour. Namely, the Management department expects that for each SCH, a student will have to spend a minimum of 45 hours over the length of the course for instruction and preparation/studying or course related activities.

- i. Provide a brief assessment of the overall quality of the academic program using the data from 3a – 3e and other information you may collect, including outstanding student work (e.g., outstanding scholarship, inductions into honor organizations, publications, special awards, academic scholarships, student recruitment and retention).

Based on the program assessment and the satisfaction levels of Human Resource Management students, the overall quality of the HRM academic program appears strong. The HRM faculty are committed to constantly improving the program and plan to use the program assessment procedure to do so.

The curriculum for the HRM major is designed around the HR Body of Knowledge developed by the Human Resource Certification Institute (affiliated with the Society of Human Resource Managers - SHRM). The Body of Knowledge serves as the basis for the Professional in Human Resources (PHR) exam. The Body of Knowledge was first established in 1976. Since then, it has been revised several times. Each revision tries to answer the question, "what should a human resource practitioner know and be able to apply in order to be considered a competent HR generalist?" The Body of Knowledge serves of the focal point for the course work in the Human Resource Management major.


As a result of the last Body of Knowledge revision, the faculty revised the curriculum of the Employment Law course (HRM 665). This led to the need to revise the assessment method related to the employment law learning objective. The assessment is currently being revised and will be included in the next assessment round.

4. Analyze the student need and employer demand for the program. Complete for each program if appropriate (refer to instructions in the WSU Program Review document for more information on completing this section).

HRM Majors			
Last 3 YRs - Begins in fall and ends following summer	# Applicants	# Admitted	# on Census Day
2012	33	27	16
2013	33	32	15
2014	33	31	21
2015	44	42	17

Year	% Under-represented Minorities on Census Day				% Under-represented Minorities at Graduation	
	HRM		WSU		HRM	WSU
	Freshmen & Sophomores	Juniors & Seniors	Freshmen & Sophomores	Juniors & Seniors	Bachelor's degree	Bachelor's degree
2012	20.8	26.0	18.5	15.4	12.5	12.6
2013	21.1	23.4	18.5	14.9	23.1	13.5
2014	28.6	25.0	19.2	15.7	31.8	14.3

- a. Utilize the table below to provide data that demonstrates student need and demand for the program.

Employment of Majors*							Projected growth from BLS** Current year only.
	Average Salary	Employment % In state	Employment % in the field	Employment: % related to the field	Employment: % outside the field	No. pursuing graduate or professional education	
2012	28180	85.7	42.9	28.6	28.6	0	
2013	44375	100	100	0	0	1	
2014	21125	100	75	25	0	1	
2015	38400	81.8	81.8	18.2	0	2	
							9% HR Managers (faster than average)

* Salary, employment, and graduate school data from WSU exit surveys

** Go to the U.S. Bureau of Labor Statistics Website: <http://www.bls.gov/oco/> and view job outlook data and salary information (if the Program has information available from professional associations or alumni surveys, enter that data)

- Provide a brief assessment of student need and demand using the data from tables 11-15 from the Office of Planning and Analysis and from the table above. Include the most common types of positions, in terms of employment graduates can expect to find.

The number of HRM students who have applied, accepted, and matriculated declined 2008-2011. Since 2011, the numbers have rebounded to their 2008 levels, despite the overall number of WSU students declining. Because the Management department believes that HRM education can be key to promoting economic development for Kansas (part of the WSU mission), the HRM faculty is currently developing an HRM minor that will be open to all WSU students. (Like all Business school minors except the Entrepreneurship minor, the HRM minor is open to only students who are majoring in another business major.) The opening of the HRM minor to non-business majors, we hope, will lead to more students throughout WSU being exposed to HRM practices.

In terms of employment, according to a recent WSU Career Services Exit Survey, recent Management department graduates held positions as Human Resources Specialist, Compensation Analyst, and Office/Safety Manager.

- 5. Analyze the service the Program provides to the discipline, other programs at the University, and beyond. Complete for each program if appropriate (refer to instructions in the WSU Program Review document for more information on completing this section).**

Management Department SCH by Student Department Affiliation on Fall Census Day			
Fall Semester	2012	2013	2014
Total SCH – Mgmt Department	4742	4860	5346
% Human Resource Management UG Majors	5.3	7.5	4.3
% Human Resource Management GR Majors	n/a	n/a	n/a
% non- HRM Majors	94.7	92.5	92.7

- a. Provide a brief assessment of the service the Program provides. Comment on percentage of SCH taken by majors and non-majors, nature of Program in terms of the service it provides to other University programs, faculty service to the institution, and beyond.

The senior-level courses that are required in the Human Resource Management major are popular electives among many of the other majors in the Business School. HRM 666 and 668 are recommended to students in the Masters in Accountancy program. HRM 669 is a preferred course for Management major students and non-business students. The HRM major provides service to the school in that HRM 466 is a required course for students majoring in HRM, Management, and General Business. Other business students can also take HRM courses as major electives, and the specialized courses (HRM 666, HRM 668, HRM 669) are also popular electives for MBA students.

The WSU Society of Human Resource Management (SHRM) group is closely affiliated with the Wichita SHRM group, and the interactions between the professional members and the student members are mutually valuable. The WSU Chapter of SHRM is one of the oldest student chapters in the United States. It was founded in 1972 and has been very active since that time. The WSU student chapter has sponsored students who have won the National Outstanding Student Award from the national SHRM organization. The chapter has consistently earned either a Merit or a Superior Merit Award for the students' activities.

6. Report on the Program's goal (s) from the last review. List the goal (s), data that may have been collected to support the goal, and the outcome. Complete for each program if appropriate (refer to instructions in the WSU Program Review document for more information on completing this section).

(For Last 3 FYs)	Goal (s)	Assessment Data Analyzed	Outcome
The overall objective was to build stronger connections to professional HR communities.	Grow the program in terms of numbers and presence in the local business community.	HRM course enrollment data. We wanted to track the number of HRM majors who attend Wichita SHRM meetings. But, unfortunately we did not do so.	The number of HRM majors and SCH grew between 2012 and 2015. We do not know if the program's presence in the local business community grew.
	Maintain and strengthen relationships with the professional chapter of SHRM.	We wanted to track the number of HRM majors who attend Wichita SHRM meetings. But, unfortunately we did not do so.	We do not know if relationships with the professional chapter of SHRM strengthened.
	Create an alumni organization to maintain relationships with former students and encourage current students in their career pursuits.	A WSU HRM database was created.	An online WSU HRM alumni group was created, and one in-person meeting was held for alumni living in the Wichita area.
	Create a HRM graduate program	Number of courses and faculty members needed for a HRM graduate program	Because the WSU business school's budget has decreased over the past several years, this goal was abandoned.

7. Summary and Recommendations

- a. Set forth a summary of the report including an overview evaluating the strengths and concerns. List recommendations for improvement of each Program (for departments with multiple programs) that have resulted from this report (relate recommendations back to information provided in any of the categories and to the goals and objectives of the program as listed in 1e). Identify three year goal (s) for the Program to be accomplished in time for the next review.

Strengths of the Human Resource Management major include a highly qualified faculty who regularly score highly on teaching evaluations, are highly research productive, and provide strong levels of service to the university, profession, and community. HRM major students receive practical experiences through their involvement with SHRM and co-op opportunities. The HRM faculty encourage both of these activities formally and informally. Students engage with local HRM professionals early in their school career and build professional relationships and inspiration from these engagements. Another strength is offering a curriculum and student service that satisfies students at a high level. The main concerns are (a) our inability to hire a new faculty member due to budget constraints and (b) our failure to track our students' involvement with the Wichita SHRM organization.

The main objective of the HRM program for the next three years is to increase the number of non-business students enrolled in HRM courses. To support this goal, the Human Resource Management faculty are in the process of creating an HRM minor for non-business students. Already Liberal Arts and Health Professions majors have showed an interest in the minor. This new minor will allow more students to take HRM classes.