



UAA College of Engineering
UNIVERSITY *of* ALASKA ANCHORAGE

**Master of Science Project Management and
Graduate Certificate in Project Management**

AY21-24 Academic Assessment Plan and Report

Submitted by

The Project Management faculty: January 11, 2021

to the College of Engineering Dean's Office

Reviewed with curriculum changes by the Academic Assessment Committee as an information item: 4/2/21
Reviewed as an information item by the Faculty Senate: 4/2/21

Reviewed by the Academic Assessment Committee: 1/15/21
Reviewed as an information item by the Faculty Senate: 3/5/21

OVERVIEW OF THE ASSESSMENT PLAN, ACTIVITIES AND SCHEDULE

EXECUTIVE SUMMARY

The then-Engineering, Science and Project Management Department (ESPM) and now Project Management Department (PM) submitted a Self-Assessment Report (SAR) in February 2015 for PMI GAC seven-year, reaffirmation of accreditation for the MS Project Management (MSPM) Program and an On-site Visit was conducted in May 2015. The MSPM Program was granted reaffirmation of accreditation in August 2015. As part of that process, a detailed assessment of Program Learning Outcomes (PLOs)-*what students should be able to do when they complete the program*, and their alignment with PMI GAC accreditation Core Areas of Focus was conducted and documented (See *Attachment 1: MSPM and Graduate Certificate in PM PLO Alignment with PMI GAC Core Areas of Focus*, *Table 1: MSPM and Graduate Certificate in PM courses aligned with PMI Core Areas of Focus*, *Table 2: GAC Areas of Focus Mapped with MSPM and Graduate Certificate in PM PLOs*, and *Table 3 MSPM Program Learning Outcomes Assessment and Continuous Improvement Initiatives 2011-2014*, for a more detailed summary of the annual and semester outcomes assessment measurement, improvement initiatives and results. (Note: PMI GAC PLO = UAA PSLO)

Student Learning Objectives for each MSPM and Graduate Certificate in Project Management course (core required courses and electives) and target learning levels (aligned with a modified Bloom's Taxonomy of Learning) were reviewed, updated and made consistent with CCGs. The assessment of achievement of PLO's and targeted improvement initiatives is consistent with the MSPM Program's continuous improvement process. The basic structure of our annual assessment has been followed since 2016 and can be found in *Attachment 2: MSPM 2016-2020 Assessment Plan* with summary results provided annually to UAA OAA and PMI GAC in our required Annual Report. Since 2016, the primary areas of focus were the measurement and assessment of "Power Skills: Leadership, Communication, Stakeholder Engagement and Teamwork" within the project context. One new elective: Stakeholder Engagement and Collaboration (PM A423/623) was developed and has been delivered 4 times. Another course: PM A441/641: Lean Six Sigma Green Belt was created to intersect continuous improvement initiatives with project management and facilitated through leadership and teamwork. PM A640: Organizational Project Maturity and Improvement was designed to help students assess organizational culture and readiness for project-based work, conduct gap analyses, and apply change leadership skills necessary to increase organizational effectiveness. In AY19, the Program began offering two new MSPM concentrations in partnership with the UAA College of Business and Public Policy (CBPP): MSPM-Business Concentration and MSPM-Leadership Concentration. For these two MSPM Concentrations, students may elect to take elective courses at the CBPP. This approach allows us to meet student needs and professional requirements while cost effectively leveraging existing courses in the UAA MBA program. Other existing PM courses provide opportunities to demonstrate Power Skills and how assessed. In AY 21 student portfolios that reflect the body of their work for the duration of the program will be piloted and measured.

Beginning in AY19, consistent with our annual continuous improvement process, the MSPM Program faculty proposed reducing the original 12 PLOs to 5. We felt that fewer and more focused PLOs would enhance student learning outcomes and improve the effectiveness of our assessment process. Throughout AY19 and AY20, The MSPM Program faculty worked in close partnership with the PM Advisory Board to review and refine the PLOs to ensure consistency with Alaska-specific and general industry/professional needs. In May 2020, the PM Program and Advisory Board approved five new PLOs for the MSPM Program. In Spring 2019, the undergraduate Minor in Project Management was

approved. In September 2020, the Graduate Certificate in Project Management was approved. In fall 2020, Program Catalog copy updates including the five updated PLO's were subsequently advanced and approved through the UAA College of Engineering (CoEng) Curriculum Committee, Graduate Academic Board (GAB) and Faculty Senate processes for both the MSPM Program and Graduate Certificate in Project Management.

In June, 2020 the MSPM Program received approval from PMI GAC of our Letter of Intent to initiate the next cycle of reaffirmation of accreditation. In 2021, the MSPM Program will submit a Self-Assessment Report and if approved an On-site Visit will be conducted in fall 2021.

We waited to update our AY 21-24 Assessment Plan in order to consistently and comprehensively reflect these changes and to have a clean demarcation point from the prior assessment plan. This updated assessment plan includes a summary of the Assessment Plan for the MSPM Program and the Graduate Certificate in Project Management. Both share the same PLO's.

IMPROVEMENTS TO THE ASSESSMENT PROCESS

The assessment process has been improved to describe and demonstrate clear alignment between PMI GAC Core Areas of Focus, PLOs, course-level Student Learning Objectives, and targeted learning levels and assessment measures. This information is included consistently in MSPM course syllabi. The updated PLOs simplify and reduce the previous 12 into 5. Conducting annual assessments for 12 PLOs proved onerous and the granularity did not lead to increased benefits to student learning. Faculty have reviewed and simplified the PLOs leading to more focused assessment and improvement plans.

CONSTITUENT INPUT

The PMI GAC seven- year reaffirmation of accreditation process completed in 2015 included detailed external evaluation of the MSPM program including accreditation standards and alignment and assessment of PLOs with Core Areas of Focus. An alumni, industry and current student survey was conducted to assess stakeholders' assessment of achievement of PLOs. The results suggest that the 2011 revision of the mission, vision, and PLOs the associated redesign of the entire Program curriculum has yielded positive results compared to the previous curriculum. The MSPM program began PMI-GAC reaffirmation in 2020. The new PLOs and focused assessment for Spring and Fall 2020 will be conducted between now and the submission of our Self-Assessment Report. The PM Advisory Board Strategic Planning Committee reviewed, provided input and unanimously approved the revised PLOs.

ASSESSMENT OF PROGRAM LEARNING OUTCOMES

Appropriateness, rigor and assessment of the MSPM PLOs were evaluated as part of the MSPM PMI GAC seven-year re-accreditation process conducted in Spring 2015. Examiners concluded that the PLOs were aligned with Core Areas of Focus in the PMI GAC standards, had appropriate measures, and demonstrated achievement of program learning outcomes. A more detailed description can be found in *Attachment 1: MSPM PLO Alignment with PMI GAC Core Areas of Focus, Table 3; MSPM Program Learning Outcomes Assessment and Continuous Improvement Initiatives 2011-2014*. Based on our on-going annual assessment process and collaboration with our PM Advisory Board, we were able to gather sufficient information to simplify and condense the original 12 into 5.

UPDATED AY 21-24 MSPM AND GRADUATE CERTIFICATE IN PM PLO'S AND ASSESSMENT SCHEDULE

PLSO	SEMESTER						
	SPRING 2021	FALL 2021	SPRING 2022	FALL 2022	SPRING 2023	FALL 2023	SPRING 2024
1. TECHNICAL EXPERTISE: DEMONSTRATE THE CAPABILITY TO SUCCESSFULLY MANAGE PROJECTS END-TO-END ACROSS A BROAD RANGE OF SCALE, COMPLEXITY, SCOPE, ENVIRONMENTS AND INHERENT RISKS AND CONSTRAINTS THROUGH APPROPRIATE TAILORING AND APPLICATION OF KNOWLEDGE, PROCESSES, APPROACHES TOOLS AND TECHNIQUES.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. PROFESSIONAL BEHAVIOR: DEMONSTRATE ETHICAL, VERSATILE AND CULTURALLY AWARE LEADERSHIP, STAKEHOLDER ENGAGEMENT, CHANGE LEADERSHIP, AND COMMUNICATION SKILLS IN A BROAD RANGE OF ORGANIZATIONAL CONTEXTS.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. STRATEGIC AWARENESS: DEMONSTRATE ABILITY TO ENHANCE SUCCESS OF ORGANIZATIONS THROUGH ALIGNMENT OF PROJECT OUTCOMES WITH STRATEGIC OBJECTIVES AND OPERATIONAL DRIVERS.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. DEMONSTRATE A FACILITY FOR COMPREHENSIVE AND OBJECTIVE ANALYSIS, STRUCTURED DECISION-MAKING, PROCESS OPTIMIZATION, AND PROBLEM SOLVING IN THE PROJECT MANAGEMENT ENVIRONMENT.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. CONDUCT RESEARCH THAT SIGNIFICANTLY CONTRIBUTES TO AND EXPANDS THE DIVERSE PROJECT MANAGEMENT BODY OF KNOWLEDGE AND PRODUCES A FINAL PROJECT AND PRODUCT THAT DEMONSTRATES ACADEMIC AND PROJECT MANAGEMENT SUCCESS.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Attachment 1: MSPM and Graduate Certificate in PM PLO Alignment with PMI GAC Core Areas of Focus

Table 1: MSPM and Graduate Certificate courses aligned with PMI Core Areas of Focus

GAC Areas of Focus (AoF)	GAC AoF Alignment			Core required courses (21 credits)		
Technical Expertise (T) Management of projects to meet desired needs within constraints and aligned with professional standards and guides.	T	P	S	PM A601	Project Management Fundamentals	3 CR
	T	P	S	PM A602	Application of Project Management Processes	3 CR
	T	P	S	PM A603	Project Initiation and Planning	3 CR
	T	P	S	PM A604	Project Executing, Monitoring and Control	3 CR
Professional Behavior (P) Communication, leadership, and teaming that is ethical and culturally aware.	T	P	S	PM A605	Operational Integration and Project Closure	3 CR
	T	P	S	PM A686A	Capstone Project: Initiating and Planning	3 CR
	T	P	S	PM A686B	Capstone Project: Executing, Controlling and Closing	3 CR
Strategic Awareness (S) Financial and organizational contextual awareness and insight by linking key stakeholder objectives to sustainable competitive strategies required to deliver value across organizational functions.	GAC AoF Alignment			Electives (12 credits) Complete an additional 12 credits of PM courses as electives.		
	T	P	S	PM A612	Project Time Management	3 CR
	T	P	S	PM A623	Stakeholder Engagement and Collaboration	3 CR
	T	P	S	PM A624	Project Risk Management	3 CR
	T	P	S	PM A626	Project Procurement Management	3 CR
	T	P	S	PM A632	Advanced Project Controls	3 CR
	T	P	S	PM A640	Organizational Project Management Maturity and Improvement	3 CR
	T	P	S	PM A641	Lean Six Sigma Greenbelt	3 CR
	T	P	S	PM A650	Information Technology Project Mgmt	3 CR
	T	P	S	PM A651	Advanced Construction Project Mgmt	3 CR
	T			PM A652	Project Definition and Research Methods	3 CR
	T			PM A653	Project Management Application Tools	3 CR
		P	S	PM A690	Selected Topics – Advanced Leadership	3 CR
	T		S	PM A694E	Systems Engineering Fundamentals	3 CR
	T	P	S	PM A695	Project Management Internship	1-6 CR
	T	P	S	PM A698	Individual Research	3-6 CR
Table Key: Solid green=AoF Substantially covered. Yellow AoF Partially covered No color=AoF Not covered						

Table 1: MSPM and Graduate Certificate courses aligned with PMI Core Areas of Focus (Continued)

The courses below are approved electives offered by the UAA College of Business and Public Policy. They can be taken as part of the standard MSPM Program curriculum or to fulfill requirements for the MSPM-Leadership Concentration* or MSPM-Business Concentration **

		T	P	S	BA A610*, **	Business Intelligence and Analytics	3 cr
		T	P	S	BA A632*	Leadership and Organizational Behavior	3 cr
		T	P	S	BA A621*	Change Leadership and Facilitation	3 cr
		T	P	S	BA A627*	Leadership in the Multicultural Organization	3 cr
		T	P	S	BA A628*	Executive Leadership	3 cr
		T	P	S	BA A629*	Negotiation and Conflict Management	3 cr
		T	P	S	ACCT A650 **	Seminar in Executive Uses of Accounting	3cr
		T	P	S	BA A636 **	Financial Decision Making	3 cr
		T	P	S	ECON A625 **	Economics and Public Policy	3 cr

Table 2: GAC Areas of Focus Mapped with MSPM and Graduate Certificate in PM PLOs

PMI GAC Core Areas of Focus:

- Area of Focus 1: Technical Expertise (T)
 - Definition: Management of projects to meet desired needs within constraints and aligned with professional standards and guides.
- Area of Focus 2: Professional Behavior (P)
 - Definition: Communication, leadership, and teaming that is ethical and culturally-aware.
- Area of Focus 3: Strategic Awareness (S)
 - Definition: Financial and organizational contextual awareness and insight by linking key stakeholder objectives to competitive strategies required to deliver value across operational functions.

GAC AoF Primary Alignment		MSPM and Graduate Certificate Program Learning Outcomes (PLOs)	Core Courses	Electives (primary emphasis)
T, S	1	Demonstrate the capability to successfully manage projects across a broad range of scale, complexity, scope, environments and inherent risks.	PM 601, 602, 603, 604, 605, 686A/B	623, 624, 626, 632, 640, 650, 651, 653, 694E
T,P,S	2	Demonstrate the ability to employ the full range of project management tools and techniques to best satisfy industry and agency stakeholder requirements.	PM 601, 602, 603, 604, 605, 686A/B	623, 624, 626, 632, 640, 641 650, 651, 653
T,P,S	3	Conduct research that significantly contributes to and expands the diverse project management body of knowledge and produces a final project and product that demonstrates academic and project management success.	PM 686A/B	652
T,S	4	Demonstrate the ability to plan and execute project management activities across a broad range of industry sectors and organizations, and to employ the appropriate project management tools and techniques across a wide spectrum of project types, technologies and requirements.	PM 601, 602, 603, 604, 605, 686A/B	623, 624, 626, 640,650, 651, 653
T,P,S	5	Have the skills to determine the needs and balance the interests of project stakeholders in any organizational context and within cross-cultural business environments.	PM 601, 602, 603, 604, 605, 686A/B	PM 623, 626, 640, 641, 650, 651, 652, 690 (AL) BA 629
P,S	6	Demonstrate effective project team leadership and team development throughout the project management life cycle.	PM 601, 602, 603, 604, 605, 686A/B	PM 640, 641, 650, 651, 690 (AL) BA 632, 621, 627, 628,629

Table 2: GAC Areas of Focus Mapped with MSPM and Graduate Certificate in PM PLOs (continued)

GAC AoF Primary Alignment		MSPM and Graduate Certificate in PM Program Learning Outcomes (PLOs)	Core Courses	Electives (primary emphasis)
T, P	7	Effectively apply the principles of scope management, risk management, cost planning and control, quality planning and management, resource allocation and management, time management and project scheduling, and change management in the project environment.	PM 601, 602, 603, 604, 605, 686A/B	PM 623, 624, 632, 640, 650, 651, 694E
T, S	8	Demonstrate a facility for comprehensive and objective analysis, structured decision-making, process optimization, and problem solving in the project management environment.	PM 601, 602, 603, 604, 605, 686A/B	PM 624, 632, 640, 641, 694E, BA 610
T, S	9	Understand and apply the principles of cost-benefit analysis, strategic alignment, project portfolio management and project performance analysis and metrics.	PM 601, 602, 603, 604, 605, 686A/B	PM 626, 632, 640, 641, BA 610, 636, ACCT 650
T	10	Understand and apply project planning and execution optimization and control in the context of the triple constraint; project scope, schedule, and budget.	PM 601, 602, 603, 604, 605, 686A/B	PM 624, 632, 641, 650, 651, 652, 694E
P, S	11	Act with integrity and fairness in an ethical manner, understanding and demonstrating adherence to the principles of the Project Management Code of Ethics and Professional Conduct (www.pmi.org/en/About-Us/Ethics/~media/PDF/Ethics/ap_pmicodeofethics.ashx).	PM 601, 602, 603, 604, 605, 686A/B	PM 623, 626, 632, 640, 650, 651, 690
P, S	12	Demonstrate effective project management communications and problem-solving techniques related to project team management, project status reporting, conflict management and project stakeholder management.	PM 601, 602, 603, 604, 605, 686A/B	PM 623, 632, 640, 641, 650, 651, 690 BA 632, 621, 627, 628, 629

**Table 3: MSPM Program Learning Outcomes Assessment and Continuous Improvement Initiatives
AY 16-AY20**

PMI GAC Areas of Focus		Semester Graduate Cohort Performance Assessment on PLOs						
<p>Area of Focus 1: Technical Expertise (T) <i>Definition: Management of projects to meet desired needs within constraints and aligned with professional standards and guides.</i></p> <p>Area of Focus 2: Professional Behavior (P) <i>Definition: Communication, leadership, and teaming that is ethical and culturally-aware.</i></p> <p>Area of Focus 3: Strategic Awareness (S) <i>Definition: Financial and organizational contextual awareness and insight by linking key stakeholder objectives to competitive strategies required to deliver value across operational functions.</i></p>		<p>Key improvement initiatives implemented in each semester based on Continuous Improvement (CI) learnings. (See detailed description in Key section below)</p>						
		3,4,5,8,9	3,4,5,8,9	8,9, 10, 11, 12	8,9, 10, 11, 12	3, 8,9, 10, 11, 12	3, 8,9, 10, 11, 12	8,9, 10, 11, 12
		<p>PLO Assessment Methodology: Core Required Coursework Assignments and Exams (A), Capstone Project (C), Student Portfolio* (P). Bold indicates primary PLO assessment method.</p>						
GAC AoF Primary Alignment	MSPM Program Learning Outcomes (PLOs)	Fall 2016	Spr 2017	Fall 2017	Spr 2018	Fall 2018	Spr 2019	Fall 2019
T, S	1 Demonstrate the capability to successfully manage projects across a broad range of scale, complexity, scope, environments and inherent risks.	1 A	A	A	5 6 A	A C	7 A C	7 A C P
T,P,S	2 Demonstrate the ability to employ the full range of project management tools and techniques to best satisfy industry and agency stakeholder requirements.	1 A	3 A C	3 5 A C	A C	4 A C	A C	A C P
T,P,S	3 Conduct research that significantly contributes to and expands the diverse project management body of knowledge and produces a final project and product that demonstrates academic and project management success.	1C	C	C	6 C	6 C	C	C P
T,S	4 Demonstrate the ability to plan and execute project management activities across a broad range of industry sectors and organizations, and to employ the appropriate project management tools and techniques across a wide spectrum of project types, technologies and requirements.	1 A C	3 A C	6 A C	A C	A C	A C	A C P
T,P,S	5 Have the skills to determine the needs and balance the interests of project stakeholders in any organizational context and within cross-cultural business environments.	1 A C	A C	A C	4 A C	6 A C	A C	A C

Key

Less than 50% graduates demonstrate PLO	50-75% graduates demonstrate PLO	75-100% graduates demonstrate PLO

**Table 3: MSPM Program Learning Outcomes Assessment and Continuous Improvement Initiatives
AY 16-AY 20 (continued)**

GAC AoF Primary Alignment	MSPM Program Learning Outcomes (PLOs)	Fall 2016	Spr 2017	Fall 2017	Spr 2018	Fall 2018	Spr 2019	Fall 2019
P, S	6 Demonstrate effective project team leadership and team development throughout the project management life cycle.	A	A	A	6 A	A	A	A
T, P	7 Effectively apply the principles of scope management, risk management, cost planning and control, quality planning and management, resource allocation and management, time management and project scheduling, and change management in the project environment.	1 A C	3 A C	A C	A C	A C	A C	A C P
T, S	8 Demonstrate a facility for comprehensive and objective analysis, structured decision-making, process optimization, and problem solving in the project management environment.	1 A C	3 A C	A C	4 A C	A C	A C	A C
T, S	9 Understand and apply the principles of cost-benefit analysis, strategic alignment, project portfolio management and project performance analysis and metrics.	A	2 A	A	5 6 A	A	A	A P
T	10 Understand and apply project planning and execution optimization and control in the context of the triple constraint; project scope, schedule, and budget.	1 A C	5 A C	A C	6 A C	A C	A C	A C P
P, S	11 Act with integrity and fairness in an ethical manner, understanding and demonstrating adherence to the principles of the Project Management Code of Ethics and Professional Conduct (www.pmi.org/en/About-Us/Ethics/~/media/PDF/Ethics/ap_pmicodeofethics.ashx).	1 A C	A C	4 6 A C	A C	A C	A C	A C P
P, S	12 Demonstrate effective project management communications and problem-solving techniques related to project team management, project status reporting, conflict management and project stakeholder management.	1 A	A	4 6 8 A C	A C	A C	A C	A C P

PLO Assessment Methodology: Core Required Coursework Assignments and Exams (A), Capstone Project (C), Student Portfolio* (P). **Underlined** indicates primary PLO assessment method. *initial implementation

Key Continuous Improvement (CI) Initiatives Implemented:

1. Curriculum includes several opportunities to manage end-to-end projects of different scope and scale and integrate project management processes and knowledge areas from onset to conclusion of program.
2. Curriculum includes opportunities to understand and respond to changing EEFs on projects, programs and portfolios on projects in planning and execution.
3. Project Progress Milestones (PPMs) included in Capstone Project to demonstrate and assess mastery of project management processes based on progressive project deliverables.
4. Stakeholder Management score included in Capstone Project PPMs. Stakeholder Management elective course included in curriculum.
5. Midterm exams for 603,604,605 linked to PLOs
6. Demonstrated deficiencies in Capstone used to drive greater emphasis in core required course content and elective course content.
7. Incorporation of student portfolio development as output of PM 603, 604 and 605 courses and capstone project.
8. Project progress briefings presented in each class session.
9. MSPM Concentrations in Leadership and Business approved in AY 19
10. Graduate Certificate in Project Management approved in AY 21

Attachment 2: MSPM 2016-2020 Assessment Plan and Outcomes

AY 16-20 Assessment Plan

Each year, faculty focuses attention on a subset of PLOs for the following year and incorporates learnings into assessment of existing courses and development of new content.

PLO	SEMESTER						FALL 2019	FALL 2019
	FALL 2016	SPRING 2017	FALL 2017	SPRING 2018	FALL 2018	SPRING 2019		
1. DEMONSTRATE THE CAPABILITY TO SUCCESSFULLY MANAGE PROJECTS ACROSS A BROAD RANGE OF SCALE, COMPLEXITY, SCOPE, ENVIRONMENTS AND INHERENT RISKS.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2. DEMONSTRATE THE ABILITY TO EMPLOY THE FULL RANGE OF PROJECT MANAGEMENT TOOLS AND TECHNIQUES TO BEST SATISFY INDUSTRY AND AGENCY STAKEHOLDER REQUIREMENTS.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
3. CONDUCT RESEARCH THAT SIGNIFICANTLY CONTRIBUTES TO AND EXPANDS THE DIVERSE PROJECT MANAGEMENT BODY OF KNOWLEDGE AND PRODUCES A FINAL PROJECT AND PRODUCT THAT DEMONSTRATES ACADEMIC AND PROJECT MANAGEMENT SUCCESS.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
4. DEMONSTRATE THE ABILITY TO PLAN AND EXECUTE PROJECT MANAGEMENT ACTIVITIES ACROSS A BROAD RANGE OF INDUSTRY SECTORS AND ORGANIZATIONS, AND TO EMPLOY THE APPROPRIATE PROJECT MANAGEMENT TOOLS AND TECHNIQUES ACROSS A WIDE SPECTRUM OF PROJECT TYPES, TECHNOLOGIES AND REQUIREMENTS.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
5. HAVE THE SKILLS TO DETERMINE THE NEEDS AND BALANCE THE INTERESTS OF PROJECT STAKEHOLDERS IN ANY ORGANIZATIONAL CONTEXT AND WITHIN CROSS-CULTURAL BUSINESS ENVIRONMENTS.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
6. DEMONSTRATE EFFECTIVE PROJECT TEAM LEADERSHIP AND TEAM DEVELOPMENT THROUGHOUT THE PROJECT MANAGEMENT LIFE CYCLE.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
7. EFFECTIVELY APPLY THE PRINCIPLES OF SCOPE MANAGEMENT, RISK MANAGEMENT, COST PLANNING	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

PLO	SEMESTER						FALL 2019	FALL 2019
	FALL 2016	SPRING 2017	FALL 2017	SPRING 2018	FALL 2018	SPRING 2019		
AND CONTROL, QUALITY PLANNING AND MANAGEMENT, RESOURCE ALLOCATION AND MANAGEMENT, TIME MANAGEMENT AND PROJECT SCHEDULING, AND CHANGE MANAGEMENT IN THE PROJECT ENVIRONMENT.								
8. DEMONSTRATE A FACILITY FOR COMPREHENSIVE AND OBJECTIVE ANALYSIS, STRUCTURED DECISION-MAKING, PROCESS OPTIMIZATION, AND PROBLEM SOLVING IN THE PROJECT MANAGEMENT ENVIRONMENT.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. UNDERSTAND AND APPLY THE PRINCIPLES OF COST-BENEFIT ANALYSIS, STRATEGIC ALIGNMENT, PROJECT PORTFOLIO MANAGEMENT AND PROJECT PERFORMANCE ANALYSIS AND METRICS.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. UNDERSTAND AND APPLY PROJECT PLANNING AND EXECUTION OPTIMIZATION AND CONTROL IN THE CONTEXT OF THE TRIPLE CONSTRAINT; PROJECT SCOPE, SCHEDULE, AND BUDGET.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. ACT WITH INTEGRITY AND FAIRNESS IN AN ETHICAL MANNER, UNDERSTANDING AND DEMONSTRATING ADHERENCE TO THE PRINCIPLES OF THE PROJECT MANAGEMENT CODE OF ETHICS AND PROFESSIONAL CONDUCT (WWW.PMI.ORG/EN/ABOUT-US/ETHICS/~ /MEDIA/PDF/ETHICS/AP_PMICODEOFETHICS.ASHX).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
12. DEMONSTRATE EFFECTIVE PROJECT MANAGEMENT COMMUNICATIONS AND PROBLEM-SOLVING TECHNIQUES RELATED TO PROJECT TEAM MANAGEMENT, PROJECT STATUS REPORTING, CONFLICT MANAGEMENT AND PROJECT STAKEHOLDER MANAGEMENT.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

PLO Assessment

Faculty identified four PLO's that required additional attention and increased assessment rigor to improve student outcomes (PLO's 5, 6, 9 & 12 noted in yellow below). This evaluation led to changes in existing course material and development of new courses to address shortfalls. This evaluation also led to the simplification of and reduction in number of PLO's to streamline assessment process and increase focus on core PLO's that distinguish our MSPM program based on Constituent Input. Additionally, the Program approved MSPM Concentrations in Leadership or Business in partnership with the UAA College of Business and Public Policy. This approach allows us to meet student needs and enhance alignment with GAC Core Areas of Focus by cost effectively leveraging existing courses in the UAA MBA program.

MSPM Program Learning Outcomes (PLOs)	Assessment Measures and Results: A=Assignments and Exams C= Capstone P=Portfolio	Student Outcomes (Below, Meets, Exceeds) and why.	Faculty Analysis	Enhancement Plans	Prior effort impacts on outcome (see Table 3)
1. Demonstrate the capability to successfully manage projects across a broad range of scale, complexity, scope, environments and inherent risks.	<u>A</u> , C, P	Meets. Body of student work sufficiently demonstrates outcome.	Multiple diverse opptys to apply and grow skills	Continue to add variety and scale in core and electives. Expand portfolio.	Curriculum re-design
2. Demonstrate the ability to employ the full range of project management tools and techniques to best satisfy industry and agency stakeholder requirements.	A, <u>C</u> , P	Meets and sometimes exceeds. Body of student work sufficiently demonstrates outcome.	Capstone provides for rigorous application of PM.	Continue to add variety and scale in core and elective. Expand portfolio.	Capstone redesign.
3. Conduct research that significantly contributes to and expands the diverse project management body of knowledge and produces a final project and product that demonstrates academic and project management success.	<u>C</u> ,P	Meets and sometimes exceeds Body of student work sufficiently demonstrates outcome.	Capstone provides diverse oppty for research. Need to strengthen research and writing skills	Encourage more submissions to publish. Build joint student & faculty research	Capstone redesign.

4. Demonstrate the ability to plan and execute project management activities across a broad range of industry sectors and organizations, and to employ the appropriate project management tools and techniques across a wide spectrum of project types, technologies and requirements.	A, <u>C</u> , P	Meets. Body of student work sufficiently demonstrates outcome.	Multiple diverse optyps to apply and grow skills	Continue to add variety and scale in core and electives. Expand portfolio.	Curriculum re-design
5. Have the skills to determine the needs and balance the interests of project stakeholders in any organizational context and within cross-cultural business environments.	A, <u>C</u>	Meets. Expectations need to be higher and measures more accurate.	Several opportunities in core but hard to measure outcomes.	Consider making elective required. Include more SHM content in core courses.	New elective developed focused on stakeholder mgmt. Added Leadership and Business Concentrations. Approved electives at CBPP
6. Demonstrate effective project team leadership and team development throughout the project management life cycle.	<u>A</u>, C	Meets but expectations need to be higher and measures more accurate.	Several opportunities in core but hard to measure outcomes.	Consider making elective required. Include more leadership and teaming content in core courses.	New elective developed in 2012 focused on leadership. Added Leadership and Business Concentrations. Approved electives at CBPP
7. Effectively apply the principles of scope management, risk management, cost planning and control, quality planning and management, resource allocation and management, time management and project scheduling, and change management in the project environment.	<u>A</u> , <u>C</u> , P	Meets. Body of student work sufficiently demonstrates outcome.	Multiple diverse optyps to apply and grow skills. Capstone provides rigorous optyp to apply PM.	Continue to add variety and scale in core and electives. Expand portfolio.	Curriculum and capstone re-design
8. Demonstrate a facility for comprehensive and objective analysis, structured decision-making, process optimization,	<u>A</u> , <u>C</u> , P	Meets	Multiple diverse optyps	Continue to add variety and scale in	Curriculum and capstone re-design

and problem solving in the project management environment.			to apply and grow skills. Capstone provides rigorous oppty to apply PM.	core and electives. Expand portfolio.	
9. Understand and apply the principles of cost-benefit analysis, strategic alignment, project portfolio management and project performance analysis and metrics.	A, P	Meets at present, but depth in topic could be enhanced to meet changing industry needs.	Core provides some opportunities but depth and rigor could be enhanced.	Create elective focused on portfolio management	Curriculum redesign. Added Leadership and Business Concentrations. Approved electives at CBPP
10. Understand and apply project planning and execution optimization and control in the context of the triple constraint; project scope, schedule, and budget.	A, C, P	Meets. Body of student work sufficiently demonstrates outcome.	Multiple diverse optys to apply and grow skills. Capstone provides rigorous oppty to apply PM.	Continue to add variety and scale in core and electives. Expand portfolio.	Curriculum and capstone re-design
11. Act with integrity and fairness in an ethical manner, understanding and demonstrating adherence to the principles of the Project Management Code of Ethics and Professional Conduct (www.pmi.org/en/About-Us/Ethics/~media/PDF/Ethics/ap_pmicodeofethics.ashx).	A, C, P	Meets. Body of student work sufficiently demonstrates outcome.	Multiple diverse optys to apply and grow skills. Capstone provides rigorous oppty to apply PM.	Continue to add variety and scale in core and electives. Expand portfolio.	Curriculum and capstone re-design
12. Demonstrate effective project management communications and problem-solving techniques related to project team management, project status reporting, conflict management and project stakeholder management.	A, C	Meets but expectations need to be higher and measures more accurate.	Several opportunities in core but hard to measure outcomes.	Consider making SHM and Leadership electives required.	New electives developed for SHM and Leadership. Very well received and successful but not required.

				Include more SHM, leadership and teaming content in core courses.	Added Leadership and Business Concentrations. Approved electives at CBPP
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