



2024-2025

ANNUAL ASSESSMENT REPORT

MASTER OF BUSINESS ADMINISTRATION

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2024-2025 Assessment Narrative on Findings

Business Administration (MBA)

Mission and Introduction

Introduction

1. Provide an overview of the program and the context of where it's housed within the institution (what department, etc.).

Narrative:

William Woods University (WWU) Master of Business Administration (MBA) program is housed within the School of Business & Technology. Dr. Miriam O'Callaghan serves as the Dean of the School, and Dr. Linda Duke is the Chair of the MBA program.

The William Woods online MBA program is a 30-hour credit program priced at \$550 per credit hour, for a total tuition cost of an affordable \$16,500. degree. The William Woods University MBA program is an affordable program for students. According to the recently released *Top Most Affordable Online MBA Programs for 2024*, BestUniversities.net rated WWU's online MBA as the 21st most affordable such degree program in the U.S., out of more than 400 institutions that offer online MBA programs evaluated. Only two other universities in Missouri were ranked higher than William Woods, and none in mid-Missouri.

While some full-time faculty do teach in the online MBA program, the majority of instructors are highly credentialed adjunct faculty who are recognized experts in their respective fields. The program is phasing out the use of the Peregrine exam as an assessment tool but will continue to implement inbound and outbound exams to support assessment and quality assurance efforts in alignment with HLC standards.

The online graduate programs at William Woods University were established in 2013 and has continued to thrive through the development of creative and innovative programs that meet the demands of today's professionals. In Fall 2024, WWU began offering MBA courses online in a five-week format to align with rising trends and evolving demands in the field. An initial review of these changes has revealed positive student feedback, strong academic outcomes, and high GPAs.

Continued innovative MBA opportunities include:

- A program that provides students with opportunities to earn professional certificates and short-term badges through Coursera, an online course provider. Coursera partners with universities and organizations such as Google and IBM to offer online courses, micro-credentials (short courses), and professional certificates.
- The MBA Flex Program gives MBA students the option to work with their advisor and a faculty member to develop a concentration in an area of personal/or professional interest;

- The William Woods MBA Bridge Program, which allows undergraduate students to begin enrolling in graduate level MBA course work during their senior year of study, allowing them to get a jump on earning their degree in a more cost-effective manner.

The promotion of the five-week format is in its beginning stand and it is expected that its enrollment numbers will continue to grow, driven by student satisfaction, market demand, and a strong return on investment (ROI) for the university.

Program Mission Statement

1. What changes has the program made to the mission statement over the course of this cycle? Why were these changes made? Are any revisions planned?

Narrative:

No Mission Statement revisions have been completed.

Alignment to Institution Mission

1. How does the mission of the program align with the mission of the institution?

Narrative:

MBA objectives align with the University objectives as follows:

MBA 1 to WWU 1, 2, and 3
MBA 2 to WWU 1
MBA 3 to WWU 1, 2, 3, and 4
MBA 4 to WWU 1 and 4
MBA 5 to WWU 1, 2, and 4
MBA 6 to WWU 1 and 4

Student Learning Outcomes Assessment and Curriculum

Program Student Learning Outcomes

1. Describe how these outcomes pertain to the program's mission. Have any changes been made to these outcomes over the course of this cycle? Why or why not?
2. Describe the extent to which students in the program have met these outcomes.

Narrative:

No changes have been made to the outcomes over the course of this cycle as recent updates to the MBA programs were recently instituted.

The mission of the Business Programs of William Woods University includes:

A quality learning environment

Empowering students to succeed in their professions

Provide MBA students the skill and techniques to make an impact in a variety of business situations.

Students will gain the ability to take calculated risk and build smart, agile teams that deliver results.

The MBA capstone **course description** and **outcomes** align with the business programs' mission.

Course Description:

As the culminating course of the MBA program, students will be required to demonstrate comprehensive knowledge of the theories, concepts, and practical applications presented throughout their course of study. Students will analyze and prepare a comprehensive solution to complex business issues.

Course Outcomes:

Upon completion of this course, each learner will be able to:

C1: Analyze important theories from the field of business administration (P 1-6).

C2: Apply important theories, concepts, and principles from the field of business administration to complex business problems (P 1-6).

C3: Develop strategies and solutions to dynamic business problems (P 1-6).

C4: Demonstrate understanding of the interrelationship among a broad range of theories, concepts, and principles from business administration research (P1-6)

Capstone Final Project:

Students will conduct an in-depth analysis of an organization in the student's field of work or industry they aspire to work in. Through this analysis, the student will prepare a detailed set of recommendations for a specific problem facing the organization as selected by the student. To be successful in completing this project, each student should be prepared to spend an average of 8 to 10 hours per week on the project.

The program has met their outcomes. See evidence.

Evidence:

- [BUS 585 Assessment Final Grade Pictures](#)
- [Business Administration \(MBA\) 2024-2025 Curriculum and Assessment Findings 2024-2025](#)
- [MBA Annual Assessment 2023-2024](#)

Curriculum Map

1. Describe the course pathway students take to achieve this program degree. Highlighting any key or core courses, have any changes been made to this pathway or degree requirements over the course of this cycle? Why or why not?

Narrative:

Each of the 10 course offerings (30 hours) combines theory with real world experience and is uniquely designed to enhance students' skills and knowledge needed to compete in today's competitive business markets.

The program offers students the opportunity to enter the program at any point during a new 5-week term. It is designed to fit the schedules of working professionals, as well as traditional students just completing their undergraduate degree, and can be completed in 12 to 18 months.

Measures and Results

1. Discuss the measures you've selected or developed to measure this outcome. Why were these measures chosen? Were any measures or assessment instruments changed over the course of this cycle? Why or why not? Will different measures be chosen the next time this outcome is assessed?

2. Summarize and discuss the results of the program's measures over the course of this cycle. Have the results demonstrated improvement or mastery of this outcome? Why or why not?

Narrative:

BUS 585 – Integrated Studies in Business Administration is the capstone course for the MBA program. It is a culminating course the envelope students to pull from their prior courses using comprehensive knowledge of the theories, concepts, and practical application throughout their courses. Students will complete a business research project to analyze and prepare a comprehensive solution to complex business issues.

Project Description:

Students will conduct an in-depth analysis of an organization within their current field of work or an industry they aspire to enter. Based on this analysis, students will develop a detailed set of recommendations addressing a specific problem faced by the organization, as identified by the student. To successfully complete this project, students should plan to dedicate an average of 8 to 10 hours per week.

The outcome of each project reflects the high standards expected of an MBA graduate. These projects serve as a strong measure of both the program's effectiveness and the individual student's capabilities.

Evidence:

- [BUS 585 Assessment Final Grade Pictures](#)
- [Business Administration \(MBA\) 2024-2025 Curriculum and Assessment Findings 2024-2025](#)
- [Final Paper - Marta Calvo](#)

Participation in Assessment

1. How do program faculty participate in assessment? What is the process? Have any changes been made to encourage participation over the course of this cycle?

Narrative:

Beginning in Fall 2025, the program is phasing out the use of the Peregrine exam as an assessment tool but will continue to implement inbound and outbound exams to support assessment and quality assurance efforts in alignment with HLC standards.

The current assessment of the capstone course, BUS 585 Integrated Studies in Business Administration will remain a significant part of the assessment process.

Action Items and Use of Results

1. Summarize or highlight action items taken as a result of program's assessment results. How have the results driven improvement over the course of this cycle?

Narrative:

As a result of the significant change of moving from eight-week courses to five-week courses, evaluations and outcomes of students and courses will continue to be monitored closely to watch for change needed to continue in the five-week format to ensure students' success.

Specifically, to address the feedback during the transition from eight-week to five-week courses (implemented in Fall 2024), several action items were identified and addressed:

- 1. Support for Time Management and Learning Load:**
Students reported challenges with managing the condensed schedule. In response, faculty emphasized clearer weekly expectations, and some courses began integrating time management tips into the first week of instruction.
- 2. Additional Learning Resources:**
In courses like Accounting (ACC), students expressed a need for supplementary materials to help digest the dense content. As a result, instructors began incorporating more external resources such as practice problems, and additional feedback.
- 3. Curriculum Pacing Adjustments:**
Feedback about the intensity of assignments led to a review of pacing. Where possible, assignments were restructured to better align with the shortened timeline without compromising learning outcomes.

Improvements Over the Cycle:

By the end of the Spring 2025 semester, student feedback had grown more positive, indicating improved adaptation to the new format. The changes implemented—based on assessment results—helped enhance student satisfaction and maintained instructional quality despite the accelerated schedule.

Evidence:

- [Business Administration \(MBA\) 2024-2025 Curriculum and Assessment Findings 2024-2025](#)

Gen Ed

1. What courses in your program are tied to general education requirements at the institution? How many students from outside the department are taking courses in the program to fulfill gen ed requirements?

Graduate Programs please note NA in this section as it does not apply to your program.

Narrative:

N/A does not apply to the MBA program.

NSSE Focused Activities

In the Spring of 2024 the faculty voted on the following NSSE objectives for focus.

2B - Connected your learning to societal problems or issues.

2F - Learned something that changed the way you understand an issue or concept.

9A - Identified Key information from reading assignments.

6A - Reached conclusions based on your own analysis of numerical information (numbers, graphs statistics, ...)

How has your program incorporated these learning objectives into the program curriculum?

Graduate Programs please note NA in this section as it does not apply to your program.

Narrative:

The MBA Program does not participate in the NSSE Focused Activities.

Concentrations

Concentration Information

Please list the concentrations that relate to your program. If you do not have any Concentrations please note N/A in the text box.

Narrative:

MBA Flex program

Students may complete the MBA consisting of 30 credit hours or develop a concentration area through the MBA Flex program.

Through the Flex program, students complete the core MBA courses (30-credit hours) and an additional 9-credit hour concentration developed in partnership with a content specialist faculty member or the MBA Program Manager. This path allows students to develop a more personalized concentration in an area of interest.

Faculty Qualifications, Activities and Scholarship

Scholarship and Research

1. Summarize and highlight key scholarship and research activities conducted by faculty over the course of the review cycle.

Narrative:

Dr. Miriam O'Callaghan: Co-Presentation with Jennifer Bigler on Global Perspectives on Gender Disparities in the Construction Industry: Challenges, Nuances, and Collaborative Solutions, delivered at the IPER & CII MP's International Conference, Bhopal, India, June 29, 2024.

Dr. Miriam O'Callaghan: presented (virtually) on 'Navigating Human Dynamics and Relationships at Work' delivered to the faculty and students of Engineering and Technology at Jagran Lakecity University, Bhopal, India, February 13, 2025.

Dr. Regina Willis: attended the Quality Matters-Missouri Conference on February 28, 2025.

Dr. Regina Willis: In April 2025, earned a certificate in Effective Teaching Practice Framework, which is offered through ACUE and endorsed by the American Council on Education

Dr. Jimmy Duncan: attended the MO-SHRM conference August, 2024.

Dr. Manzoor Chowdhury: Awarded a sabbatical leave from Lincoln University to conduct research on the following topic:

Do the long-term shifts in the post-COVID economy require adjustments in Business

School curriculum? – A Data-Analytic Investigation and Recommendations

Tom Luckenbill: Attended the Kansas city estate planning symposium. April 2025.

Dr. Geoffrey VanderPal:

1. VanderPal, G., & Brazie, R. (2024). Integrating Polyvagal Theory With Agile Project Management. *Journal of Organizational Psychology*, 24(1).
<https://doi.org/10.33423/jop.v24i1.6862>

2. VanderPal, G., & Brazie, R. (In Press). Using PVT To Optimize Healthcare Excellence. Cambridge University Press

Dr. Kyle Allison:

Conference Speaking:

1. Data Modeling Zone 2025 – Spoke on generative AI in data modeling
2. SAS Innovate Conference 2025 – Hosted Roundtable discussion on generative AI in data modeling

Faculty Awards and Honors

1. Discuss and highlight awards and honors received by faculty over the course of the cycle.

Narrative:

Dr. Regina Willis: In 2024, selected as Nashville State Community College's Outstanding Adjunct Faculty for the School of Business and Professional Studies.

Teaching Support and Monitoring Teaching Quality

1. How are faculty being supported to ensure high quality teaching and learning?

Narrative:

Student evaluations are completed at the end of each course. Those evaluations are reviewed by both the chair and the dean to determine if action should be taken for support of any faculty receiving negative scores and/or remarks for the course.

New faculty or existing faculty with prior issues on their evaluations receive a midterm evaluation to determine if any support needs to be offered.

All faculty teaching in the WWU MBA program are reviewed and credentialed. A file is maintained for each active faculty member, containing their application materials and credential information, which have been reviewed by the dean or program chair. Both a long-form credential document and a short-form credential summary are added to the faculty file for future course assignments.

Evidence:

- [Rob Shah CREDENTIAL - SHORT FORM_Apr24](#)
- [Shah-FACULTY CREDENTIAL FORM JUNE2024](#)

Program Data: Student Experience

Enrollment and Recruitment

1. What are the trends with enrollment in this program over the course of the review cycle? How does this compare to institutional trends or similar programs on campus?

2. Describe recruitment efforts or goals such as increased enrollment or diversity. Have these initiatives been successful?

Narrative:

WWU’s MBA program and courses were recently updated to ensure the degree remains current and appealing to prospective students. Enrollment in the MBA program is strong and continues to grow. The implementation of five-week courses reflects a modern academic trend and appeals to graduate students by enabling them to enhance their résumés more quickly and demonstrate academic qualifications sooner in their chosen careers.

WWU’s website effectively directs prospective MBA students to the admissions team. The team maintains strong communication with interested applicants and ensures a responsive admissions process. Various marketing strategies are regularly updated and utilized to reach potential MBA students.

Current WWU Graduate Enrollment: MBA = 76

Enrollment by Major	
Major	Students
Business Administration	76
Organizational Leadership	23
Health Administration	18
Business Analytics	17
Management (MS)	2
~Entrepreneurial Leadership (MBA)	1

WWU MBA Graduates

MBA May 2025	20
MBA 2024	29
October 6	
August 6	
April 17	32
MBA 2023	
December 8	
August 8	
April 16	

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MBA trends in 2025 emphasize specialized degrees with flexible formats, incorporating themes such as digital transformation, data-driven decision-making, artificial intelligence (AI), ethical leadership, environmental responsibility, and more (HLC; MBAandbeyond.com; Auro Group).

Retention

1. Has student retention remained in an acceptable range over the course of the review cycle?
2. Discuss strategies or actions that the program is doing to impact student retention within the program?

Narrative:

Retention numbers are not available at this time.

Curriculum/Course Retention and Success

1. Describe enrollment trends in the courses within the program.
2. Reflect on the success of the students within the courses over the course of the cycle. Highlight some completion or DFW rates in the core courses. Were these in line with expectations?
3. Assess student performance and success in online vs. on-campus courses.

Narrative:

At this time, I do not have those numbers to enable me to complete this section. Once I receive the numbers, I can complete it.

Completion

1. How many students are graduating from the program? Have the completion rates been in line with expectations?
2. Describe findings resulting from exit surveys or program alumni surveys that were conducted over the course of the cycle.

Narrative:

For May 2025 WWU graduated 20 MBA students which is in line with current expectations.

MBA students exit surveys are currently not being completed. This important assessment tool is under revision, with plans for implementation in the near future.

FWWU MBA Graduates May 2025

MBA	20
MAOL	1

Course Evaluation Data

1. What were some positive and negative feedback received from students who completed the courses? Highlight any trends or insights that came from course evaluations over the course of the cycle.

Narrative:

As a result of the significant shift from eight-week to five-week courses, student outcomes and course evaluations will continue to be monitored closely. This ongoing assessment will help identify any necessary adjustments to sustain the five-week format and support continued student success.

While all students initially faced challenges related to time management, most were able to adapt. By the end of the Spring 2025 semester, the majority had adjusted and provided positive feedback about the flexibility and opportunities that the five-week course format offers.

Examples of student feedback:

ACC: "This is a lot of material for five weeks. Some extra resources outside of the textbook would be helpful."

BUS: "Even though the assignments felt more intense, I liked the new five-week format."

Student Advising

1. What advising mechanism is in place for the student?

Narrative:

WWU MBA Students are advised exclusively by the MBA advisor, Roger VanDeZande who does an exceptional job of advising the MBA students.

Student Awards and Achievements

1. Highlight the accomplishments and external honors received by students in the program over the course of this cycle.

Narrative:

No known external honors received by MBA students.

Program Analysis

SWOT Analysis

1. Strengths, Weaknesses, Opportunities, and Threats.

Narrative:

Please review the two attached documents for:

1. SWOT Visual Analysis
2. SWOT Analysis Extended Version

Evidence:

- [MBA SWOT Extended](#)
- [WWU Online MBA Program SWOT Analysis](#)

Industry and Program Trends

Senior Exit Surveys

1. What were some positive and negative feedback received from students as they complete their degrees? Highlight any trends or insights that came from exit surveys over the course of the cycle.

Narrative:

Senior Exit Surveys are not completed for the online WWU MBA program at this time.

Recommendations from Previous Annual Assessment Reports

1. Summarize Action Items, goals from the program that were listed in the previous Annual Assessment report, describe how/if those recommendations were applied this year.

Narrative:

WWU is in the process of transitioning to exclusive HLC accreditation and moving away from the Peregrine exam. However, they will continue to use inbound and outbound exams for assessment purposes. This assessment marks the first one conducted under this change.