# Facilitating the Implementation of OBE at HKUST's School of Business and Management

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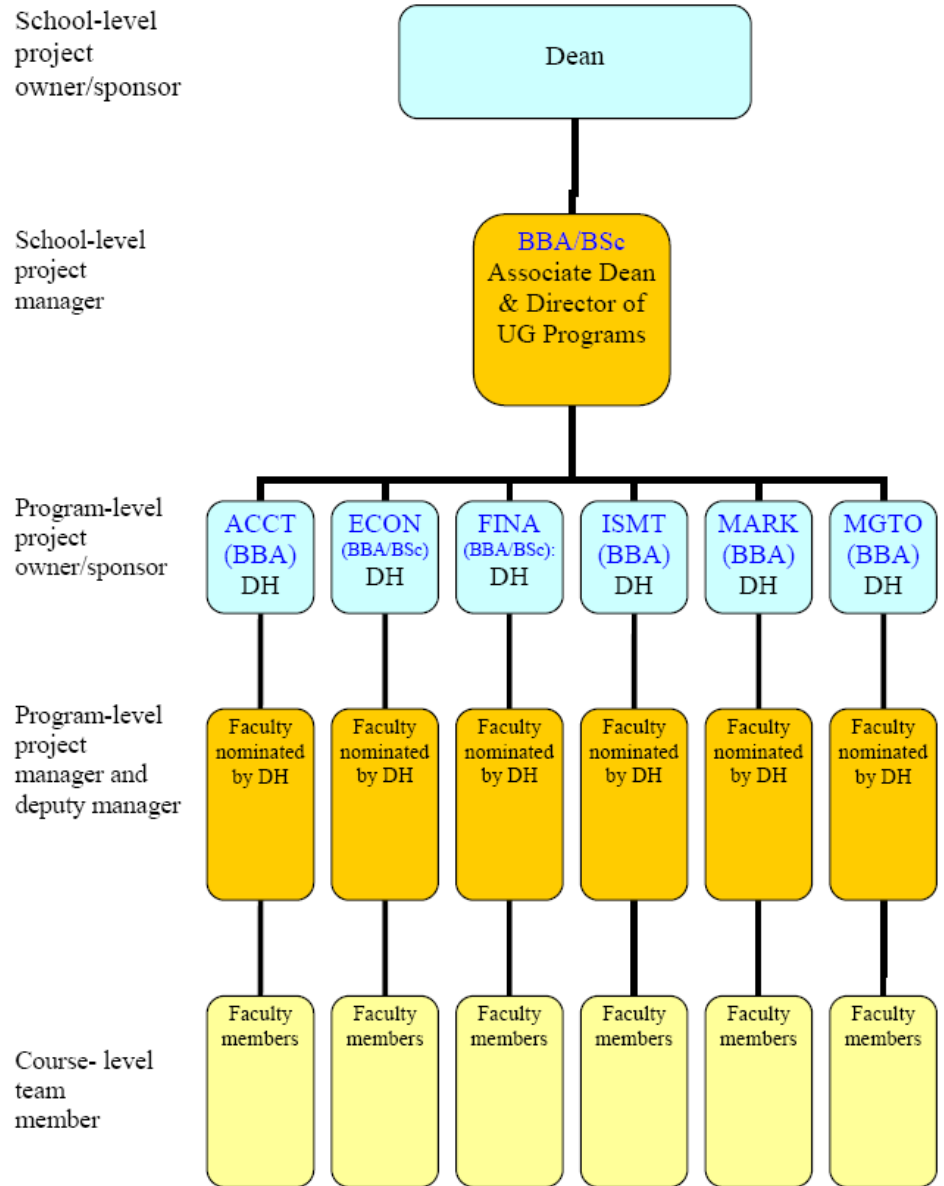
HKUST

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Director of CELT

HKUST

# Outline

- Organizing strategy, structure and implementation

- What has been accomplished

- Reflections: Challenges and opportunities

# Organizing Strategy

- Organization transformation project
- Top management support
- Project management structure
  - Clear roles/responsibilities (dept head/ faculty)
  - Divide OBE into a series of tasks with clear goals, timelines and measurable results
- Key resources (mgmt support, expertise, financial incentives)
- Achieve early success to build momentum

# Roles and Responsibilities of the OBE Project (BBA/BSc)
## (December 19, 2007)

| School-level project owner/sponsor | **Dean** |
| --- | --- |
| School-level project manager | **BBA/BSc** Associate Dean & Director of UG Programs |
| Program-level project owner/sponsor | **ACCT (BBA)** DH · **ECON (BBA/BSc)** DH · **FINA (BBA/BSc):** DH · **ISMT (BBA)** DH · **MARK (BBA)** DH · **MGTO (BBA)** DH |
| Program-level project manager and deputy manager | Faculty nominated by DH · Faculty nominated by DH · Faculty nominated by DH · Faculty nominated by DH · Faculty nominated by DH · Faculty nominated by DH |
| Course- level team member | Faculty members · Faculty members · Faculty members · Faculty members · Faculty members · Faculty members |

# UG School OBE Task Force

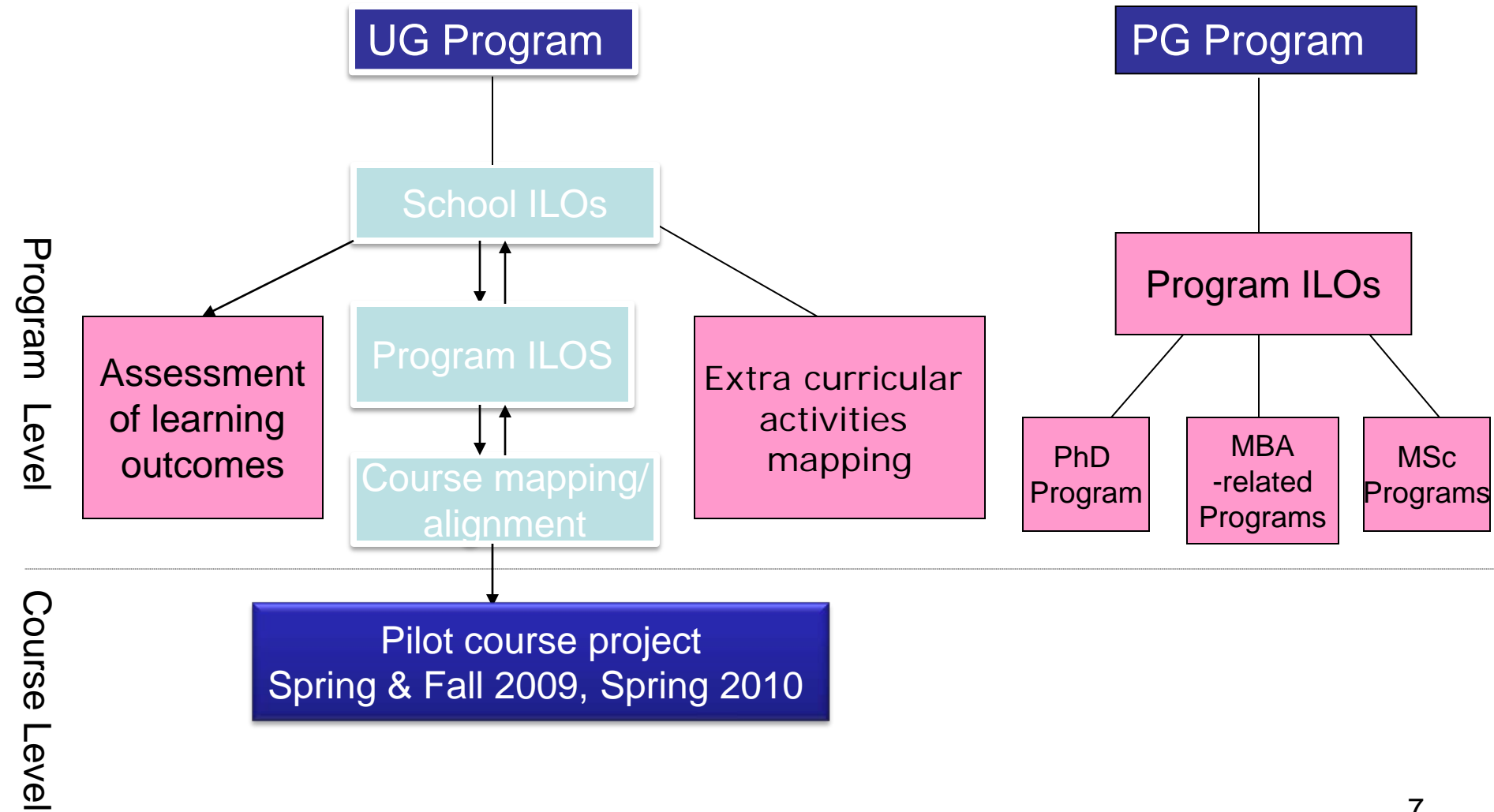| Members | Role in the Task Force | Functional Title |
|---|---|---|
| | Project Sponsor/owner | Acting Dean, SBM |
| | Task Force chair | Chair Professor, MGTO |
| | Project consultant | Director, CELT |
| | Project manager (School-level curricula/co-curricula) | Associate Dean & UG Director |
| | Project manager (AACSB/EQUIS re-accreditation) | Director (Com. & External Affairs), Dean's office |
| | Project manager (GBUS) | Associate Director (UG)/ GBUS Program Director |
| | Project manager (ACCT) | Adjunct Associate Professor |
| | Project manager (ECON) | Professor |
| | Project manager (FINA) | Associate Professor |
| | Project manager (IS) | Associate Professor |
| | Project manager (OM) | Associate Professor |
| | Project manger (MARK) | Adjunct Associate Professor |
| | Project manager (MGTO) | Adjunct Associate Professor |
| | Task Force secretary | Assistant Director (UG Programs) |

# What has been accomplished (2008-2009)

UG Programs

- School/program ILOs for UG programs (spring 2008)
- Curriculum mapping against ILOs (summer 2008)
- Extra-curriculum mapping against ILOs (fall 2008)
- Two rounds of OBE pilot course projects (spring 2009; fall 2009)
- Program peer review (summer 2009)
- Program self-review and improvement plan (summer 2009)
- School-wide assessment plan (fall 2009)
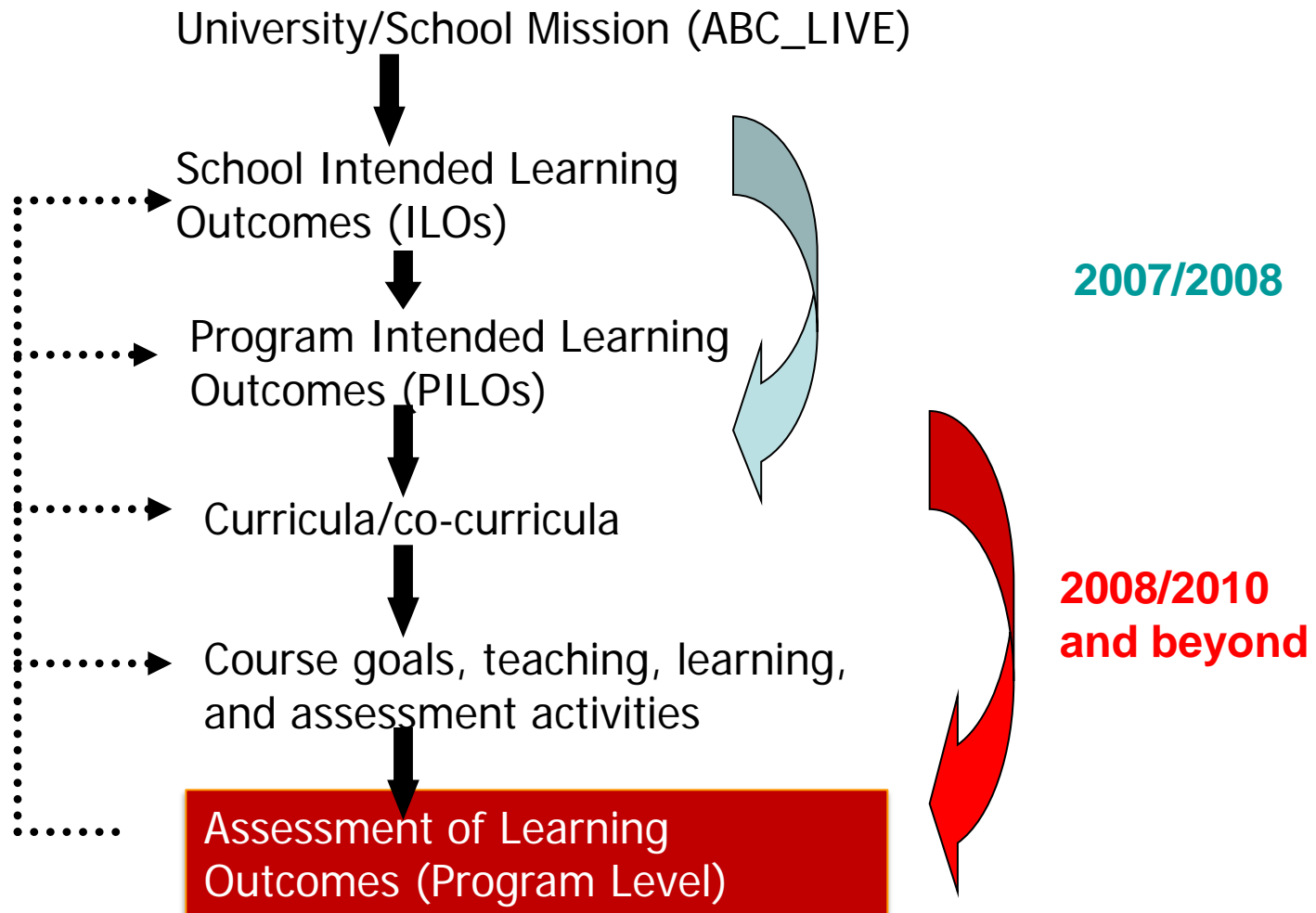- Establish peer mentoring system (fall 2009)

PG Programs

- Program ILOs for all PG programs (spring 2009)
- Curriculum mapping against ILOs (spring 2009)
- Extra-curriculum mapping against ILOs (spring 2009)
- Program self-review and implementation of improvement plan (fall 2010)

# Overview of Progress and Current Effort at SBM



Program Level

Course Level

UG Program

School ILOs

Program ILOS

Course mapping/ alignment

Assessment of learning outcomes

Extra curricular activities mapping

Pilot course project
Spring & Fall 2009, Spring 2010

PG Program

Program ILOs

PhD Program

MBA -related Programs

MSc Programs

# Mapping Outcomes Through UG Curriculum

University/School Mission (ABC_LIVE)

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School Intended Learning Outcomes (ILOs)

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Program Intended Learning Outcomes (PILOs)

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Curricula/co-curricula

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Course goals, teaching, learning, and assessment activities

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Assessment of Learning Outcomes (Program Level)

**2007/2008**

**2008/2010 and beyond**

# Outcome Assessment

- Direct assessment
  - Standardized knowledge or competency or subject tests
  - Student work samples (e.g., assignments, projects)
  - Professional/licensure exams (e.g., CPA)
  - Student self-reports (in terms of values or attitudes)
  - Peer ratings (in terms of effective teamwork behaviors)
- Indirect assessment
  - Student self-assessment
  - Student feedback on learning experiences
  - Employer/alumni surveys
  - Employment statistics; completion rate
- Gateway (exit) tests
  - Standardized knowledge or competency tests (e.g., IELTS, GSLPA, IT proficiency tests)

**Assessment Framework of UG Student Learning Outcomes at SBM, HKUST May, 2009**

| School Intended Learning Outcomes/Goals | Direct Assessment | | Indirect Assessment | | Exit tests (gateway) |
|---|---|---|---|---|---|
| | **Standard ized Test** (before/after) (concurrent) | **Student work samples** | **Student survey** (before/after) (concurrent) | **Feedback questionnaires** | |
| 1. Critical thinking | California Critical Thinking Skills Test[a] (1st year, f07, s10) | Capstone course | Self-assessment (1st, f08, f09; 3rd, f08, f09) | SESQ (3rd, s07, s08, s09) | |
| 2. Communication skills | | One page student report in Mgto 321 (3rd, f08); WSC program Capstone course | Self-assessment (1st, f08, f09; 3rd, f08, f09) | SESQ (3rd, s07, s08, s09) | Putong Hua Proficiency Test IELTS GSLPA |
| 3. Breadth and integration of business functions | | Student exam/assignment/project in core courses | | SESQ (3rd, s07, s08, s09) | Knowledge test |
| 4. In-depth grasp of concentration or major | | Student exam/assignment/project in required courses | | SESQ (3rd, s07, s08, s09) | |
| 5. Teamwork ability and leadership | | Capstone course | Group diagnostic survey (1st, f08) Self-assessment (1st, f08, f09; 3rd, f08, f09) | SESQ (3rd, s07, s08, s09) | |
| 6. Multicultural ability | Cultural intelligence (1st, f08, s09, s10) | Capstone course | | SESQ (3rd, s07, s08, s09) | |
| 7. IT skills | Information Literacy Test (1st year, f07, s10) | | Self-assessment (1st, f08, f09; 3rd, f08, f09) | SESQ (3rd, s07, s08, s09) | IT proficiency test |
| 8. Ethics | Scenario judgment (1st, f08, s09, s10); ATBEQ (1st, f08, f09; 3rd, f08, f09); Socially Responsible Leadership Scale (1st year, f07, s10) | Capstone course | Self-assessment (1st, f08, f09; 3rd, f08, f09) | SESQ (3rd, s07, s08, s09) | |
| 9. Life long learning | | Electronic portfolio | Self-assessment (1st, f08, f09; 3rd, f08, f09) | SESQ (3rd, s07, s08, s09) | |

●Items yellow highlighted are under discussion for adoption.
Years underlined indicate future testing times

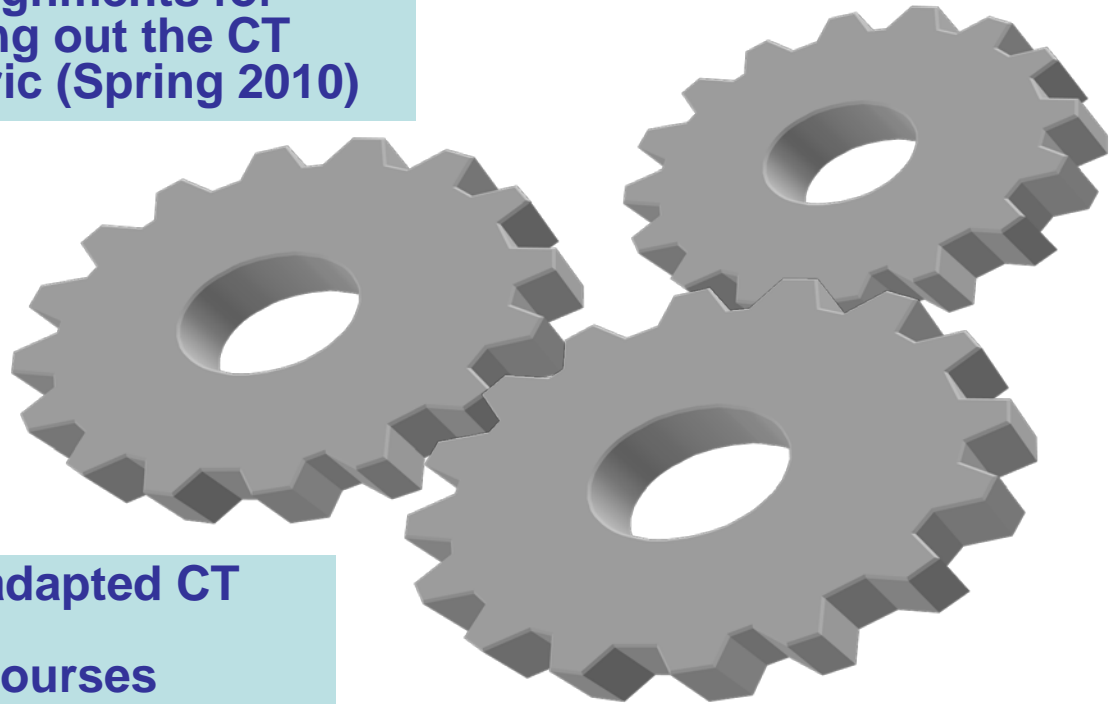# Critical Thinking Assessment (Pilot Practice Plan Spring 2010)

• Define CT
• Identity generic CT rubrics

1. Select two 300 level courses to "try out" the CT rubric

2. Select specific assignments for trying out the CT rubric (Spring 2010)

3. Share the adapted CT rubrics and assignment among faculty members

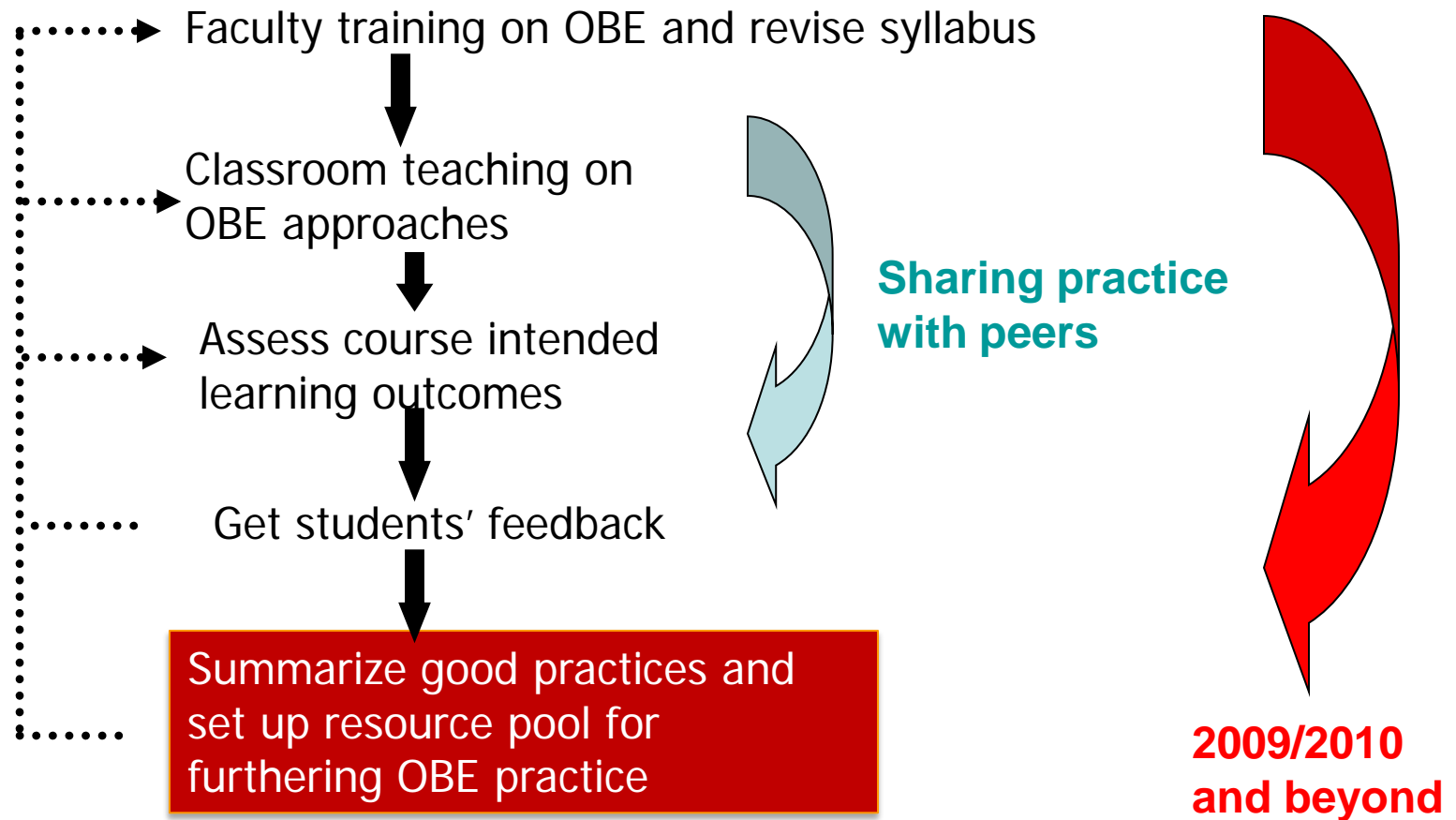4. Try out the adapted CT rubric to other assignments/courses

# Critical Thinking Rubrics

- WSU
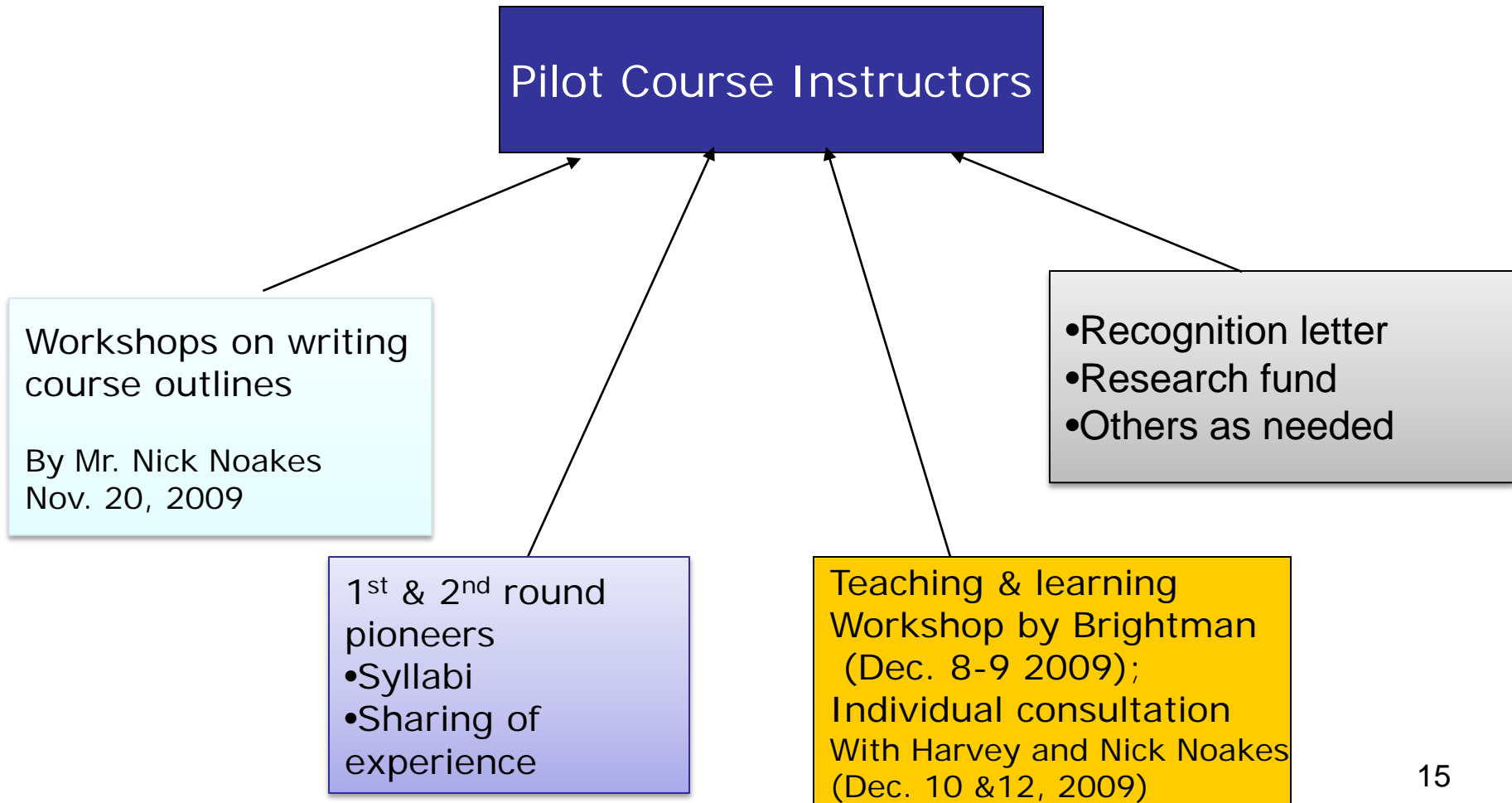- Generic one based on Elder and Paul

# Pilot Course Project

- Campus wide effort (Spring & Fall 2009 and Spring 2010)
- Find ways to best implement OBE at the course level at HKUST
  - Write course objectives in alignment with program learning outcomes
  - Align TLA to achieve course learning goals
- Two volunteers from each of the seven departments each semester---OBE pioneers!!!
- Range of courses from $1^{st}$ to $3^{rd}$ year, class sizes, required vs. elective, etc.

# OBE Pilot Course Project at SBM

Faculty training on OBE and revise syllabus

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Classroom teaching on OBE approaches

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Assess course intended learning outcomes

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Get students' feedback

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**Summarize good practices and set up resource pool for furthering OBE practice**

**Sharing practice with peers**

**2009/2010 and beyond**

# Supports for Pilot Course Project

**Pilot Course Instructors**

Workshops on writing course outlines

By Mr. Nick Noakes
Nov. 20, 2009

1st & 2nd round pioneers
•Syllabi
•Sharing of experience

Teaching & learning Workshop by Brightman
 (Dec. 8-9 2009);
Individual consultation
With Harvey and Nick Noakes
(Dec. 10 &12, 2009)

•Recognition letter
•Research fund
•Others as needed

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# Challenges and Opportunities

- How to keep the momentum going after QA audit in 2010?

- How to document/demonstrate success through assessment?

# Questions, Comments and Suggestions????