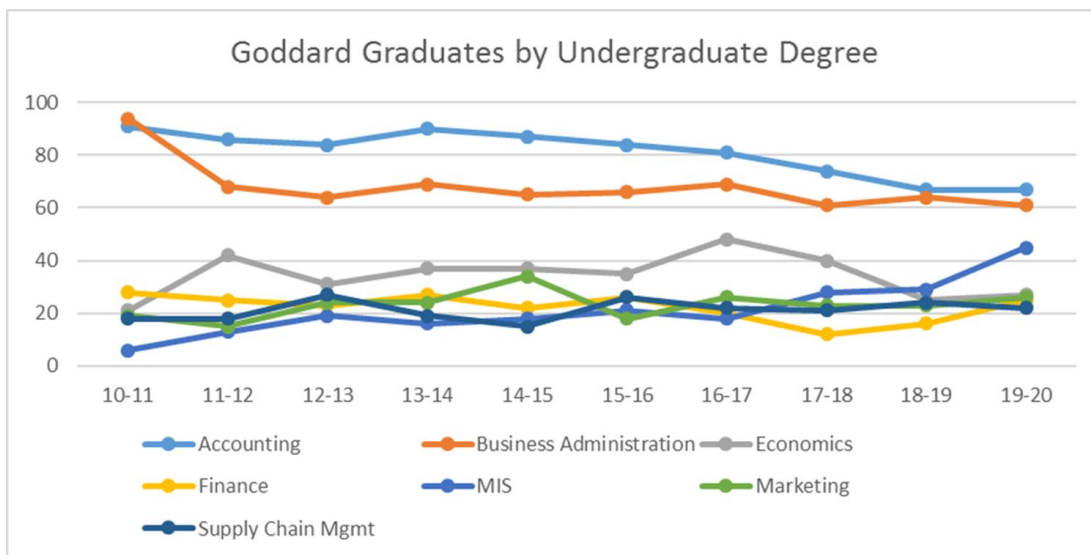




To: MIS Chair and Faculty
From: Matthew Mouritsen, Dean
Re: Dean's response to the MIS Program Review
Date: May, 2021

Overview

The Management Information Systems degree is a growth program in the Goddard School of Business & Economics. Enrollments the past few years are increasing by comparison to other degree programs in the school (see the image below).



The program has a strong connection with the members of the MIS Advisory Council and with Carnegie-Mellon University's Heinz College. These relationships create opportunities for students to enter relevant careers and/or attend a top ranked graduate program in Information Systems Management (MISM). The program's faculty look for ways to support the Goddard School's strategic initiative of expanding and integrating technology and analytics across the curriculum. As such, the program launched a minor in data analytics (in cooperation with the School of Computing) and two graduate certificates in Business Analytics and Cyber Security (in cooperation with the MBA Program).

The program has need for additional resources (faculty) as well as some process improvements, as identified in the Program Review Evaluation Team's findings.



In the table below, you will find the Dean’s response to the **Areas for Improvement** provided by the review team and to the **Response to the Recommendations** by program faculty. Where appropriate, I have identified connections to college mission, goals, and strategic initiatives.

| Areas for Improvement | Response to the Recommendations |
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| Mission Statement | |
| <p>No specific process is outlined for evaluating the mission statement outcomes:</p> <p>Formalize additional process for periodic assessment of program outcomes related to student proficiencies as defined by the mission statement</p> <p>Dean’s response: Agreed. The degree/program needs to independently assess progress toward student and mission-related outcomes.</p> <p>Include a reference to the expanding certification options in the mission statement</p> <p>Dean’s Response: If not in the MIS mission, connect certification options to the Goddard Schools’ strategic initiative to “integrate and expand technology and analytics...across the curriculum.”</p> | <p>We will brainstorm to decide which courses are appropriate to regularly assess student proficiencies, along with the program-specific assessment, and how the program is arranged. In addition, we will utilize the exit survey as an indirect measure of this process.</p> <p>Dean’s response: There may be ways to measure specific skills in individual courses and/or measure in a capstone project (as is done in Economics with a Research Methods class). Indirect assessment will also be an effective method to measure program effectiveness.</p> <p>We will positively consider revising the mission statement to include the recommendation. We will consult the program advisory board members for this revision.</p> <p>Dean’s Response: If not in the MIS mission, connect certification options to the Goddard Schools’ strategic initiative to “integrate</p> |



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| | and expand technology and analytics...across the curriculum.” |
| Curriculum | |
| <p>Curriculum management: Form a program curriculum committee and a documented process for reviewing curriculum proposals and approving changes.</p> <p>Dean’s response: Given the small size of the faculty, an additional committee may not be needed but a curriculum chair could result in more coordinated and transparent approval process. Showing a connection to the GSBE Strategic Planning process via Project Charters and Curriculum Proposals should provide the necessary formality.</p> <p>Course availability/scheduling: Students expressed some frustration with the number of available electives and the limits of course offerings each semester. Strong need for additional faculty to ensure that the program can deliver a competitive curriculum that meets industry needs.</p> <p>Dean’s response: Agreed. As a program with growing enrollments and a clear value proposition in the workplace, additional faculty are needed.</p> | <p>Previously, ad-hoc committees and department meetings were used to discuss and recommend changes in our program. We will consider a formal process at the program level.</p> <p>Dean’s response: A formal curriculum approval process conducted by an MIS curriculum chair (or department chair) would add transparency to curriculum changes. Showing a connection to the GSBE Strategic Planning process via Project Charters and Curriculum Proposals should provide the necessary formality.</p> <p>We appreciate the strong support and recommendation of hiring additional faculty. We agree that additional faculty are needed to effectively deliver a competitive MIS curriculum.</p> <p>Dean’s response: As a program with growing enrollments and a clear value proposition in the workplace, additional faculty are needed. To demonstrate this need, beyond students’ call for additional elective courses and improved scheduling, the program should document overload and adjunct use over time and how AACSB faculty deployment rations are impacted.</p> |



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| <p>Course contents: Seriously consider migrating programming courses to Python</p> <p>Dean’s response: Agreed. Python should be a key outcome for all students.</p> <p>Invite additional industry guest speakers in courses</p> <p>Dean’s response: Agreed. Guest speakers are effective ways to connect MIS curriculum with current applications in the work place.</p> | <p>We fully acknowledge the strong demands of Python course and previously discussed with our Advisory Board. We plan to implement Python, along with Data Analytics courses.</p> <p>We will leverage our Advisory Board members as industry guest speakers and mentors.</p> <p>Dean’s response: I agree with the approach to shift toward Python and additional guest speakers.</p> |
| <p>Learning Outcomes and Assessment</p> | |
| <p>Take appropriate actions based on the findings of the first assessment; for example, to adjust the assessment or focus more on particular content before the next assessment is performed.</p> <p>Dean’s response: Agreed. Effective assessment that leads to closing the loop improvements is needed.</p> | <p>We acknowledge the continuous improvement process and recognize that it should be implemented in a formal process. We will ensure that loop-closing activities, such as pedagogical or curriculum changes, are adequately taken for continuous improvement through a yearly assessment.</p> <p>Dean’s response: I agree with your response to improving assessment processes in MIS courses.</p> |
| <p>Academic Advising</p> | |
| <p>Potential for providing less than sufficient advising for MIS students because of advising personnel constraints.</p> <p>Dean’s response: The Goddard School has three advisors who are utilized at capacity. An additional advisor would benefit students. It will be critical if advising becomes mandatory for all students.</p> | <p>We will discuss this recommendation with the Dean’s office (through the GSBE Council) to resolve this potential concern.</p> <p>Dean’s response: This is an issue that impacts all undergraduate programs in the Goddard School and will be addressed at a school level. It is acknowledged that our three advisors are at capacity. I suggest that we seek to improve</p> |



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| <p>Encourage students to develop a portfolio of select projects to demonstrate total body of work during hiring process</p> <p>Dean’s response: This may be helpful for students to secure employment. We will look for resources that the university can provide (i.e. Portfolium) to assist students in this regard.</p> | <p>on any specific issues that arose during the review before adding additional advisors.</p> <p>We will brainstorm with faculty and college career center to accommodate this recommendation.</p> <p>Dean’s response: We can address this as part of our strategic planning process to explore options for students.</p> |
| <p>Faculty</p> | |
| <p>Additional faculty necessary: Absolutely necessary in order to successfully proceed with the proposed Master’s program.</p> <p>Additionally, hire additional faculty to eliminate overload (MIS 2020) and support general education courses (MIS 1100), preferable within the next year in preparation for 2022-2023.</p> <p>Dean’s response: Additional faculty are necessary as described above.</p> <p>Lack of a clear description of the formal process: The utilization of peer reviews in the evaluation process</p> <p>The continuous improvement process - how are faculty supported to achieve goals and redress any unsatisfactory or insufficient performance</p> | <p>We agree that additional faculty are required, not only for future MSIS program, but for additional competitive course offerings to keep up with industry demands.</p> <p>Dean’s response: Additional faculty are necessary. With two new graduate certificates in business analytics and cyber security and a minor in data analytics, additional tenure track faculty are needed. A proposal for a new MSIS degree must include additional tenure track faculty.</p> <p>The GSBE annual evaluation materials have been provided to the review team to respond to the most questions in the report.</p> <p>The annual evaluation process by the department chair consumes those steps. Both the results of peer reviews and</p> |



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| <p>Dean’s response: A document describing the annual review process of faculty was distributed in January 2021. It outlines the purpose and timing of the process. Tenure document and faculty qualification documents are under review and will results in an improved understanding of the tenure and annual review process.</p> | <p>continuous improvement process are reflected in annual evaluation.</p> <p>The evaluation letter contains the commendation and recommendation. The department chair shares and talks with faculty about the results, particularly in case that faculty needs an improvement in any of three areas; teaching, scholarship, and services.</p> <p>Dean’s response: I agree with your reply. The Goddard Council has worked to improve the understanding of faculty about the annual review process, including the discussion of faculty goals for professional development. The GSBE tenure document and related faculty qualifications document are under review and will add greater transparency to the evaluation process. Mentors for faculty will be formally assigned to newly-hired faculty.</p> |
| <p>Support</p> | |
| <p>Consider hiring one or more students as support staff to help manage the physical and virtual lab environments.</p> <p>Dean’s response: Good suggestion.</p> | <p>We have previously supported students in this position and will positively consider hiring a student lab support staff.</p> <p>Dean’s response: Using students can help them gain experience while providing a valuable service.</p> |
| <p>External Communities</p> | |
| <p>Connecting activities to program mission: Clarify how external activities directly support the stated mission and objectives of the Program.</p> <p>Dean’s response: This recommendation relates to a GSBE strategic initiative to “connect</p> | <p>2020 Annual report asked to specify any external activities related to the GSBE mission and positive societal impact. We will extend the report and document those activities at the program level.</p> |



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| <p>students with curriculum and communities.” External activities are a valuable way to help students and faculty make these important connections.</p> <p>Promoting diversity in student body: Recruit more underrepresented populations, especially women.</p> <p>Dean’s response: Agreed.</p> | <p>Dean’s response: Good plan. Capturing how external activities not only connect students to the curriculum and the community but also how they provide a positive societal impact will be valuable for your program outcomes and our AACSB review in 2022-23.</p> <p>We have discussed promoting diversity in the MIS major students. We plan to arrange this promotion as the program’s next strategic initiative. The relationship with the MSIS program at CMU can be one of this promotional strategy, since the MSIS program provides great benefits for female students.</p> <p>Dean’s response: Good plan to improve diversity. You may also want to work with the EDI committee to find additional solutions.</p> |
| <p>Previous Program Reviews</p> | |
| <p>Re-evaluate the teaching of Java in the introductory programming course. Python is recommended.</p> <p>Dean’s response: I agree that Python should be taught. CMU continues to teach Java in the MISM program so WSU MIS students will need to be fluent in Java.</p> | <p>We have discussed Java as an introductory programming course at the previous board meeting. The board members addressed that Java is still the dominant business programming language in the industry. We continue to explore this issue with our advisory board. We are open to suggestions from our board as well as needed changes.</p> <p>Dean’s response: I agree that Python should be taught. I appreciate that you involve your advisory board in determining curricular coverage (like Java). CMU continues to teach Java in the MISM program so WSU MIS</p> |



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| <p>Establish a mechanism for reaching out to MIS alumni to collect data about salaries, promotions, and other forms for career advancement.</p> <p>Dean's response: This will be a large effort but could be useful in creating greater connections with the external community and to demonstrate career preparation and career path progression.</p> <p>Hire an additional full-time faculty member.</p> <p>Dean's response: Agreed.</p> | <p>students who attend CMU will need to be fluent in Java.</p> <p>We continue to work on establishing a mechanism for reaching out MIS alumni, while we are working with our career center.</p> <p>Dean's response: The GSBE survey will help establish a baseline about starting salaries, etc. Follow up will be needed. An alumni survey could be useful in determining career path success.</p> <p>We strongly need additional faculty.</p> <p>Dean's response: Agreed.</p> |
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