

CAREER SERVICES
EMPLOYER SURVEY: INDUSTRY PERSPECTIVES: 2008-09
ORFALEA COLLEGE OF BUSINESS 2008-09
QUALITY OF GRADUATES & STUDENT LEARNING OUTCOMES

PROJECT BACKGROUND

ASSESSMENT PLAN

Career Services collaborated with the Orfalea College of Business in assessing the business programs through employer surveys during 2008-09. Assessment areas included:

- Quality of Business Graduates
- Industry Readiness
- Student Learning Outcomes
- Employer Values Related
 - Student Learning Outcomes
 - Personal Qualities
 - Educational Experiences
- Diversity in the Workplace

The student learning outcomes are aligned with AACSB accreditation standards.

OTHER UNIVERSITY ASSESSMENT EFFORTS

This is the third assessment effort with the College of Business, with the first in 2004-05 and the second in 2006-08. The program outcomes and instrument design have changed to meet the unique and specific needs of the College of Business and reflect AACSB accreditation criteria.

Career Services has also collaborated with the Colleges of Engineering, Education, and Architecture & Environmental Design in assessing the quality of graduates and student learning outcomes.

Recently, Career Services has expanded its assessment efforts to include the Colleges of Liberal Arts and Agriculture, Food & Environmental Sciences. Pilot programs were established to integrate employer feedback into the assessment process. We have completed Phase I with the Natural Resource Management/Environmental Management and Graphic Communication Departments. Career Services is working with their Industrial Advisory Boards to implement Phase II of the assessment process, with a goal of expanding employer participation. Phase I and II will be integrated within their internal program review process beginning Fall Quarter 2009.

OBJECTIVES

The following objectives were established for this report:

1. Graduate Qualities
 - Measure the quality of Cal Poly business graduates.
 - Measure the industry readiness of Cal Poly business graduates.
2. Program Outcomes
 - Measure skill attainment related to student learning outcomes in alignment with AACSB accreditation standards.
3. Employer Values

Measure the importance employers place on the student learning outcomes.
 Measure the personal qualities employer's value in business graduates.
 Measure the educational experiences employers value in business graduates.

4. Diversity

Measure the degree and importance to which Cal Poly business graduates understand diverse perspectives, meet diverse workforce needs, and interact and communicate effectively with co-workers and clients from culturally diverse backgrounds compared to graduates from other universities.

PROGRAM DESIGN

Career Services and the Orfalea College of Business collaborated in developing an employer survey tailored to meet the unique and specific needs of the academic programs. The survey was broken into three sections as indicated below:

Section 1: Graduate Quality

Overall Quality	Satisfied with the overall quality of Cal Poly business graduates
Industry Readiness	Able to make a positive contribution to the work place with minimum supervision

Section 2: Program Outcomes

Bus Fundamentals	Demonstrate breadth of knowledge and skill in general business fundamentals
Business Discipline	Demonstrate depth of knowledge, skill, and perspectives within their selected, specific business disciplines
Ethics	Recognize the ethical dimensions of business decisions
Societal Context	Recognize the wider responsibilities of business organizations for societal level outcomes above and beyond firm level profit or loss
Problems Solving	Able to generate innovative solutions to business problems that are supported by appropriate data analysis and evaluation of alternatives
Diversity	Understand diverse perspectives and generate solutions that incorporate them
Writing	Demonstrate effective writing skills
Communication	Demonstrate effective speaking skills
Leadership	Demonstrate effective peer leadership
Team Work	Demonstrate effective participation in teams
Life-Long Learning	Engage in continuous education and keep current within the field

Section 3: Diversity Outcomes

Diverse Workforce	Meet the cultural diversity needs of your company compared to graduates from other universities
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Diverse Backgrounds Interact and communicate effectively with co-workers from culturally diverse backgrounds compared to graduates from other universities

Diverse Backgrounds Interact and communicate effectively with clients from culturally diverse backgrounds compared to graduates from other universities

Refer to Employer Survey form in Appendix A.

STUDY PROFILE

Surveys were collected in 2008-09 through industry leaders, managers, supervisors and HR administrators. Seventy-three (73) different employers participated, comprising two hundred sixty-six (266) individual survey responses. Employer participation is broken down by department.

EMPLOYER SURVEYS	
Accounting	54
Economics	21
Entrepreneurship	17
Finance	33
Industrial Technology	26
Information Systems	29
International Business	10
Management	43
Marketing	33
Total Surveys	266

For a more detailed breakdown of employer participation by department, see Appendix B.

PROJECT FINDINGS

1. OVERALL GRADUATE QUALITIES

Quality of Business Graduates

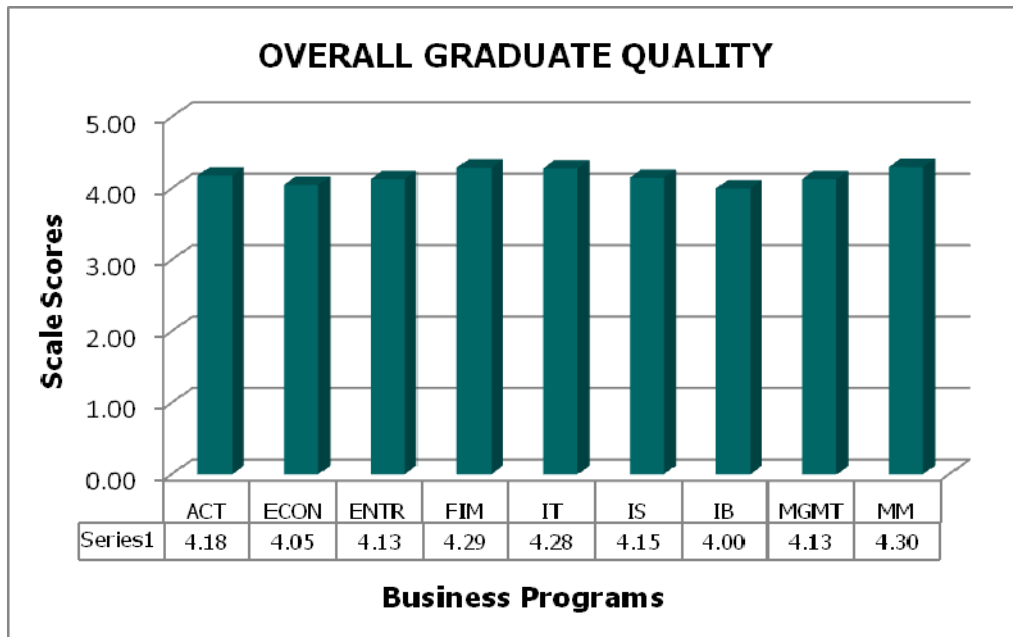
OBJECTIVE: Measure the quality of Cal Poly business graduates.

METHODOLOGY: Surveys were completed by employers to evaluate Orfalea College of Business graduates using a 5-point scale (*1 = lowest; 2 = low; 3 = medium; 4 = high; 5 = highest*).

FINDINGS: Employers reported the following findings:

Overall Graduate Quality was defined as: *My company is satisfied with the quality of Cal Poly's business graduates.*

The chart below is a graphical presentation of scale score averages for each department.



Overall, employers reported that they were satisfied with the quality of business graduates, reporting scale score averages ranging from 4.00 to 4.30. The overall scale score average of all business concentrations was 4.20.

The following chart reports the same data, but it has been formatted differently, reporting numerically on each of the scale score categories. This provides a breakdown of responses (example: how many employers scored a 1, 2, 3, 4, or 5 rating) and is particularly helpful in analyzing the data.

OVERALL GRADUATE QUALITY							
<i>Departments</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>Surveys</i>	<i>Score</i>
Accounting	0	0	3	31	11	45	4.18
Economics	0	0	3	12	4	19	4.05
Entrepreneurship	0	0	2	9	4	15	4.13
Finance	0	0	3	14	11	28	4.29
Industrial Technology	0	0	3	12	10	25	4.28
Information Systems	0	0	3	16	7	26	4.15
International Business	0	0	1	4	4	9	4.33
Management	0	1	6	18	13	38	4.13
Marketing	0	0	3	15	12	30	4.30

Industry Readiness of Business Graduates

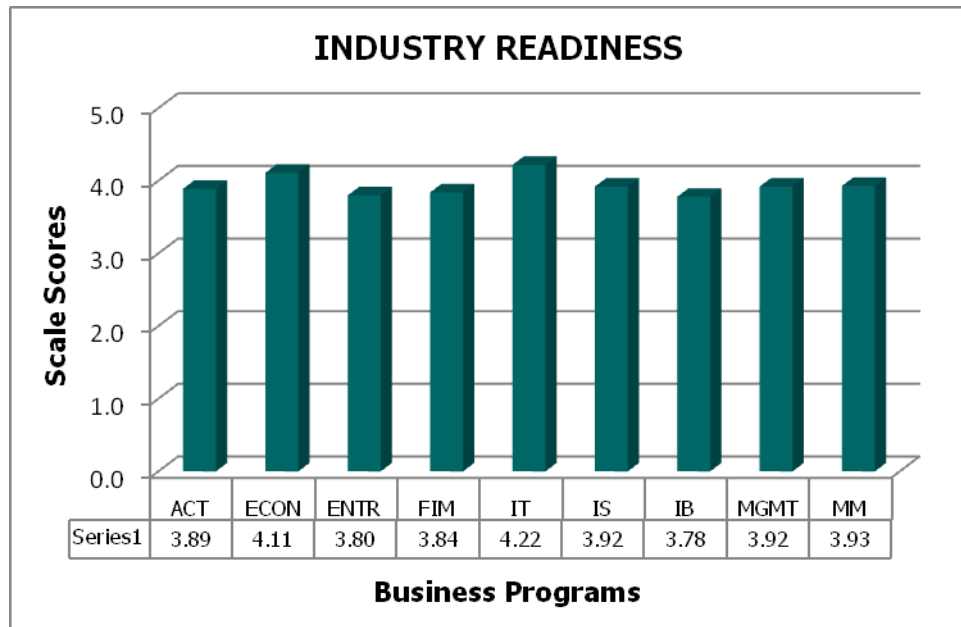
OBJECTIVE: Measure the industry readiness of Cal Poly business graduates.

METHODOLOGY: Surveys were completed by employers to evaluate industry readiness of business graduates using a 5-point scale (*1 = lowest; 2 = low; 3 = medium; 4 = high; 5 = highest*).

FINDINGS: Employers reported the following findings:

Industry Readiness was defined as: *Able to make a positive contribution to the work place with minimum supervision.*

The chart below is a graphical presentation of scale score averages for each department.



Overall, employers reported that they were satisfied with the industry readiness of engineering graduates, reporting scale score averages ranging from 3.89 to 4.22. The overall scale score average of all business majors was 3.92.

The following chart reports the same data, but it has been formatted differently, reporting numerically on each of the scale score categories. This provides a breakdown of responses (example: how many employers scored a 1, 2, 3, 4, or 5 rating) and is particularly helpful in analyzing the data.

INDUSTRY READINESS							
<i>Departments</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>Survey s</i>	<i>Score</i>
Accounting	0	0	11	28	6	45	3.89
Economics	0	1	2	10	6	19	4.11
Entrepreneurship	0	1	2	11	1	15	3.80
Finance	0	1	5	14	8	28	4.04
Industrial Technology	1	1	4	14	5	25	3.84
Information Systems	0	0	7	14	5	26	3.92
International Business	0	1	1	6	1	9	3.78
Management	0	2	7	21	8	38	3.92
Marketing	0	1	5	19	5	30	3.93

2. STUDENT LEARNING OUTCOMES

OBJECTIVE: Measure skill attainment related to student learning outcomes.

STANDARDS: The Orfalea College of Business identified the student learning outcomes that are aligned with the AACSB accreditation standards. Each student learning outcome is fully defined within the survey instrument to assist employers in the scoring process.

METHODOLOGY: Surveys were completed by employers to measure the skill attainment of business graduates based on the student learning outcomes, using a 5-point scale (1 = lowest; 2 = low; 3 = medium; 4 = high; 5 = highest).

FINDINGS: The following charts indicate the scale score averages and the numeric values for each student learning outcome. The charts are detailed for each academic program or concentration.

Employers reported the following:

The first chart reflects the overall scale score averages for all concentrates combined.

Orfalea College of Business OVERALL AVERAGES		Strongly Agree	Disagree	Neutral	Agree	Strongly Agree	Scale Scores Average
LO	Scale Scores	1	2	3	4	5	
1	Business Fundamentals	0%	0%	21.2%	71.8%	7.1%	3.86
		0	0	54	183	18	255
2	Business Discipline	0%	1.2%	31.5%	51.2%	16.1%	3.82
		0	3	78	127	40	248
3	Ethics	0%	0%	25.6%	45.4%	29.0%	4.03
		0	0	61	108	69	238
4	Societal Context	.4%	2.5%	30.0%	46.7%	20.4%	3.84
		1	6	72	112	49	240
5	Problem Solving	0%	.4%	20.9%	53.6%	25.1%	4.04
		0	1	50	128	60	239
6	Diversity	1.2%	4.5%	36.2%	37.4%	20.6%	3.72
		3	11	88	91	50	243
7	Writing	.4%	4.7%	20.5%	63.2%	11.1%	3.80
		1	1	48	148	26	234
8	Communication	.4%	.8%	21.7%	58.1%	19.0%	3.94
		1	2	55	147	48	253
9	Leadership	0%	.4%	21.5%	68.7%	9.3%	3.87
		0	1	53	169	23	246
10	Team Work	0%	0%	9.4%	51.0%	39.6%	4.30
		0	0	23	125	97	245
11	Life-Long Learning	0%	1.3%	35.5%	51.9%	11.3%	3.73
		0	3	82	120	26	231

Employers reported that the top student learning outcome areas for all concentrations combined were team work, problem solving, ethics, communication and leadership.

Employers reported lower student learning outcomes for writing, diversity and life-long learning.

Reports that following reflect the scale score average for each concentration area.

Orfalea College of Business ACCOUNTING		Strongly Agree	Disagree	Neutral	Agree	Strongly Agree	Scale Scores Average
LO	Scale Scores	1	2	3	4	5	
1	Business Fundamentals	0%	0%	20%	75%	6%	3.86
		0	0	10	38	3	51
2	Business Discipline	0%	0%	26%	56%	18%	3.92
		0	0	13	28	9	50
3	Ethics	0%	0%	23%	50%	27%	4.04
		0	0	11	24	13	48
4	Societal Context	0%	2%	23%	62%	13%	3.85
		0	1	11	29	6	47
5	Problem Solving	0%	2%	16%	62%	20%	4.00
		0	1	8	31	10	50
6	Diversity	2%	8%	38%	40%	13%	3.52
		1	4	18	19	6	48
7	Writing	0%	4%	13%	76%	7%	3.84
		0	2	6	34	3	45
8	Communication	0%	0%	23%	60%	17%	3.94
		0	0	12	31	9	52
9	Leadership	0%	2%	16%	78%	4%	3.84
		0	1	8	40	2	51
10	Team Work	0%	0%	6%	52%	42%	4.36
		0	0	3	26	21	50
11	Life-Long Learning	0%	4%	35%	54%	6%	3.63
		0	2	17	26	3	48

Orfalea College of Business ECONOMICS		Strongly Agree	Disagree	Neutral	Agree	Strongly Agree	Scale Scores Average
LO	Scale Scores	1	2	3	4	5	
1	Business Fundamentals	0%	0%	19%	71%	10%	3.90
		0	0	4	15	2	21
2	Business Discipline	0%	0%	25%	55%	20%	3.95
		0	0	5	11	4	20
3	Ethics	0%	0%	21%	47%	32%	4.11
		0	0	4	9	6	19
4	Societal Context	0%	0%	25%	50%	25%	4.00
		0	0	5	10	5	20
5	Problem Solving	0%	0%	10%	65%	25%	4.15
		0	0	2	13	5	20
6	Diversity	0%	0%	38%	43%	193%	3.81
		0	0	8	9	4	21
7	Writing	0%	5%	11%	74%	11%	3.89
		0	1	2	14	2	19
8	Communication	0%	0%	24%	57%	19%	3.95
		0	0	5	12	4	21
9	Leadership	0%	0%	5%	75%	20%	4.15
		0	0	1	15	4	20
10	Team Work	0%	0%	5%	55%	40%	4.35
		0	0	1	11	8	20
11	Life-Long Learning	0%	0%	32%	63%	5%	3.74
		0	0	6	12	1	19

Orfalea College of Business ENTREPRENEURSHIP		Strongly Agree	Disagree	Neutral	Agree	Strongly Agree	Scale Scores Average
LO	Scale Scores	1	2	3	4	5	
1	Business Fundamentals	0%	0%	24%	71%	6%	3.82
		0	0	4	12	1	17
2	Business Discipline	0%	0%	35%	47%	18%	3.82
		0	0	6	8	3	17
3	Ethics	0%	0%	31%	38%	31%	4.00
		0	0	5	6	5	16
4	Societal Context	0%	6%	38%	38%	19%	3.69
		0	1	6	6	3	16
5	Problem Solving	0%	0%	25%	56%	19%	3.94
		0	0	4	9	3	16
6	Diversity	0%	6%	24%	47%	24%	3.88
		0	1	4	8	4	17
7	Writing	0%	6%	24%	65%	6%	3.71
		0	1	4	11	1	17
8	Communication	0%	0%	29%	53%	18%	3.88
		0	0	5	9	3	17
9	Leadership	0%	0%	19%	75%	6%	3.88
		0	0	3	12	1	16
10	Team Work	0%	0%	6%	81%	13%	4.06
		0	0	1	13	2	16
11	Life-Long Learning	0%	0%	36%	57%	7%	3.71
		0	0	5	8	1	14

Orfalea College of Business FINANCE		Strongly Agree	Disagree	Neutral	Agree	Strongly Agree	Scale Scores Average
LO	Scale Scores	1	2	3	4	5	
1	Business Fundamentals	0%	0%	13%	77%	10%	3.97
		0	0	4	24	3	31
2	Business Discipline	0%	0%	33%	50%	17%	3.83
		0	0	10	15	5	30
3	Ethics	0%	0%	31%	50%	19%	3.88
		0	0	8	13	5	26
4	Societal Context	0%	4%	21%	46%	29%	4.00
		0	1	6	13	8	28
5	Problem Solving	0%	0%	21%	45%	34%	4.17
		0	0	6	13	10	29
6	Diversity	0%	7%	38%	31%	24%	3.72
		0	2	11	9	7	29
7	Writing	0%	8%	15%	65%	12%	3.81
		0	2	4	17	3	26
8	Communication	0%	0%	27%	63%	10%	3.83
		0	0	8	19	3	30
9	Leadership	0%	0%	17%	70%	13%	3.97
		0	0	5	21	4	30
10	Team Work	0%	0%	13%	37%	50%	4.33
		0	0	4	11	15	30
11	Life-Long Learning	0%	0%	39%	46%	14%	3.75
		0	0	11	13	4	28

Orfalea College of Business INDUSTRIAL TECHNOLOGY		Strongly Agree	Disagree	Neutral	Agree	Strongly Agree	Scale Scores Average
LO	Scale Scores	1	2	3	4	5	
1	Business Fundamentals	0%	0%	19%	73%	8%	3.88
		0	0	5	19	2	26
2	Business Discipline	0%	4%	40%	40%	16%	3.68
		0	1	10	10	4	25
3	Ethics	0%	0%	16%	36%	48%	4.32
		0	0	4	9	12	25
4	Societal Context	4%	4%	24%	40%	28%	3.84
		1	1	6	10	7	25
5	Problem Solving	0%	0%	9%	48%	43%	4.35
		0	0	2	11	10	23
6	Diversity	4%	0%	36%	32%	28%	3.80
		1	0	9	8	7	25
7	Writing	0%	8%	24%	56%	12%	3.72
		0	2	6	14	3	25
8	Communication	0%	4%	16%	64%	16%	3.92
		0	1	4	16	4	25
9	Leadership	0%	0%	29%	63%	8%	3.79
		0	0	7	15	2	24
10	Team Work	0%	0%	8%	42%	50%	4.42
		0	0	2	10	12	24
11	Life-Long Learning	0%	4%	29%	38%	29%	3.92
		0	1	7	9	7	24

Orfalea College of Business INFORMATION SYSTEMS		Strongly Agree	Disagree	Neutral	Agree	Strongly Agree	Scale Scores Average
LO	Scale Scores	1	2	3	4	5	
1	Business Fundamentals	0%	0%	25%	71%	4%	3.79
		0	0	7	20	1	27
2	Business Discipline	0%	0%	26%	59%	15%	3.89
		0	0	7	16	4	28
3	Ethics	0%	0%	25%	46%	29%	4.04
		0	0	7	13	8	28
4	Societal Context	0%	0%	24%	56%	20%	3.96
		0	0	6	14	5	25
5	Problem Solving	0%	0%	19%	52%	30%	4.11
		0	0	5	14	8	27
6	Diversity	4%	7%	44%	30%	15%	3.44
		1	2	12	8	4	27
7	Writing	0%	4%	8%	75%	13%	3.96
		0	1	2	18	3	24
8	Communication	0%	0%	21%	59%	21%	4.00
		0	0	6	17	6	29
9	Leadership	0%	0%	25%	64%	11%	3.86
		0	0	7	18	3	28
10	Team Work	0%	0%	4%	43%	54%	4.50
		0	0	1	12	15	28
11	Life-Long Learning	0%	0%	36%	50%	14%	3.79
		0	0	10	14	4	28

Orfalea College of Business INTERNATIONAL BUSINESS		Strongly Agree	Disagree	Neutral	Agree	Strongly Agree	Scale Scores Average
LO	Scale Scores	1	2	3	4	5	
1	Business Fundamentals	0%	0%	0%	100%	0%	4.00
		0	0	0	9	0	9
2	Business Discipline	0%	0%	33%	56%	11%	3.78
		0	0	3	5	1	9
3	Ethics	0%	0%	11%	44%	44%	4.33
		0	0	1	4	4	9
4	Societal Context	0%	0%	11%	56%	33%	4.22
		0	0	1	5	3	9
5	Problem Solving	0%	0%	38%	38%	25%	3.88
		0	0	3	3	2	8
6	Diversity	0%	0%	33%	22%	44%	4.11
		0	0	3	2	4	9
7	Writing	0%	0%	11%	67%	22%	4.11
		0	0	1	6	2	9
8	Communication	0%	0%	11%	56%	33%	4.22
		0	0	1	5	3	9
9	Leadership	0%	0%	13%	75%	13%	4.00
		0	0	1	6	1	8
10	Team Work	0%	0%	0%	75%	25%	4.25
		0	0	0	6	2	8
11	Life-Long Learning	0%	0%	11%	78%	11%	4.00
		0	0	1	7	1	9

Orfalea College of Business MANAGEMENT		Strongly Agree	Disagree	Neutral	Agree	Strongly Agree	Scale Scores Average
LO	Scale Scores	1	2	3	4	5	
1	Business Fundamentals	0%	0%	27%	63%	10%	3.83
		0	0	11	26	4	41
2	Business Discipline	0%	3%	35%	48%	15%	3.75
		0	1	14	19	6	40
3	Ethics	0%	0%	32%	45%	24%	3.92
		0	0	12	17	9	38
4	Societal Context	0%	3%	43%	35%	20%	3.73
		0	1	17	14	8	40
5	Problem Solving	0%	0%	31%	46%	23%	3.92
		0	0	12	18	9	39
6	Diversity	0%	3%	36%	38%	23%	3.82
		0	1	14	15	9	39
7	Writing	3%	3%	33%	49%	13%	3.67
		1	1	13	19	5	39
8	Communication	3%	3%	20%	53%	23%	3.90
		1	1	8	21	9	40
9	Leadership	0%	0%	33%	55%	13%	3.80
		0	0	13	22	5	40
10	Team Work	0%	0%	18%	45%	38%	4.20
		0	0	7	18	15	40
11	Life-Long Learning	0%	0%	39%	50%	11%	3.72
		0	0	14	18	4	36

Orfalea College of Business MARKETING		Strongly Agree	Disagree	Neutral	Agree	Strongly Agree	Scale Scores Average
LO	Scale Scores	1	2	3	4	5	
1	Business Fundamentals	0%	0%	29%	65%	6%	3.77
		0	0	9	20	2	31
2	Business Discipline	0%	3%	33%	50%	13%	3.73
		0	1	10	15	4	30
3	Ethics	0%	0%	31%	45%	24%	3.93
		0	0	9	13	7	29
4	Societal Context	0%	3%	47%	37%	13%	3.60
		0	1	14	11	4	30
5	Problem Solving	0%	0%	30%	59%	11%	3.81
		0	0	8	16	3	27
6	Diversity	0%	4%	32%	46%	18%	3.79
		0	1	9	13	5	28
7	Writing	0%	3%	33%	50%	13%	3.73
		0	1	10	15	4	30
8	Communication	0%	0%	20%	57%	23%	4.03
		0	0	6	17	7	30
9	Leadership	0%	0%	28%	69%	3%	3.76
		0	0	8	20	1	29
10	Team Work	0%	0%	14%	62%	24%	4.10
		0	0	4	18	7	29
11	Life-Long Learning	0%	4%	44%	52%	4%	3.60
		0	2	11	13	1	25

Although the scale score averages are between medium and high in all learning outcome areas, it is important to note the breakdown of responses, specifically in the low and medium areas where there is less agreement. Consideration should also be given to the number of responses.

The usefulness of the assessment process is to provide information from an industry perspective that will assist the college in evaluating the academic programs, strengthen the curriculum, support accreditation and assist the university in assessing institutional effectiveness and performance.

3. EMPLOYER VALUES

Importance of Student Learning Outcomes

Employers assessed the importance they placed on each of the student learning outcomes. Note the relationship between the importance employers place on the learning outcome and the skill attainment level for business graduates. The learning outcomes are ranked in order of importance from an employer perspective.

OCOB EMPLOYER RESULTS	Scale Score Skill Attainment	Importance
SURVEY STANDARDS	Score	Score
Communication	3.94	4.66
Team Work	4.30	4.50
Leadership	3.87	4.45
Ethics	4.03	4.44
Problem Solving	4.04	4.40
Life-Long Learning	3.73	4.12
Writing	3.80	4.06
Business Fundamentals	3.86	4.03
Business Discipline	3.82	4.02
Diversity	3.72	3.82
Societal Context	3.84	3.64

Note: The overall scale scores are an average of all the concentrations.

Employers placed greater importance on student learning outcomes related to communication, team work, leadership, ethics and problem solving. Employers also reported the five highest ranking scale scores for business graduates are the same student learning outcome areas. There is a correlation between the skills that Cal Poly business graduates learn and possess and what employers value the most.

Personal Qualities Valued by Employers

Employers were asked to rate the top seven (7) personal qualities they value most when hiring engineering graduates. The following chart reflects those personal qualities in numeric order, based on frequency of response:

PERSONAL QUALITIES
Communication Skills
Team Work/Team Player
Leadership Skills/Potential
Honesty/Integrity
Motivation/Drive
Enthusiasm/Energy
Attitude
Interpersonal/Social Skills
Work Ethic
Problem Solving Skills
Technical Skills/Knowledge
Critical Thinking
Adaptability
Analytical
Confidence
Commitment
Creative/Innovative
Work Collaboratively
Independent Worker
Public Speaking

Employers valued communication, team work, leadership, honesty/integrity and motivation/drive the most as personal qualities desired of business graduates.

Educational Experience Valued by Employers

Employers were asked to rate the educational experiences they find most valuable for new business graduates. The following chart reflects those educational areas in numeric order, based on frequency of response:

EDUCATIONAL EXPERIENCES
Internship/Co-op
Leadership Experience
Team Projects
Club/Organization Involvement
Class Project
Senior Project
Community Service Project
Volunteer Work
Inter-disciplinary Project
Travel Experience
Study Abroad

Employers valued internship/Co-op, leadership, team projects and club/organization involvement as the most valued areas.

4. DIVERSITY

Diversity was expanded beyond the AACSB criteria. Employers were asked to indicate the value they place on diversity:

- Ability to meet the cultural diversity needs of employers
- Ability to interact and communicate effectively with co-workers from culturally diverse backgrounds
- Ability to interact and communicate effectively with clients from culturally diverse backgrounds

The data gathered will be part of a larger university-wide assessment on diversity. Business data regarding diversity will be consolidated with other college and/or department based surveying. The data is being compiled during Summer Quarter 2009 and will be reported to the academic senate and university community during Fall 2009.

SUMMARY

Career Services collaborated with the Orfalea College of Business to assess the quality of business graduates and program outcomes aligned with AACSB accreditation criteria. This assessment follows two previous assessment reports from 2004-05 and 2006-08 and is part of a continuing effort and commitment to supporting WASC, facilitating program review and measuring institutional effectiveness. An Employer Survey instrument was designed to meet the unique and specific needs of the Orfalea College of Business. Employers are an important external constituent of the University partnering with us in support of student success.

This assessment focuses on the overall quality and industry readiness of business graduates, and student learning outcomes aligned with AACSB accreditation standards. In addition, employers were asked to assess the importance or value they place on the student learning outcomes, personal qualities and educational experiences of business graduates. Employers reported the following:

- **QUALITY OF BUSINESS GRADUATES**
Employers reported that they are satisfied with the quality of graduates with an overall scale score average of 4.20, using a 5-point scale. Scores ranged from 4.26 to 4.70 for the various concentrations.
- **INDUSTRY READINESS**
Employers reported graduates are industry ready with an overall scale score average of 3.92, using a 5-point scale. Scores ranged from 3.89 to 4.22 for the various concentrations.
- **STUDENT LEARNING OUTCOMES**
Employers reported that the top student learning outcome areas were team work, problem solving, ethics, communication and leadership. Employers reported lower student learning outcomes for writing, diversity and life-long learning.
- **EMPLOYER VALUES**
Employers placed greater importance on student learning outcomes related to communication, team work, leadership, ethics and problem solving. Employers also reported the five highest ranking scale scores for business graduates are the same student learning outcome areas. There is a correlation between the skills that Cal Poly business graduates learn and possess and what employers value the most.

Employers value the following personal qualities in graduates: communication, team work, leadership, honesty/integrity and motivation/drive.

Employers value the following educational experiences in graduates: internship/Co-op, leadership, team projects, and club/organization involvement.

The assessment process reflects a commitment towards program evaluation and review. The data secured through this assessment effort will be used in future program reviews and supports WASC and AACSB accreditation. These efforts will generate discussion with administration, Industrial Advisory Boards, Dean's Council, faculty and university constituents to enhance and strengthen the curriculum, and better prepare business graduates for success in industry.

APPENDIX A – OCOB Employer Survey (2008-09)



California Polytechnic State University
 Orfalea College of Business
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EMPLOYER SURVEY 2008-09

Instructions: The thoughts and opinions of our employers are important to us in evaluating the quality of our business programs and effectiveness of our business graduates. Your response will be treated confidentially. Please complete the survey for Cal Poly graduates for whom you have information. Thank you.
 Orfalea College of Business & Career Services

Name/Title	Date
Company Name	Address
Please indicate the primary majors/concentrations you hire <input type="checkbox"/> Accounting <input type="checkbox"/> Economics <input type="checkbox"/> Entrepreneurship <input type="checkbox"/> Finance <input type="checkbox"/> Industrial Technology <input type="checkbox"/> Information Systems <input type="checkbox"/> International Business <input type="checkbox"/> Management <input type="checkbox"/> Marketing	
Attainment: Indicate the degree to which Cal Poly graduates have achieved the following learning objectives: NA = not applicable, 1 = lowest, 2 = low, 3 = medium, 4 = high, 5 = highest	
Importance: Rate how important the following learning objectives are to your company: NA = not applicable, 1 = lowest value, 2 = low value, 3 = medium, 4 = high value, 5 = highest value	

Learning Objectives – AACSB Accreditation Standards		Attainment					Importance							
		NA	1	2	3	4	5	NA	1	2	3	4	5	
1.	Business Fundamentals - Demonstrate breadth of knowledge and skill in general business fundamentals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Business Discipline – Demonstrate depth of knowledge, skill, and perspectives within their selected, specific business discipline	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Ethics – Recognize the ethical dimensions of business decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Societal Context – Recognize the wider responsibilities of business organizations for societal level outcomes above and beyond firm level profit or loss	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Problem Solving – Able to generate innovative solutions to business problems that are supported by appropriate data analysis and evaluation of alternatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	Diversity – Understand diverse perspectives and generate solutions that incorporate them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Writing – Demonstrate effective writing skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	Communication – Demonstrate effective speaking skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9.	Leadership – Demonstrate effective peer leadership	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
10.	Team Work – Demonstrate effective participation in teams	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
11.	Life-Long Learning – Engage in continuous education and keep current within the field	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Attainment: Indicate the degree to which Cal Poly graduates have achieved the following standards:
 NA = not applicable, 1 = lowest, 2 = low, 3 = medium, 4 = high, 5 = highest

Importance: Rate how important the following standards are to your company:
 NA = not applicable, 1 = lowest value, 2 = low value, 3 = medium, 4 = high value, 5 = highest value

Other Standards		Attainment					Importance						
		NA	1	2	3	4	5	NA	1	2	3	4	5
1.	Overall Quality – My company is satisfied with the overall quality of Cal Poly business graduates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
2.	Industry Readiness – Cal Poly Business graduates are able to make a positive contribution to the work place with minimal supervision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
3.	Diverse Workforce – Cal Poly Business graduates meet the cultural diversity needs of your company compared to graduates from other universities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
4.	Diverse Backgrounds – Cal Poly Business graduates interact and communicate effectively with CO-WORKERS from culturally diverse backgrounds compared to graduates from other universities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
5.	Diverse Backgrounds – Cal Poly Business graduates interact and communicate effectively with CLIENTS from culturally diverse backgrounds compared to graduates from other universities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						

The diversity questions are new to our survey. Do you have any suggestions or comments about this section?

Select the top seven (7) personal qualities you value most when hiring business graduates.

<input type="checkbox"/> Adaptability	<input type="checkbox"/> Critical Thinking	<input type="checkbox"/> Problem Solving Skills
<input type="checkbox"/> Analytical	<input type="checkbox"/> Enthusiasm / Energy	<input type="checkbox"/> Public Speaking
<input type="checkbox"/> Attitude	<input type="checkbox"/> Honesty / Integrity	<input type="checkbox"/> Team Work / Team Player
<input type="checkbox"/> Communication Skills	<input type="checkbox"/> Independent Worker	<input type="checkbox"/> Technical Skills / Knowledge
<input type="checkbox"/> Commitment	<input type="checkbox"/> Interpersonal / Social Skills	<input type="checkbox"/> Work Collaboratively
<input type="checkbox"/> Confidence	<input type="checkbox"/> Leadership Skills / Potential	<input type="checkbox"/> Work Ethic
<input type="checkbox"/> Creative / Innovative	<input type="checkbox"/> Motivation / Drive	<input type="checkbox"/> Other _____

What educational experiences do you value most that would best prepare new graduates for success in your organization? Check all that apply.

<input type="checkbox"/> Internship/Co-op <input type="checkbox"/> Community Service Project <input type="checkbox"/> Class Project <input type="checkbox"/> Leadership Experience	<input type="checkbox"/> Inter-disciplinary Project <input type="checkbox"/> Senior Project <input type="checkbox"/> Club/Organization Involvement <input type="checkbox"/> Team Projects	<input type="checkbox"/> Travel Experience <input type="checkbox"/> Study Abroad <input type="checkbox"/> Volunteer Work <input type="checkbox"/> Other_____
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Please make any suggestions that you believe would improve the business program at Cal Poly (e.g. types of courses, computer skills, or course content).

APPENDIX B – Employer Participation by Concentration Area

EMPLOYER SURVEYS (2008-09)		ACT	ECON	ENTR	FIM	IT	IS	IB	MGMT	MKT	Total
1	Accenture					1	1				2
2	Aerojet	1			1						2
3	Aerotek		1		1			1	1		4
4	AMCC					1					1
5	American AgCredit				1				1		2
6	Amgen					1	1				2
7	Anhueser-Busch, Inc.					1			1		2
8	Apple				2						2
9	Armanino McKenna LLP	1					1				2
10	Automatic Data Processing (ADP)		1	1					1	1	4
11	Barnabas Development Group					1					1
12	Bechtel					1					1
13	Bobrick Washroom Equipment								1		1
14	C & D LLP	1									1
15	C.H. Robinson Worldwide			1					1	1	3
16	Capital Group	2			1		2				5
17	CBIZ/Mayor Hoffman McCann	1									1
18	CH Robinson Worldwide	1	1	1	1		1	1	1	1	8
19	Chevron Corporation	3	1		3						7
20	Cisco Systems						1				1
21	Comtek					1					1
22	Consolidated Electrical Distrib			1					1	1	3
23	Consolidated Graphics									1	1
24	Damitz Brooks Nightingale	1					1				2
25	Deloitte & Touche	9	1		1		6				17
26	Deloitte Consulting				1	1	1		1		4
27	E & J Gallo	1			1						2
28	Ecolab	1									1
29	Enterprise Rent-A-Car	1		2				2	2	2	9
30	Fastenal Company								1	1	2
31	Fort Dearborn Company								1	2	3
32	Foster Farms	1			1	1	1		1		5
33	Frank, Rimmerman + Co, LLP	2									2
34	Gallo Sales Company						1		3	3	7
35	Grant Thornton	6	1	2	3		3		2		17
36	Hayaski & Wayland	1									1
37	Jaffray	1			1						2
38	KPMG	2				1	1		1	1	6
39	Lansmont Corporation					1					1
40	Life Technology					1					1
41	Lockheed Martin					1	2		1		4
42	Longcrier & Associates, CPA's	1									1
43	Maxim Healthcare Services	1	2	2	1	1	1	2	2	2	14
44	Miasole					1					1
45	Morning Star Packing Company					1					1
46	Moss Adams LLP	1									1

47	Nassif, Hicks, Harris	1	1	1	1						4
48	Nestle USA			1					2	2	5
49	Orange County Printing		1	1	1	1		1	1	1	7
50	Pepsi Bottling Group					1			1		2
51	PG&E	1	1		1	1	1		1	1	7
52	PlanMember Financial Corp				1				1	1	3
53	Pratt & Whitney Rocketdyne					1					1
54	Pricewaterhousecoopers	2									2
55	Progressive Insurance		1		1				1	1	4
56	Rantec Power Systems					1					1
57	Raytheon		1		1				1		3
58	RINA Accountancy Corporation	1									1
59	Salesforce.com						1		1	1	3
60	SanDisk Corporation	3			2						5
61	Sherwin-Williams		2	2	1			1	2	2	10
62	Siemens Energy & Automation					1					1
63	Smuckers								1		1
64	Southern Wine & Spirits								1	1	2
65	Sun Life Financial								1	1	2
66	Symantec	1	1		1						3
67	T. J. Cross Engineers					1					1
68	Triage Consulting Group	3	3	1	3	2	2	1	3	2	20
69	Westpak, Inc					1					1
70	Winzler & Kelly	1							1	1	3
	COB EMPLOYERS	52	19	16	32	26	28	9	41	30	253
		ACT	ECON	ENTR	FIM	IT	IS	IB	MGMT	MKT	Total