

2021-2022 SET Assessment Report

1 Program Mission and Educational Objectives

The mission of the Software Engineering Technology (SET) Bachelor's Degree Program within Computer Systems Engineering Technology (CSET) Department at Oregon Institute of Technology is to prepare our students for productive careers in industry and government by providing an excellent education incorporating industry-relevant, applied laboratory-based instruction in both the theory and application of software engineering. The program is to serve a constituency consisting of our graduates, our employers and our Industrial Advisory Board. Major components of the SET Program's mission in the CSET Department are:

1. To educate a new generation of Software Engineering Technology students to meet current and future industrial challenges and emerging software trends;
2. To promote a sense of scholarship, leadership and professional service among our graduates;
3. To enable our students to create, develop, apply and disseminate knowledge within the field of software engineering;
4. To expose our students to cross-disciplinary educational programs;
5. To provide employers with graduates in software engineering and related professions.

The Program Educational Objectives of Oregon Tech's Software Engineering Technology Program are to produce graduates that:

1. Use their knowledge of engineering to creatively and innovatively solve difficult computer systems problems;
2. Regularly engage in exploring, learning and applying state-of-the-art hardware and software technologies to the solution of computer systems problems;
3. Will be an effective team member that contributes to innovative software design solutions to the resolution of real world problems;
4. Will communicate effectively both as an individual and within multi-disciplinary teams.

2 Program Student Learning Outcomes

Our Program Student Learning Outcomes are taken from ABET ETAC. This is the second year we used these objectives.

Software Engineering Technology baccalaureate graduates will have demonstrated:

- 1) An ability to apply knowledge, techniques, skills and modern tools of mathematics, science, engineering, and technology to solve broadly-defined engineering problems appropriate to the discipline and an ability to select and apply a knowledge of mathematics, science, engineering, and technology to engineering technology problems that require the application of principles and applied procedures or methodologies;
- 2) An ability to design systems, components, or processes meeting specified needs for broadly-defined engineering problems appropriate to the discipline;
- 3) An ability to apply written, oral, and graphical communication in broadly-defined technical and non-technical environments; and an ability to identify and use appropriate technical literature
- 4) An ability to conduct standard tests, measurements, and experiments and to analyze and interpret the results to improve processes and an ability to identify, analyze, and solve broadly-defined engineering technology problems;
- 5) An ability to function effectively as a member as well as a leader on technical teams

3 Curriculum Map

The Bachelor of Science in Software Engineering Technology degree requires 187 credit hours as prescribed by the curriculum outline.

Curriculum

Required courses and recommended terms during which they should be taken:

**Freshman
Year Fall**

- CST 116 - C++ Programming I Credit Hours: 4
- CST 162 - Digital Logic I Credit Hours: 4
- MATH 111 - College Algebra Credit Hours: 4
- WRI 121 - English Composition Credit Hours: 3

Total: 15 Credit Hours

Winter

- CST 126 - C++ Programming II Credit Hours: 4
- CST 130 - Computer Organization Credit Hours: 3
- MATH 112 - Trigonometry Credit Hours: 4
- SPE 111 - Public Speaking Credit Hours: 3
- WRI 122 - Argumentative Writing Credit Hours: 3

Total: 17 Credit Hours

Spring

- CST 120 - Embedded C Credit Hours: 4
- CST 131 - Computer Architecture Credit Hours: 3
- CST 136 - Object-Oriented Programming with C++ Credit Hours: 4
- MATH 251 - Differential Calculus Credit Hours: 4

Total: 15 Credit Hours

**Sophomore
Year Fall**

- CST 250 - Computer Assembly Language Credit Hours: 4
- CST 276 - Software Design Patterns Credit Hours: 4
- MATH 252 - Integral Calculus Credit Hours: 4
- WRI 227 - Technical Report Writing Credit Hours: 3

Total: 15 Credit Hours

Winter

- CST 211 - Data Structures Credit Hours: 4
- CST 240 - Linux Programming Credit Hours: 4
- MATH 254 - Vector Calculus I Credit Hours: 4
- PSY 201 - Psychology Credit Hours: 3

Total: 15 Credit Hours

Spring

- CST 223 - Concepts of Programming Languages Credit Hours: 3
- CST 236 - Engineering for Quality Software Credit Hours: 4
- CST 238 - Graphical User Interface Programming Credit Hours: 4
- MATH 327 - Discrete Mathematics Credit Hours: 4

Total: 15 Credit Hours

**Junior Year
Fall**

- CST 229 - Introduction to Grammars Credit Hours: 3
- CST 316 - Junior Team-Based Project Development I Credit Hours: 4
- CST 324 - Database Systems and Design Credit Hours: 4
- PHY 221 - General Physics with Calculus Credit Hours: 4
- SPE 321 - Small Group and Team Communication Credit Hours: 3

Total: 18 Credit Hours

Winter

- CST 320 - Compiler Methods Credit Hours: 4
- CST 326 - Junior Team-Based Project Development II Credit Hours: 4
- PHY 222 - General Physics with Calculus Credit Hours: 4
- WRI 350 - Documentation Development Credit Hours: 3

Total: 15 Credit Hours

Spring

- CST 334 - Project Proposal Credit Hours: 1
- CST 336 - Junior Team-Based Project Development III Credit Hours: 4
- CST 352 - Operating Systems Credit Hours: 4
- PHY 223 - General Physics with Calculus Credit Hours: 4
- Social Science Elective Credit Hours: 3

Total: 16 Credit Hours

**Senior
Year Fall**

- BUS 304 - Engineering Management Credit Hours: 3
- CST 412 - Senior Development Project Credit Hours:
- CST 415 - Computer Networks Credit Hours: 4
- Humanities Elective Credit Hours: 3
- Technical Elective Credit Hours: 3^a

Total: 16 Credit Hours

Winter

- CST 422 - Senior Development Project Credit Hours: 3
- MATH 465 - Mathematical Statistics Credit Hours: 4
- Humanities Elective Credit Hours: 3
- Social Science Elective Credit Hours: 3
- Technical Elective Credit Hours: 3^a

Total: 16 Credit Hours

Spring

- ANTH 452 - Globalization Credit Hours: 3
- CST 432 - Senior Development Project Credit Hours: 2
- MGT 345 - Engineering Economy Credit Hours: 3
- Humanities Elective Credit Hours: 3
- Technical Elective Credit Hours: 3^a

Total: 14 Credit Hours

Total for a B.S. in Software Engineering Technology: 187 Credit Hours

^a Three additional CST upper division courses. One CST upper division elective course may be exchanged for an upper division MATH course

4 Assessment Cycle

PSLO

PSLO	2020-2021	2021-2022	2022-2023
1) An ability to apply knowledge, techniques, skills and modern tools of mathematics, science, engineering, and technology to solve broadly-defined engineering problems appropriate to the discipline		CST 412-432	
2) An ability to design systems, components, or processes meeting specified needs for broadly-defined engineering problems appropriate to the discipline			CST 412-432
3) An ability to apply written, oral, and graphical communication in broadly-defined technical and non-technical environments; and an ability to identify and use appropriate technical literature	CST 316-336 CST 412-432		
4) An ability to conduct standard tests, measurements, and experiments and to analyze and interpret the results to improve processes		CST 236 CST240	
5) An ability to function effectively as a member as well as a leader on technical teams.			CST 316-336

ESLO

ESLO	2020-2021	2021-2022	2022-2023
1) Communication		CST 316-336 CST 334	
2) Inquiry and Analysis	CST 407		
3) Ethical Reasoning		CST 352	
4) Teamwork		CST 316-336	
5) Quantitative Literacy	CST 407		
6) Diverse Perspectives			CST 238

5 Assessment Data Collection Process

- Performance Target: 80% of students scoring 3 or higher
- Activity: CST 412-432-an evaluation of work over the three term sequence, CST 236-an evaluation of lab work throughout the term, CST 240-an assignment designed to address the PSLO, CST 316-336-an evaluation of student work throughout the three term sequence, CST 352-an assignment designed to address the PSLO
- Sample: For each assessment activity all students in the class were assessed
- Reliability: All scoring was performed by the course instructor. The same rubric was used for multiple sections of a particular course.
- Rubric: PSLO rubrics are located in Section 9 (end of this document). ESLO rubrics are available on the OIT website.

6 Assessment Data

Performance Criteria	Assessment Methods	Performance Target	Results	Met?
PSLO 1	Assignments in classes assessed	80% of students performing 3 or higher	79%	Close enough
PSLO 4	Assignments in classes assessed	80% of students performing 3 or higher	82%	Yes
ESLO 1	Assignments in classes assessed	80% of students performing 3 or higher	80%	Yes
ESLO 3	Assignments in classes assessed	80% of students performing 3 or higher	28%	No
ESLO 4	Assignments in classes assessed	80% of students performing 3 or higher	83%	Yes
Graduation Rate	University Dashboard	6 Year rate: * See comment below table	44.6	TBD
Retention	University Dashboard	4 years rate: * See comment below table	64.2%	TBD
DFWI	University Dashboard	All Programs < 15%	13.5%	Yes
Equity Gap	University Dashboard	** See comment below		

*After some discussion of graduation and retention target rates—these topics were tabled. As a department we need further discussion to identify reasonable target rates.

** The African American DFWI was 36.7%. This needs to be addressed at future assessment meetings. All of the other categories were similar to the department average.

History of Results: Trends and Indirect Data

Retention-three year trend: 2018-2019--69.7% 2019-2020--73.9% 2020-2021--64.2%

Graduation Rate-three year trend: 2018-2019--44.3% 2019-2020--44.9% 2020-2021--44.6%

Indirect Data Extracted from Student Exit Survey:

Note: The SESurveys have four criteria—High Proficiency, Proficiency, Some Proficiency and Limited Proficiency.

PSLO 1: 42.86 High Proficiency and 51.14% Proficiency. Total 100%

PSLO 4: 50% High Proficiency and 50% Proficiency. Total 100%

ESLO 1: 64.29 High Proficiency and 35.71% Proficiency. Total 100%

ESLO 3: 64.29% High Proficiency and 35.71% Proficiency. Total 100%

ESLO 4: 71.43% High Proficiency and 28.57% Proficiency. Total 100%

Summary: As I mentioned above the graduation and retention rates are currently an on-going discussion in the department. The intent is, throughout the year, we can solidify target rates and then identify valid assessment and action plans. The Indirect data is fairly surprising--in all 5 assessments all students rated themselves as being either highly proficient or proficient.

Evidence of Student Learning:

Performance Criteria	Previous Action Plan	Previous Data	Current Data	Interpretation
PSLO 1		77%	79%	Success
PSLO 4		77%	82%	Success
ESLO 1		75%	80%	Success
ESLO 3		66%	28%	Needs Attention

ESLO 4		75%	83%	Success
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7 Data Driven Action Plans

2019-2020--Act

The assessment activities in 2019-2020 showed weaknesses in ESLO 2 (Inquiry and Analysis) and ESLO 5 (Quantitative Literacy). We believe that this was reflective of the fact that our program is focused on the software development process and not so much on the research or analysis processes. To address these weaknesses, the department felt that we needed to find more opportunities within our courses to have students do open-ended data-driven projects. Following are the exercises (actions) we added to our classes this year:

1. Bug tracking in junior or senior project to determine when software is ready to be released
2. Performance studies of databases based on database layout or key assignments
3. Throughput studies in the networking class
4. Load handling studies in junior project
5. Algorithm performance studies in data structures

2020-2021--Actions

This year's assessment identified a weakness in ESLO 3 (Ethical Reasoning). The assessment numbers were well below expected. The department will meet this term to identify actions to improve this ESLO.

Also, the DWFI equity gap for African Americans needs to be addressed. The department will meet this term to identify actions to improve this issue.

2021-2022—Assess

ESLO 6 will be assessed in the CST 238 GUI course

PSLO2 will be assessed in the CST 412-432 Senior Project Course Sequence

PSLO 5 will be assessed in the CST 316-336 Junior Project Course Sequence

Note: The department did not make any changes to curriculum or request any change in budget. The department meets 2-3 times every year with the Industrial Advisory Board to review curriculum, industry alignment and resource allocation.

8 Closing the Loop

What makes some of the assessment difficult, especially the trend data, is our earlier assessment is based on ABET's A-K objectives instead of the current ESLO and PSLO formatting. This makes it hard to reconcile earlier assessment data with current data. This problem will solve itself moving forward.

All assessment activities (Act, Actions, and Assessment) are discussed with the SET program faculty. I (Cal Caldwell) can help the assessment process by being more proactive instead of reactive. Having recently being assigned "assessment", it took a bit for me to get my bearings. I am now much more comfortable with the assessment process and the assessment process details, timelines and subsequent report. I plan on doing a much better job this year leading the SET program in the assessment process.

Lastly, I plan on recording the assessment meetings for further documentation of the assessment process.

9 PSLO Rubrics

PSLO 1 Rubric

ABET 1: An ability to apply knowledge, techniques, skills and modern tools of mathematics, science, engineering, and technology to solve broadly-defined engineering problems appropriate to the discipline

Category: A	4 Highly Proficient	3 Proficient	2 Some Proficiency	1 Limited or no Proficiency	Score
Applies the knowledge, techniques, skills of Software Engineering Technology to solve broadly-defined engineering technology problems	Works independently to find and implement good solutions to technical problems	Can solve many technical problems, but their solutions are not always of highest quality	Has difficulty finding solutions to technical problems	Unable to solve many technical problems	
Selects appropriate modern tools of Software Engineering Technology	Is able to identify and use appropriate tools on their own	Requires assistance in choosing tools but is able to learn and use them on their own	Requires some assistance in both choosing and learning tools.	Highly dependent on others for tool choice and use	
Selects correct principles and applied procedures or methodologies to solve engineering problems	Selects correct principles, procedures, and methodologies and is able to explain why those choices are correct	Selects correct principles, procedures, and methodologies but is unclear as to why those choices are correct	Selects some of the correct principles, procedures, and methodologies	Shows little understanding of the principles necessary to solve engineering problems.	
Applies principles and applied procedures or methodologies to solve engineering problems	Can consistently apply procedures or methodologies and explain why each step is necessary and what each step accomplishes	Can consistently apply procedures or methodologies but isn't always sure why each step is necessary or what each step accomplishes	Inconsistently applies procedures or methodologies because they sometimes skip steps.	Unable to follow procedures or methodologies	

PSLO 2 Rubric

CSET Designing a System, Component or Process Rubric

PSLO 2: An ability to design systems, components, or processes meeting specified needs for broadly-defined engineering problems appropriate to the discipline.

Performance Criteria	High Proficiency (4)	Proficiency (3)	Developing Proficiency (2)	Limited/No Proficiency (1)
Identify critical elements of the design	Identified at least 85% of the critical design elements.	Identified at least 75% of the critical design elements.	Identified at least 60% of the critical design elements.	Identified less than 60% of the critical design elements.
Create a detailed design specification addressing each of the identified critical design elements	The document is sufficiently complete and clear so that another developer could pick it up and complete the project.	Some aspects of the document need additional clarification.	Major portions of the design are not sufficiently documented.	The design is poorly documented.
Generate an implementable solution for each of the identified critical design elements	Student has a reasonable chance of implementing the entire design within the project timeline with minimal changes to the design.	There are some aspects of the design that may need to be reworked or re-scoped for the project to be completed.	Project design requires significant rework in order to be implementable.	Project can't be implemented as designed.

PSLO 3 Rubric

PSLO 3: An ability to apply written, oral, and graphical communication in broadly-defined technical and non-technical environments; and an ability to identify and use appropriate technical literature.

For this rubric we have adopted Oregon Tech’s communication ESLO rubric.



Essential Student Learning Outcome – Communication Rubric

Definition

Communication is the creation, development, and expression of ideas. The Communication ESLO differentiates between oral and written communication. The two forms of communication operate much the same but differ in the criterion Style and Delivery because of their differing forms of expression. Both forms of communication involve purposeful presentation designed to increase knowledge, to foster understanding, or to promote change in attitudes, values, beliefs, or behaviors.

Performance Criteria	High Proficiency (4)	Proficiency (3)	Some Proficiency (2)	Limited Proficiency (1)
Purpose and Audience	<ul style="list-style-type: none"> Content serves a specific, identifiable purpose (e.g., inform, persuade, analyze). Purpose and content are appropriate to the needs of a specific, identifiable, and appropriate audience. Content is tailored to the level of expertise, authority, and values of the audience. 	Examples: <ul style="list-style-type: none"> Purpose may be inferred, but is not clearly stated Minor changes in approach or medium would make the work more meaningful or useful to the intended audience. Some content is too advanced/basic for the intended audience. 		Examples: <ul style="list-style-type: none"> Purpose is unclear, or requires substantial inference from the audience. Intended audience is unclear or overly broad. The work would not be meaningful or useful to the intended audience. The work omits or dismisses key audience concerns.

	<ul style="list-style-type: none"> Communication medium (essay, memo, report, speech, etc.) matches purpose and audience. 			
Focus and Organization	<ul style="list-style-type: none"> Content is focused on a specific and appropriate organizing element: a thesis statement, purpose statement, or theme. Content is organized so that ideas relate clearly to each other and to the organizing element. Distinctions between major and minor claims are clear, providing consistent focus in content. Transition language (and other organizing elements, such as headings or lists) throughout organizes ideas and guides audience understanding. 	<p>Examples:</p> <ul style="list-style-type: none"> Organizing element is present, but needs development (it is too broad, narrow, or trivial). Minor gaps in organization detract from the effectiveness of the work. Minor changes in organization would clarify the hierarchy of claims and information. Minor changes in transition language would improve the work (transitions between key ideas are choppy or abrupt). 		<p>Examples:</p> <ul style="list-style-type: none"> Organizing element is underdeveloped, inconsistent, or missing. Order and structure are unclear. Digressions compromise or obscure the work's purpose. Transitional elements are underdeveloped, inconsistent, or missing.
Performance Criteria	High Proficiency (4)	Proficiency (3)	Some Proficiency (2)	Limited Proficiency (1)
	The work <i>meets listed requirements</i> for this criterion; little to no development needed.	The work <i>meets most requirements</i> ; minor development would improve the work.	The work needs moderate development in <i>multiple requirements</i> .	The work does not meet this criterion: it needs <i>substantial development</i> in <i>most requirements</i> .
Support and Documentation	<ul style="list-style-type: none"> Claims are consistently supported with appropriate, relevant, and specific evidence, whether drawn from disciplinary knowledge, careful reasoning, or credible research. Evidence derived from sources supports and develops original content. Source material is credible; it is introduced and interpreted to provide context. Source material is documented accurately according to the appropriate conventions 	<p>Examples:</p> <ul style="list-style-type: none"> The work includes few instances of claims unsupported by appropriate evidence. Additional or more carefully chosen details would improve the work. The work includes (but does not rely on) evidence that lacks rigor, based on the audience's or discipline's standards. Additional context or discussion of credentials for sources of evidence would add value to the work. The work contains few, minor documentation errors (according to academic citation style or disciplinary approach). 		<p>Examples:</p> <ul style="list-style-type: none"> The work includes frequent instances of unsupported claims or key missing details. The work relies on evidence that lacks rigor, based on the audience's or discipline's standards. The work relies on demonstrably biased evidence (without providing appropriate context or qualification of that evidence). The work treats sources with bias, or demonstrates incomplete understanding of source material.

	(academic citation style or disciplinary approach).		<ul style="list-style-type: none"> The work does not meet academic citation or disciplinary standards.
Style and Conventions	<ul style="list-style-type: none"> Students deliver content in spoken, written, or visual forms and media, as appropriate to context. Use of language (terminology and word choice, sentence structure, etc.) is clear and professional, demonstrating mastery of content and form. In written form, students demonstrate correct grammar, spelling, syntax, usage, and mechanics. In oral form, both verbal and nonverbal delivery demonstrate poise, preparation, mastery of material and audience awareness/ engagement. 	<p>Examples:</p> <ul style="list-style-type: none"> (Where students have a choice in form or medium) a minor change in form or medium would make the work more accessible or engaging to the audience. Minor changes in terminology, word choice, sentence structure, or tone would improve the work. Written: the work contains minor, isolated errors in spelling, grammar, syntax, usage, and/or mechanics; an editing pass would improve the work. Oral: the work contains minor, isolated issues in verbal and/or non-verbal delivery; additional preparation or practice would improve the work. 	<p>Examples:</p> <ul style="list-style-type: none"> (Where students have a choice in form or medium) the choice or form or medium is inappropriate to audience, purpose, or context. Terminology, word choice, sentence structure, or tone are not in keeping with professional or academic expectations for the work. Written: prevalent or distracting spelling, grammar, syntax, usage, and/or mechanics errors compromise the work's impact, credibility, or coherence. Oral: prevalent or distracting verbal and/or non-verbal delivery issues compromise the work's impact, credibility, or coherence.

Performance Criteria	High Proficiency (4)	Proficiency (3)	Some Proficiency (2)	Limited Proficiency (1)
		The work <i>meets listed requirements</i> for this criterion; little to no development needed.	The work <i>meets most requirements</i> ; minor development would improve the work.	The work needs moderate development in <i>multiple requirements</i> .
Visual Communication (where appropriate)	<p>As appropriate to purpose and audience:</p> <ul style="list-style-type: none"> High quality visuals are employed to illustrate, contribute to, or develop content, and not for purely aesthetic appeal. All visuals are appropriately introduced and interpreted. All visuals are documented according to the appropriate conventions (academic citation style or disciplinary approach). 	<p>Examples:</p> <ul style="list-style-type: none"> Minor changes in content, organization, or appearance would enhance the visuals in the work. Additional or more carefully-chosen visuals would improve the work. Some (but a minority of) visuals in the work serve a purely aesthetic purpose, and relate only tangentially to the work's purpose and content. Additional context and interpretation of visuals would improve the work. The work contains few, minor documentation errors of visuals, or the information presented in visual format (according to academic citation style or disciplinary approach). 	<p>Examples:</p> <ul style="list-style-type: none"> The work includes any visuals that are inappropriate to audience or context. Necessary visuals are missing from the work. Most (or all) visuals in the work serve a purely aesthetic purpose, and relate only tangentially to the work's purpose and content. The work presents most (or all) visuals without context or interpretation. The work presents most (or all) visuals without documentation (according to academic citation style or disciplinary approach). 	
Justification (Self-Assessment)	<p>Students:</p> <ul style="list-style-type: none"> Articulate a clear rationale for communication choices (purpose and audience, focus and organization, support and documentation, style and conventions, and visual communication). Self-assess the quality of their work (including process and product). Elicit and effectively use feedback to improve their work. 	<p>Examples:</p> <ul style="list-style-type: none"> Student omits evaluation of one ESLO criterion. Student's self-evaluation would be improved by a more rigorous analysis. Student's self-evaluation addresses only process, or only product, but does not address both. A more rigorous approach to eliciting and using feedback would improve the work. 	<p>Examples:</p> <ul style="list-style-type: none"> Student omits discussion of multiple ESLO criteria. Student's self-evaluation is cursory, facile, or is compromised by lack of insight (student overlooks obvious deficiencies in the work). Student demonstrates an inability or unwillingness to elicit or use feedback to improve the work. 	

PSLO 4 Rubric

CSET Conducting Standardized Tests Rubric

ABET 4: An ability to conduct standard tests, measurements, and experiments and to analyze and interpret the results to improve processes

Performance Criteria	High Proficiency (4)	Proficiency (3)	Developing Proficiency (2)	Limited/No Proficiency (1)
Analysis	Organizes and synthesizes evidence to reveal insightful patterns, differences, or similarities related to focus.	Organizes evidence to reveal important patterns, differences, or similarities related to focus.	Organizes evidence, but the organization is not effective in revealing important patterns, differences, or similarities.	Lists evidence, but it is not organized and/ or is unrelated to focus.
Interpretation	States a conclusion that is a logical extrapolation from the inquiry findings.	States a conclusion focused solely on the inquiry findings. The conclusion arises specifically from and responds specifically to the inquiry findings.	States a general conclusion that, because it is so general, also applies beyond the scope of the inquiry findings.	States an ambiguous, illogical, or unsupportable conclusion from inquiry findings.
Application	Student is able to easily go from the data to a solution to improve the system.	Student was able to go from the data to a solution, but their solution did not maximize positive impact on the system	The student made changes to the system based on the data, but the changes did not improve the system in significant ways.	Student was unable to correlate the data to changes that should improve the system

PSLO 5 Rubric

PSLO 5: An ability to function effectively as a member as well as a leader on technical teams.

For this criterion we have adopted Oregon Tech’s Teamwork ESLO rubric.

OIT Team and Group Work Rubric				
Performance Criteria	No/Limited Proficiency (1)	Some Proficiency (2)	Proficiency (3)	High Proficiency (4)
1. Identify and achieve goal/purpose	Clear goals are not formulated or documented; thus all members don't accept or understand the purpose/task of the group. Group does not achieve goal.	Individuals share some goals but a common purpose may be lacking. Priorities may be unrealistic and documentation may be incomplete. Group may not achieve goal.	Group shares common goals and purpose. Some priorities may be unrealistic or undocumented. Group achieves goal.	When appropriate, realistic, prioritized and measurable goals are agreed upon and documented and all team members share the common objectives/purpose. Team achieves goal.
2. Assume Roles and Responsibilities	Members do not fulfill roles and responsibilities. Leadership roles are not defined and/or shared. Members are not self-motivated and assignments are not completed on time. Many members miss meetings.	Some members may not fulfill roles and responsibilities. Leadership roles are not clearly defined and/or effectively shared. Some members are not motivated and some assignments are not completed in a timely manner. Meetings rarely include most members.	Members often fulfill roles and responsibilities. Leadership roles are generally defined and/or shared. Generally, members are motivated and complete assignments in a timely manner. Many members attend most meetings.	Members consistently and effectively fulfill roles and responsibilities. Leadership roles are clearly defined and/or shared. Members move team toward the goal by giving and seeking information or opinions, and assessing ideas and arguments critically. Members are all self-motivated and complete assignments on time. Most members attend all meetings.
3. Communicate Effectively	Members do not communicate openly and respectfully. Members do not listen to each other. Communication patterns undermine teamwork	Members may not consistently communicate openly and respectfully. Members may not listen to each other.	Members usually communicate openly and respectfully. Members often listen to most ideas. Members usually support	Members always communicate openly and respectfully. Members listen to each other's ideas. Members support and encourage each

			and encourage each other.	other. Communication patterns foster a positive climate that motivates the team and builds cohesion and trust.
	Limited Proficiency (1)	Some Proficiency (2)	Proficiency (3)	High Proficiency (4)
4. Reconcile Disagreement	Members do not welcome disagreement. Difference often results in voting. Subgroups are present.	Few members welcome disagreement. Difference often results in voting. Some members respect and accept disagreement and work to account for differences. Subgroups may be present.	Many members welcome disagreement and use difference to improve decisions. Most members respect and accept disagreement and work to account for differences. Subgroups rarely present.	All members welcome disagreement and use difference to improve decisions. All members respect and accept disagreement and employ effective conflict resolution skills. Subgroups absent.
5. Share Appropriately	Contributions are unequal. Certain members dominate discussions, decision making, and work. Some members may not contribute at all. Individuals work on separate sections of the work product, but have no coordinating effort to tie parts together.	Contributions are unequal although all members contribute something to discussions, decision making and work. Coordination is sporadic so that the final work product is of uneven quality.	Many members contribute to discussions, decision-making and work. Individuals focus on separate sections of the work product, but have a coordinator who ties the disparate parts together (they rely on the sum of each individual's work)	All members contribute significantly to discussions, decision making and work. The work product is a collective effort; team members have both individual and mutual accountability for the successful completion of the work product.
6. Develop Strategies for Effective Action	Members seldom use decision making processes to decide on action. Individuals often make decisions for the group. The group does not share common norms and expectations for outcomes. Group fails to reach consensus on most decisions. Group does not produce plans for action.	Members sometimes use decision making processes to decide on action. Some of the members of the group do not share norms and expectations for outcomes. Group sometimes fails to reach consensus. Plans for action are informal and often arbitrarily assigned.	Members usually use effective decision making processes to decide on action. Most of the group shares norms and expectations for outcomes. Group reaches consensus on most decisions and produces plans for action.	Members use effective decision making processes to decide on action. Group shares a clear set of norms and expectations for outcomes. Group reaches consensus on decisions and produces detailed plans for action.

7. Cultural Adaptation	Members do not recognize differences in background or communication style.	Members may recognize, but do not adapt to differences in background and communication style	Members usually recognize and adapt to differences in background and communication style.	Members always recognize and adapt to differences in background and communication style.
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