

## 2019 AOL Report

# Graduate School of Innovation and Technology Management Assessment

KAIST graduate school of Innovation and Technology Management (I&TM) provides a global learning environment for students to grow and lead in innovation and technology management through collaboration with distinguished faculty and internationally recognized institutions. The program's curriculum focuses on developing skills for entrepreneurship, commercialization, and problem-solving that serves as a key foundation for creating innovative values for many diverse technology-based companies.

## Overall Review

In general, most students achieved more than the expected level. Students' abilities to identify business strategies, formulate a problem statement, and be effective leaders were distinctive. However, some aspects need to be improved; such as developing business strategy, recommending and implementing ideas to tackle organizational problems, and communicating their solution proposals for management problems. In this regard, more effort is required to improve students' abilities, by creating additional course-embedded chances to practice business strategy presentations and teamwork.

- Total number of courses: 26 (Spring: 11, Fall: 9, Spring-Fall: 6)
- Total number of graduates: 42
- Total number of enrollment:
  - Spring - 91 (Master: 65 & Ph.D: 26)
  - Fall - 100 (Master: 66 & Ph.D: 34)
- Sample: more than 7 (Necessary sample: 15% of graduates = 6.3)
- Assessment courses

Learning Goal 1	L11	Case Study
	L12	Case Study
Learning Goal 2	L21	ITM540. Strategy for Innovative Business
	L22	ITM540. Strategy for Innovative Business
Learning Goal 3	L31	ITM610. Formation and Implementation of Entrepreneurial Ventures
	L32	ITM633. The Knowledge Industry
Learning Goal 4	L41	ITM501. Introduction to Innovation Management: Theory & Practice
	L42	ITM501. Introduction to Innovation Management: Theory & Practice

## Overview of Assessment

<b>Graduate School of Innovation and Technology Management: Assessment Learning Goal 1</b>		
Learning Goal 1 Critical, Innovative and Strategic Thinking - Our graduates will be able to apply critical, innovative, and strategic thinking in a dynamic business environment.		
<b>Learning Objective</b>	<b>Sample</b>	<b>Methods</b>
L11) Our students will have the ability to identify and analyze complex problems from multiple perspectives	Students completed Case Study (N = 33)	Case study evaluation
L12) Our students will be able to apply innovative and strategic solutions to organizational problems.		
<b>Findings</b>		
<ul style="list-style-type: none"> <li>✓ The mean scores of the instructor's case study evaluation for both L11 and L12 exceeded 2 (meets expectations); the scores for L11 and L12 were 2.35 and 2.12 respectively.</li> <li>✓ The overall score implies that most students were able to apply critical, innovative, and strategic thinking in a dynamic business environment through I&amp;TM courses.</li> </ul> <p style="margin-left: 40px;">*1 = Fails to Meet Expectations, 2 = Meets Expectations, 3 = Exceeds Expectations</p> <p>Evaluation of L11 was based on a case study evaluations. An overall mean score for L11 was 2.35. The highest average score was 2.42 for 'Identification of current business strategy (Trait 1)', while the lowest one was 2.27 for 'Development of a business strategy (Trait 3).' The results show that the course is recommended to improve the students' abilities to identify and analyze complex business problems.</p> <p>L12 was also evaluated using case study evaluations. The overall mean score for L12 was 2.12, which was relatively lower than the scores of other Learning Goals. The highest average score was 2.36 for 'Formulation of the problem statement (Trait 1)', while the lowest one was 1.85 for 'Recommendation and implementation (Trait 5).' Notably, Trait 5 was the only trait that fell short of meeting the expectations. The results suggest that more training on recommendation and implementation of innovative and strategic solutions to organizational problems is needed.</p>		

<b>Graduate School of Innovation and Technology Management: Assessment Learning Goal 2</b>		
Learning Goal 2 Communication Skills - Our graduates will acquire the communication skills needed to function effectively		
Learning Objective	Sample	Methods
L21) Our students will communicate effectively in written document and/or oral presentations.	Students enrolled in ITM540 (N = 11)	Course-embedded assignment evaluation
L22) Our students will diagnose and communicate management problems.		Project report evaluation
<b>Findings</b>		
<p>✓ The mean scores of instructor’s assessment of students’ project reports and case study for L21 and L22 respectively, exceeded 2 (meet the expectation); the scores for L21 and L22 were 2.79 and 2.46 respectively.</p> <p>✓ The overall score implies that most students were able to communicate management problems effectively both orally and through written medium through I&amp;TM courses.</p> <p>*1 = Fails to Meet Expectations, 2 = Meets Expectations, 3 = Exceeds Expectations</p> <p>The overall average score for L21 was 2.79. The results imply that students were able to communicate effectively in written documents and oral presentations. In general, the average score for each trait was closely distributed around the mean, ranging from 2.45 at the low end (Trait 1: Logic &amp; Organization) to 3.00 at its highest. The results show that there is room to improve the logic and organization of the ideas.</p> <p>With the overall average score of 2.45, the results for L22 imply that students can diagnose and communicate management problems. In general, the average score for each trait was evenly distributed around the mean, ranging from 2.00 at the low end (Trait 3: Solution proposal and evaluation) to 2.73 at its highest. However, the average score for ‘Solution proposal and evaluation (Trait 3)’ was 2.00, which the lowest among other Traits. These results show that students not only need to practice developing multiple solutions that are creative and feasible but also need to evaluate the solutions based on logical evidence.</p>		

<b>Graduate School of Innovation and Technology Management: Assessment Learning Goal 3</b>		
Learning Goal 3 Organizational Leadership- Our graduates will be competent and effective leaders		
<b>Learning Objective</b>	<b>Sample</b>	<b>Methods</b>
L31) Our students will be able to work effectively in a team environment.	Students enrolled in ITM610 (N = 12)	Course-embedded survey
L32) Our students will understand ethical and social issues in organizations.	Students enrolled in ITM633 (N = 14)	Course-embedded assignment evaluation
<b>Findings</b>		
<ul style="list-style-type: none"> <li>✓ The mean scores of the team project reports and course-embedded assignment evaluation for L31 and L32 respectively, exceeded 2 (meet the expectation); the scores for L31 and L32 were 2.96 and 2.76 respectively.</li> <li>✓ The overall score implies that most students will develop into competent and effective leaders through I&amp;TM courses.</li> </ul> <p>*1 = Fails to Meet Expectations, 2 = Meets Expectations, 3 = Exceeds Expectations</p> <p>The overall score for L31 was almost a perfect score with the average reaching 2.96. The results suggest that the students were able to work effectively in a team environment. All scores for the Traits except for 'Feedback seeking and self-development (Trait 2)' were higher than the overall mean score. The average score for 'Feedback seeking and self-development (Trait 2)' was 2.83, which was the lowest among other Traits in L31. Nonetheless, even the Trait 2 score was sufficiently high, suggesting that students exceeded expectations in all aspects regarding teamwork.</p> <p>Average score for L32 was 2.76. Likewise, the high average score for the trait imply that the students were able to understand the ethical and social issues in organizations. In general, the average score for each trait was very closely distributed around the mean, ranging from 2.71 at the low end (Trait 2: Understanding of relevant social and ethical considerations) to 2.73 at its highest.</p>		

<b>Graduate School of Innovation and Technology Management: Assessment Learning Goal 4</b>		
Learning Goal 4 Comprehensive Knowledge in Business and Technology - Our graduates will acquire knowledge related to business innovation and technology management		
Learning Objective	Sample	Methods
L41) Our students will be able to develop technology strategy to aid a wide range of corporate management decisions.	Students enrolled in  ITM501 (N = 16)	Project report evaluation
L42) Our students recognize the importance of technology in business innovation.		Course-embedded assignment evaluation
<b>Findings</b>		
<ul style="list-style-type: none"> <li>✓ The mean scores of the course-embedded survey for L41 and L42 exceeded 2 (meet the expectation); the scores for L31 and L32 were 2.54 and 2.47 respectively.</li> <li>✓ The overall score implies that most students will acquire knowledge related to business innovation and technology management through I&amp;TM courses.</li> </ul> <p style="margin-left: 40px;">*1 = Fails to Meet Expectations, 2 = Meets Expectations, 3 = Exceeds Expectations</p> <p>The results for L41 imply that the students were able to develop a technology strategy to aid a wide range of corporate management decisions. There is no significant outlier for each Trait; scores for each trait is evenly distributed around the mean. Nonetheless, the scores suggest that the students have a room for improvement in developing and presenting comprehensive technology strategies.</p> <p>The overall average score for L42 was 2.47. The results imply that the students were able to recognize the importance of technology in business innovation. The students excelled especially in strategic and integrative thinking, while they needed some improvements in creativity and innovation. Nonetheless, all students have shown sufficient competence in L42, with no one scoring below 2.</p>		

### Data Analysis and Results

<b>Assessment Learning Goal 1 (L1): Case Study</b>			
<b>Learning Goal</b>	<b>L1: Critical, Innovative and Strategic Thinking - Our graduates will be able to apply critical, innovative, and strategic thinking in a dynamic business environment.</b>		
	<b>L11: Our students will have the ability to identify and analyze complex problems from multiple perspectives</b>		
<b>Traits</b>	<b>T1. Identification of current business strategy</b>	<b>T2. Identification of alternatives</b>	<b>T3. Development of a business strategy</b>
<b>Students</b>	<b>33</b>	<b>33</b>	<b>33</b>
<b>1</b>	3	3	2
<b>2</b>	2	2	2
<b>3</b>	1	1	1
<b>4</b>	3	3	2
<b>5</b>	2	1	1
<b>6</b>	3	3	3
<b>7</b>	3	3	2
<b>8</b>	1	1	1
<b>9</b>	3	3	3
<b>10</b>	2	2	3
<b>11</b>	3	3	3
<b>12</b>	3	3	3
<b>13</b>	2	1	1
<b>14</b>	3	3	3
<b>15</b>	2	2	1
<b>16</b>	3	3	3
<b>17</b>	2	2	1

<b>18</b>	3	3	3
<b>19</b>	2	2	2
<b>20</b>	2	3	3
<b>21</b>	3	3	3
<b>22</b>	3	3	3
<b>23</b>	3	3	3
<b>24</b>	3	2	2
<b>25</b>	2	2	2
<b>26</b>	3	3	3
<b>27</b>	2	2	1
<b>28</b>	1	2	2
<b>29</b>	1	2	2
<b>30</b>	3	3	3
<b>31</b>	3	2	3
<b>32</b>	2	1	2
<b>33</b>	3	3	3
<b># of 3 point</b>	<b>18</b>	<b>17</b>	<b>16</b>
<b># of 2 point</b>	<b>11</b>	<b>11</b>	<b>10</b>
<b># of 1 point</b>	<b>4</b>	<b>5</b>	<b>7</b>
<b>Total Score</b>	<b>80</b>	<b>78</b>	<b>75</b>
<b>Average</b>	<b>2.424</b>	<b>2.364</b>	<b>2.273</b>
<b>Total Average</b>	<b>2.354</b>		

\*Criteria: 1 = Fails to Meet Expectations, 2 = Meets Expectations, 3 = Exceeds Expectations

<b>Assessment Learning Goal 1 (L1): Case Study</b>					
<b>Learnin g Goal</b>	<b>L1: Critical, Innovative and Strategic Thinking - Our graduates will be able to apply critical, innovative, and strategic thinking in a dynamic business environment.</b>				
	<b>L12: Our students will be able to apply innovative and strategic solutions to organizational problems</b>				
<b>Traits</b>	<b>T1. Formulation of the problem statement</b>	<b>T2. Problem analysis</b>	<b>T3. Generation of alternatives</b>	<b>T4. Evaluation of alternatives</b>	<b>T5. Recommendation and implementation</b>
<b>Students</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>
<b>1</b>	2	2	2	2	2
<b>2</b>	3	3	2	2	2
<b>3</b>	1	1	1	1	1
<b>4</b>	3	3	2	2	1
<b>5</b>	1	1	1	1	1
<b>6</b>	3	3	3	2	2
<b>7</b>	3	2	1	2	1
<b>8</b>	1	1	1	1	1
<b>9</b>	3	3	3	3	3
<b>10</b>	3	2	2	2	3
<b>11</b>	3	3	3	3	3
<b>12</b>	3	3	3	3	3
<b>13</b>	1	1	1	1	1
<b>14</b>	3	3	3	2	2
<b>15</b>	2	1	1	1	1
<b>16</b>	3	1	2	1	1
<b>17</b>	2	1	1	1	1
<b>18</b>	3	3	2	1	1



<b>19</b>	2	2	2	2	2
<b>20</b>	3	3	3	2	2
<b>21</b>	3	3	3	3	2
<b>22</b>	2	3	3	3	2
<b>23</b>	3	3	3	3	2
<b>24</b>	2	3	2	2	2
<b>25</b>	2	2	2	2	2
<b>26</b>	3	3	3	3	3
<b>27</b>	1	2	2	2	2
<b>28</b>	2	1	2	2	2
<b>29</b>	1	2	1	2	2
<b>30</b>	3	3	3	3	2
<b>31</b>	3	2	2	3	3
<b>32</b>	2	1	2	2	1
<b>33</b>	3	3	2	3	2
<b># of 3 point</b>	<b>18</b>	<b>16</b>	<b>11</b>	<b>10</b>	<b>6</b>
<b># of 2 point</b>	<b>9</b>	<b>8</b>	<b>14</b>	<b>15</b>	<b>16</b>
<b># of 1 point</b>	<b>6</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>11</b>
<b>Total Score</b>	<b>78</b>	<b>73</b>	<b>69</b>	<b>68</b>	<b>61</b>
<b>Average</b>	<b>2.364</b>	<b>2.212</b>	<b>2.091</b>	<b>2.061</b>	<b>1.848</b>
<b>Total Average</b>	<b>2.115</b>				

\*Criteria: 1 = Fails to Meet Expectations, 2 = Meets Expectations, 3 = Exceeds Expectations

<b>Assessment Learning Goal 2 (L2): ITM540_Strategy for Innovative Business</b>						
<b>Learning Goal</b>	<b>L2: Communication Skills - Our graduates will acquire the communication skills needed to function effectively</b>					
	<b>L21: Our students will communicate effectively in written document and/or oral presentations</b>					
<b>Traits</b>	<b>T1. Logic &amp; Organization</b>	<b>T2. Grammar and sentence structure</b>	<b>T3. Spelling and word choice</b>	<b>T4. Voice and body language</b>	<b>T5. Use of slides to enhance communications</b>	<b>T6. Contents</b>
<b>Students</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>1</b>	2	2	3	3	3	3
<b>2</b>	3	3	3	2	3	3
<b>3</b>	3	3	3	3	3	3
<b>4</b>	2	3	2	2	3	3
<b>5</b>	3	3	3	3	3	3
<b>6</b>	2	3	3	3	3	3
<b>7</b>	2	3	3	3	3	3
<b>8</b>	2	3	3	3	3	3
<b>9</b>	3	3	3	3	3	3
<b>10</b>	3	3	3	2	3	3
<b>11</b>	2	2	2	2	3	3
<b># of 3 point</b>	<b>5</b>	<b>9</b>	<b>9</b>	<b>7</b>	<b>11</b>	<b>11</b>
<b># of 2 point</b>	<b>6</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>0</b>
<b># of 1 point</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Score</b>	<b>27</b>	<b>31</b>	<b>31</b>	<b>29</b>	<b>33</b>	<b>33</b>
<b>Average</b>	<b>2.455</b>	<b>2.818</b>	<b>2.818</b>	<b>2.636</b>	<b>3.000</b>	<b>3.000</b>

<b>Total Average</b>	<b>2.788</b>
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*\*Criteria: 1 = Fails to Meet Expectations, 2 = Meets Expectations, 3 = Exceeds Expectations*

<b>Assessment Learning Goal 2 (L2): ITM540_Strategy for Innovative Business</b>			
<b>Learning Goal</b>	<b>L2: Communication Skills - Our graduates will acquire the communication skills needed to function effectively</b>		
	<b>L22: Our students will diagnose and communicate management problems</b>		
<b>Traits</b>	<b>T1. Problem identification</b>	<b>T2. Problem analysis</b>	<b>T3. Solution proposal and evaluation</b>
<b>Students</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>1</b>	3	3	2
<b>2</b>	3	3	2
<b>3</b>	3	3	2
<b>4</b>	3	2	2
<b>5</b>	3	3	2
<b>6</b>	2	2	2
<b>7</b>	2	2	2
<b>8</b>	2	2	2
<b>9</b>	3	3	2
<b>10</b>	3	3	2
<b>11</b>	3	3	2
<b># of 3 point</b>	<b>8</b>	<b>7</b>	<b>0</b>
<b># of 2 point</b>	<b>3</b>	<b>4</b>	<b>11</b>
<b># of 1 point</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Score</b>	<b>30</b>	<b>29</b>	<b>22</b>
<b>Average</b>	<b>2.727</b>	<b>2.636</b>	<b>2.000</b>
<b>Total Average</b>	<b>2.455</b>		

\*Criteria: 1 (Fails to Meet Expectations), 2 (Meet Expectations), 3 (Exceeds Expectations)

<b>Assessment Learning Goal 3 (L3): ITM502_Entrepreneurship &amp; ITM633_The Knowledge Industry</b>				
<b>Learning Goal</b>	<b>L3: Organizational Leadership - Our graduates will be competent and effective leaders</b>			
	<b>L31: Our students will be able to work effectively in a team environment</b>			
<b>Traits</b>	<b>T1. Committed and Collaborative problem solving</b>	<b>T2. Feedback seeking and Self-development</b>	<b>T3. Communication</b>	<b>T4. Team planning and task coordination</b>
<b>Students</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>1</b>	3	3	3	3
<b>2</b>	3	3	3	3
<b>3</b>	3	2	3	3
<b>4</b>	3	2	3	3
<b>5</b>	3	3	3	3
<b>6</b>	3	3	3	3
<b>7</b>	3	3	3	3
<b>8</b>	3	3	3	3
<b>9</b>	3	3	3	3
<b>10</b>	3	3	3	3
<b>11</b>	3	3	3	3
<b>12</b>	3	3	3	3
<b># of 3 point</b>	<b>12</b>	<b>10</b>	<b>12</b>	<b>12</b>
<b># of 2 point</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b># of 1 point</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Score</b>	<b>36</b>	<b>34</b>	<b>36</b>	<b>36</b>
<b>Average</b>	<b>3.000</b>	<b>2.833</b>	<b>3.000</b>	<b>3.000</b>

<b>Total Average</b>	<b>2.958</b>
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*\*Criteria: 1 (Fails to Meet Expectations), 2 (Meet Expectations), 3 (Exceeds Expectations)*

<b>Assessment Learning Goal 3 (L3): ITM502_Entrepreneurship &amp; ITM633_The Knowledge Industry</b>			
<b>Learning Goal</b>	<b>L3: Organizational Leadership - Our graduates will be competent and effective leaders</b>		
	<b>L32: Our students will understand ethical and social issues in organizations</b>		
<b>Traits</b>	<b>T1. Identification of ethical dilemmas</b>	<b>T2. Understanding of relevant social and ethical considerations</b>	<b>T3. Social and ethical consideration when recommending and proposing solutions to the stated problems</b>
<b>Students</b>	<b>14</b>	<b>14</b>	<b>14</b>
1	3	2	3
2	2	3	3
3	3	2	3
4	3	3	3
5	3	2	3
6	3	3	2
7	2	3	3
8	3	2	3
9	3	3	2
10	3	3	2
11	3	3	3
12	3	3	3
13	2	3	3
14	3	3	3
<b># of 3 point</b>	<b>11</b>	<b>10</b>	<b>11</b>
<b># of 2 point</b>	<b>3</b>	<b>4</b>	<b>3</b>
<b># of 1 point</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Total Score</b>	<b>34</b>	<b>32</b>	<b>33</b>
<b>Average</b>	<b>2.786</b>	<b>2.714</b>	<b>2.786</b>
<b>Total Average</b>	<b>2.762</b>		

*Criteria: 1 (Fails to Meet Expectations), 2 (Meet Expectations), 3 (Exceeds Expectations)*



<b>Assessment Learning Goal 4 (L4): ITM501_Introduction to Innovation Management: Theory &amp; Practice</b>					
<b>Learning Goal</b>	<b>L4: Comprehensive Knowledge in Business and Technology - Our graduates will acquire knowledge related to business innovation and technology management</b>				
	<b>L41: Our students will be able to develop technology strategy to aid a wide range of corporate management decisions</b>				
<b>Traits</b>	<b>T1. Articulate technology-business link</b>	<b>T2. Identification of technology' strategic implications</b>	<b>T3. Development of viable technology strategies</b>	<b>T4. Comprehensive technology strategy</b>	<b>T5. Presentation</b>
<b>Students</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>
<b>1</b>	2	3	2	2	3
<b>2</b>	3	3	2	3	2
<b>3</b>	3	3	3	2	2
<b>4</b>	3	3	3	3	3
<b>5</b>	3	3	2	3	2
<b>6</b>	2	2	2	2	3
<b>7</b>	3	3	3	2	2
<b>8</b>	3	3	2	2	3
<b>9</b>	2	3	2	2	2
<b>10</b>	3	2	3	3	2
<b>11</b>	3	2	3	3	2
<b>12</b>	3	3	2	2	3
<b>13</b>	3	2	2	3	3
<b>14</b>	3	2	3	2	2
<b>15</b>	3	3	3	3	3
<b>16</b>	2	2	2	2	2
<b># of 3 point</b>	<b>12</b>	<b>10</b>	<b>7</b>	<b>7</b>	<b>7</b>

<b># of 2 point</b>	<b>4</b>	<b>6</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b># of 1 point</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Score</b>	<b>44</b>	<b>42</b>	<b>39</b>	<b>39</b>	<b>39</b>
<b>Average</b>	<b>2.750</b>	<b>2.625</b>	<b>2.438</b>	<b>2.438</b>	<b>2.438</b>
<b>Total Average</b>	<b>2.538</b>				

*Criteria: 1 (Fails to Meet Expectations), 2 (Meet Expectations), 3 (Exceeds Expectations)*

<b>Assessment Learning Goal 4 (L4): ITM501_Introduction to Innovation Management: Theory &amp; Practice</b>				
<b>Learning Goal</b>	<b>L4: Comprehensive Knowledge in Business and Technology - Our graduates will acquire knowledge related to business innovation and technology management</b>			
	<b>L42: Our students recognize the importance of technology in business innovation</b>			
<b>Traits</b>	<b>T1. Strategic and integrative thinking</b>	<b>T2. Development of aligned technology-business strategy</b>	<b>T3. Creative and innovative thinking</b>	<b>T4. Articulation of technology-business relationship</b>
<b>Students</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>
<b>1</b>	3	3	2	2
<b>2</b>	3	2	3	2
<b>3</b>	3	3	3	3
<b>4</b>	3	3	3	3
<b>5</b>	3	3	2	2
<b>6</b>	2	2	3	3
<b>7</b>	3	3	2	2
<b>8</b>	2	2	2	2
<b>9</b>	2	2	2	2
<b>10</b>	2	2	3	3
<b>11</b>	3	2	2	2
<b>12</b>	3	2	2	2
<b>13</b>	3	2	2	3
<b>14</b>	3	3	2	2
<b>15</b>	3	3	3	3
<b>16</b>	2	2	2	2
<b># of 3 point</b>	<b>11</b>	<b>7</b>	<b>6</b>	<b>6</b>

<b># of 2 point</b>	<b>5</b>	<b>9</b>	<b>10</b>	<b>10</b>
<b># of 1 point</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Score</b>	<b>43</b>	<b>39</b>	<b>38</b>	<b>38</b>
<b>Average</b>	<b>2.688</b>	<b>2.438</b>	<b>2.375</b>	<b>2.375</b>
<b>Total Average</b>	<b>2.469</b>			

Criteria: 1 (*Fails to Meet Expectations*), 2 (*Meet Expectations*), 3 (*Exceeds Expectations*)