

# **Improving Teamwork Assessment: Examples & Applications**

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# AACU: Teamwork Skills are Important

## *The Essential Learning Outcomes*



Beginning in school, and continuing at successively higher levels across their college studies, students should prepare for twenty-first-century challenges by gaining:

### ★ Knowledge of Human Cultures and the Physical and Natural World

- Through study in the sciences and mathematics, social sciences, humanities, histories, languages, and the arts

*Focused by engagement with big questions, both contemporary and historical*

### ★ Intellectual and Practical Skills, including

- Inquiry and analysis
- Critical and creative thinking
- Written and oral communication
- Quantitative literacy
- Information literacy
- Teamwork and problem solving

*Practiced extensively, across the curriculum, in the context of progressively more challenging problems, projects, and standards for performance*

### ★ Personal and Social Responsibility, including

- Civic knowledge and engagement—local and global
- Intercultural knowledge and competence
- Ethical reasoning and action
- Foundations and skills for lifelong learning

*Anchored through active involvement with diverse communities and issues*

### ★ Integrative and Applied Learning, including

- Synthesis and advanced accomplishment across general and specialized studies

*Demonstrated through the application of knowledge, skills, and responsibilities to new settings and complex problems*

**Note:** This listing was developed through a multiyear dialogue with hundreds of colleges and universities about needed goals for student learning; analysis of a long series of recommendations and reports from the business community; and analysis of the accreditation requirements for engineering, business, nursing, and teacher education. The findings are documented in previous publications of the Association of American Colleges and Universities: *Greater Expectations: A New Vision for Learning as a Nation Goes to College* (2002), *Taking Responsibility for the Quality of the Baccalaureate Degree* (2004), and *College Learning for the New Global Century* (2007). For further information, see [www.aacu.org/leap](http://www.aacu.org/leap).

## ★ Intellectual and Practical Skills, including

- Inquiry and analysis
- Critical and creative thinking
- Written and oral communication
- Quantitative literacy
- Information literacy
- Teamwork and problem solving

*Practiced extensively, across the curriculum, in the context of progressively more challenging problems, projects, and standards for performance*



# Employers: Teamwork Skills are Important

**Learning Outcomes Four in Five Employers Rate as Very Important**  
*(Proportion of employers who rate each outcome an 8, 9, or 10 on a zero-to-10 scale)*

	<u>Employers</u>
	%
The ability to effectively communicate orally	85
The ability to work effectively with others in teams	83
The ability to effectively communicate in writing	82
Ethical judgment and decision-making	81
Critical thinking and analytical reasoning skills	81
The ability to apply knowledge and skills to real-world settings	80

Source: Hart Research Associates (2015). *Falling Short? College Learning and Career Success*

# Students: Teamwork Skills are Important

**Employers and College Students Rate the Importance of College Learning Outcomes**  
*(Proportion of employers and students who rate each outcome an 8, 9, or 10 on a zero-to-10 scale)*

	<b>Employers</b>	<b>College Students</b>
	<b>%</b>	<b>%</b>
The ability to effectively communicate orally	85	78
The ability to work effectively with others in teams	83	77
The ability to effectively communicate in writing	82	75
Ethical judgment and decision-making	81	74
Critical thinking and analytical reasoning skills	81	79
The ability to apply knowledge and skills to real-world settings	80	79
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The ability to analyze and solve complex problems	70	73
The ability to locate, organize, and evaluate information from multiple sources	68	73
The ability to innovate and be creative	65	69
Staying current on changing technologies and their applications to the workplace	60	68
The ability to work with numbers and understand statistics	56	55
The ability to analyze and solve problems with people from different backgrounds and cultures	56	71
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Awareness of and experience with diverse cultures and communities within the United States	37	58
Staying current on developments in science	26	49
Staying current on global developments and trends	25	49
Awareness of and experience with cultures and societies outside of the United States	23	46
Proficiency in a language other than English	23	35

Source: Hart Research Associates (2015). *Falling Short? College Learning and Career Success*

# What is Teamwork

“...the **nature** and **quality** of **individual** team members’ contributions to the team” (Hughes & Jones, 2011)

“... **behaviors** under the control of **individual** team members (effort they put into team tasks, their manner of interacting with others on team, and the quantity and quality of contributions they make to team discussions)” (AACU/VALUE Rubric)

**Teamwork (process) ≠ Team success (product)**

# Teamwork is Challenging to Assess

- Hard to observe
- Difficult to specify
- Subjective judgment
- Social factors that interfere

At CSUF:

**55** SLOs (out of 569)  
are aligned with the  
“Teamwork” ULG

# Approaches to Assess Teamwork

## **Hypothetical scenarios:**

- Exam: Multiple choice; Short-answer

## **Actual experiences:**

- Self evaluation
- Peer evaluation
- External observer evaluation

Triangulation

Feedback

# Unpack Teamwork

	VALUE	CATME	Carnegie Mellon	U of Minnesota	San Diego State	Exam
<b>Contributes individually to the team</b>	<ul style="list-style-type: none"> <li>- Individual contributes in and outside of team meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Participates actively in group activities</li> </ul>			<ul style="list-style-type: none"> <li>- Contributes individually (Researches/gathers/shares info);</li> <li>- Fulfills own team duties</li> </ul>	
<b>Supports others' contribution to the team</b>	<ul style="list-style-type: none"> <li>- Facilitates the contributions of other team members</li> </ul>	<ul style="list-style-type: none"> <li>- Recognizes different ways in which other team members contribute</li> <li>- Provides feedback pertaining to peers' teamwork skills</li> </ul>		<ul style="list-style-type: none"> <li>- Recognizes and utilizes each member's skill set;</li> <li>- Offers and accepts feedback</li> </ul>	<ul style="list-style-type: none"> <li>- Shares information equally</li> </ul>	
<b>Works with others of diverse/different backgrounds</b>		<ul style="list-style-type: none"> <li>- Demonstrates ability to work with people of diverse/different backgrounds</li> </ul>		<ul style="list-style-type: none"> <li>- Encourages questions and alternative viewpoints</li> </ul>	<ul style="list-style-type: none"> <li>- Considers all views;</li> <li>- Cooperates with and adapts to teammates</li> </ul>	
<b>Demonstrates interpersonal skills</b>		<ul style="list-style-type: none"> <li>- Demonstrates interpersonal skills in teamwork context</li> </ul>				
<b>Works with others to resolve conflict</b>	<ul style="list-style-type: none"> <li>- Responds to conflict</li> </ul>			<ul style="list-style-type: none"> <li>- Negotiates/compromises</li> <li>- Resolves conflicts without destroying group process</li> </ul>	<ul style="list-style-type: none"> <li>- Makes fair decisions</li> </ul>	
<b>Builds a collaborative team culture</b>	<ul style="list-style-type: none"> <li>- Fosters constructive team climate</li> </ul>		<ul style="list-style-type: none"> <li>- Shared objectives;</li> <li>- Mutual respect</li> </ul>	<ul style="list-style-type: none"> <li>- Shared goals and contingency plan</li> </ul>	<ul style="list-style-type: none"> <li>- Listens to others</li> </ul>	
<b>Understands factors that affect team success</b>		<ul style="list-style-type: none"> <li>- Understands the factors necessary to work effectively on teams</li> <li>- Understands what an effective team process looks like</li> </ul>		<ul style="list-style-type: none"> <li>- Defines quality standards to judge team members' contribution</li> </ul>		<ul style="list-style-type: none"> <li>- Understands the factors necessary to work effectively on teams</li> </ul>



# Teamwork Assessment at CSUF

55 SLOs are aligned with the "Teamwork" ULG:

- 22 reported using direct measures
- 6 reported using indirect measures
- 26 reported using both types of measures
- 1 did not specify

# Teamwork Assessment at CSUF (cont.)

Reported Instruments Used	# of Outcomes	% of Outcomes
Survey	23	42%
Locally-developed exam/test/quiz	20	36%
Capstone project	17	31%
Research paper/ project	15	27%
Written assignment/ lab report	14	25%
None Identified	10	18%
Other	10	18%
Student self-assessment	8	15%
Benchmarks/ comparisons with peers	6	11%
Portfolio evaluation of student work	6	11%
Essay question on exam	5	9%
Oral presentation or exhibition	4	7%
Formal evaluation of practical skills (clinical, educational, professional)	3	5%
Simulations	3	5%
Thesis/ dissertation	2	4%
Course grades	1	2%

# Teamwork Assessment at CSUF (cont.)

Reported Instruments Used		# of Outcomes	% of Outcomes
Survey	Nursing Education	23	42%
Locally-developed exam/test/quiz	Business Engineering	20	36%
Capstone project	Communication	17	31%
Research paper/ project	Social Science Business	15	27%
Written assignment/ lab report		14	25%
Student self-assessment	Nursing	8	15%
Benchmarks/ comparisons with peers	Nursing Arts	6	11%
Portfolio evaluation of student work	Humanities	6	11%
Essay question on exam	Business Social Science	5	9%
Oral presentation or exhibition		4	7%
Formal evaluation of practical skills (clinical, educational, professional)		3	5%
Simulations		3	5%
Thesis/ dissertation		2	4%
Course grades		1	2%

# Design Your Own Teamwork Assessment

## **Join a group of similar disciplines:**

- Design or refine your own approach to assess teamwork skills

## **Report back:**

- An example of teamwork assessment
- Challenges you encountered

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[www.fullerton.edu/assessment](http://www.fullerton.edu/assessment)