Program-Level Operational Effectiveness Goals Matrix

The program level operational effectiveness goals listed below fall into the following four categories: Internship, practicum, and job placement; discipline currency and relevance; student recruitment; and student research. These four categories and their associated goals represent the overarching desires of the programs for developing the absolute best students: The table below presents these goals along with their associated measures. Some of the goals have multiple measures documented as there are naturally several ways you can show how you are accomplishing a single goal. These measures are reviewed each year for continued use or redevelopment. However, the goals largely remain the same year to year. The goals are presented in list form preceding the table for ease of reading as well.

Goal 1: Improve process for students to apply for SMGT 399, 499, and 699 internship courses.
Goal 2: Launch an academic summit for student research presentation and networking opportunities.
Goal 3: Maintain Discipline Currency
Goal 4: Maintain healthy enrollment growth in the department
Goal 5: Develop a culture of research and scholarship within the Department of Sport, Event, & Tourism Management

Identify Each Operational Effectiveness Goal and Measurement Tool(s)	Identify the Benchmark	Data Summary	Assessment Results: 1. Does not meet expectation 2. Meets expectation 3. Exceeds expectation 4. Insufficient data
Category: Internship, Practicum, and Job Placement			
Goal: Improve process for students to apply for SMGT 399, 499, and 699 internship courses.			
Measure: *Internship Approval Application Report*	Target: 95% of students will submit internship approval applications by the published deadline for Spring 2019.	**Results:** 83% of the 24 undergraduate applicants successfully submitted applications by the spring deadline of December 15th, 2018 52% of the 59 graduate applicants successfully submitted applications by the spring deadline of December 15th, 2018. 61% of total internship applications were received by the deadline of December 15th, 2018. **Reassessment:** 95% of the 41 undergraduate applicants successfully submitted applications by the spring deadline of April 15th, 2019. 100% of the 24 graduate applicants successfully submitted applications by the spring deadline of April 15th, 2019. 97% of the 65 total internship applications were received by the deadline of April 15th, 2019 for the Summer, 2019 term.	2 (Met on Reassessment)
Action Plan:			

- Inform and train students on the use of the RAFT application process during twice semester internship information meetings to increase use of the application process.

Note: The RAFT application was launched in the Fall of 2018. Use of the RAFT application was discontinued in the summer of 2019 as the program moved to the School of Business. In the Fall of 2019, all programs within the School of Business migrated to using Experiences in Handshake for student applications for internship.

Measure: *Student access to viable internship sites*	Target: 50% of undergraduate students utilize TeamWork Online for internship site opportunities.	Achieved: 57% of the 490 undergraduate students utilized TeamWork Online for internship and job opportunity listings.	2

Note:

Update 2019- The migration to Handshake by the Career Center has permitted the university to list internships for students seeking the opportunities. This includes the ability for Alumni and outside interested parties to list internship opportunities specifically directed at students within a degree or major which provides those students with updates on internships and jobs which are looking for their major (https://www.liberty.edu/business/internship-program/ [bottom of webpage]). In conjunction with TeamWork Online, students within the Sport Management programs at Liberty University have two university provided platforms for seeking internship and job opportunities.

Goal: Launch an academic summit for student research presentation and networking opportunities.

Measure: *Sport Leadership Summit post-event survey.*	Target: 80% Students participating in the Sport Leadership Summit will indicate a 3.5 (out of 4) overall response to professional development items on the post-event survey.	In progress (To Be Assessed 2020-2021 academic year)	

Category: Discipline Currency and Relevance			

Goal: Maintain Discipline Currency

Measure: *Assessment and accreditation of the undergraduate and graduate sport management programs.*	Target: Document compliance with institutional, discipline-specific, and regional accrediting body standards through program assessment targets and tools that effectively measure program outcomes.	Results: The Program Learning Outcomes, Assessment Targets, and Tools have been revised and are attached to the 2019-20 Annual Report Attachment A, to fulfill and document compliance with COSMA standards.	2
Measure: *New programs report for the undergraduate program.*	Target: Develop and launch cognates in the B.S. in Sport Management Program by Fall 2018 1. Sport Administration, 2. Sport Communication, Sport Outreach, and 3. Sport Venue Management	Results: Achieved. The B.S. in Sport Management developed and launched cognates in the following areas by Spring 2018: • General • Sport Administration • Sport Communication and Public Relations • Sport Outreach • Sport Venue Management • Conference and Event Management	2
Measure: *New cognate report for the graduate sport management program.*	Target: Develop and launch a cognate in Coaching and Administration in the M.S. in Sport Management program.	Results: Achieved. The M.S. in Sport Management developed and launched the cognate of Coaching and Athletic Administration.	2
Measure: *New program report for the undergraduate program.*	Target: Develop and launch the B.S. in Hospitality Management to better house the Conference &	Results: Achieved.	2

	Event Management Cognate.by Fall 2020.	As of June, 2020 the B.S. in Hospitality Management has received approval from SACSCOC and launches in the fall of 2020.	

Category: Student Recruitment			

Goal: Maintain healthy enrollment growth in the department

Measure: *Cognate Enrollment Report*	Target: Increase enrollment by 20% in under-enrolled SMGT and TOUR graduate cognates within 2 years (Fall 2022).	Results: Ongoing.	

Note: The School of Business is developing a plan of marketing for programs in the 2020-2021 academic year.

Category: Student Research			

Goal: Develop a culture of research and scholarship within the Department of Sport, Event, & Tourism Management.

Measure: *Report on UG and GR conference presentations*	Target: In conjunction with the University's QEP, three (3) students within the undergraduate and graduate programs present at academic conferences.	Result: Achieved. Four undergraduate students presented as part of the SEVT Cup Case Team.	3

Note: Student engagement in research continues to grow within the undergraduate and graduate programs. Additionally, the B.S. in Sport Management has a Case Cup Team which placed second in the 2019 SEVT Conference in Columbia, S.C.
QEP: http://www.liberty.edu/index.cfm?PID=32835

Measure: Stand-alone Research Course B.S. Sport Management	Target: Develop SMGT 415, sport management stand-alone research course for the B.S. in Sport Management students.	Result: Achieved. This course has been developed and is set for launch in the Fall 2021 semester.	2

Note: Research intensive material had been embedded in SMGT 404 as part of QEP: http://www.liberty.edu/index.cfm?PID=32835. The need for a stand-alone research course became evident through the review of Benchmark Institutions as part of the reaccreditation self-study for COSMA (2018).

Goal: Develop a culture of research and scholarship within the Department of Sport, Event, & Tourism Management

Measure: *Sport Leadership Summit Poster session participation report*	Target: 80% participation by students in SMGT 404 and SMGT 422 in the poster session at the Sport Leadership Summit	Ongoing (To Be Assessed 2020-2021)	

Required Narrative: Explain any course action for intended outcomes realized AND not realized. Provide all explanations of the data included in this table. What is meeting or exceeding expectations and why? What is not meeting expectations and why? Explain why you might have "insufficient data" and how you plan to correct this.

Internship, Practicum, and Job Placement
The target to develop an effective and streamlined internship application process was met on reassessment – this is due to the development of clear instructions, the posting of relevant FAQs, and the increase in information sharing related to the process. Students noted that the Internship Information sessions were helpful in navigating the application process. As we continue to use the Handshake application it will allow us to pull further data associated with internship participation, placement, and locations for future assessment.

The data from TeamWork Online demonstrates that the students can utilize TeamWork Online for finding internship and job opportunities. The program will continue to provide, at no cost to students, TeamWork Online access. Additionally, the inclusion of Handshake through Career Services at Liberty University, provides another opportunity for students to locate and apply to internships and full-time career positions.

We look forward to student feedback on the Sport Leadership Summit. This will be an additional opportunity for students to learn about internship and job opportunities in the sport industry and network with current industry professionals. Additionally, the SLS will provide opportunities for presentation of student research, which is a program and university wide goal.

Discipline Currency and Relevance
The Department of Sport, Event, & Tourism Management recognizes the interdependence of the various industries that exist within sport. As such, we are consistently looking for opportunities to enhance and expand the programmatic offerings. Through the systematic review of Benchmark Institutions and programmatic assessment, the department has identified potential courses and degree offerings. The development of new cognates at the undergraduate and graduate levels enhance the learning opportunities for students as these cognates provide for enhanced specialized training in particular areas. As such, cognates for the B.S. Sport Management and M.S. Sport Management were developed. The addition of the B.S. in Hospitality Management expands and diversifies the training available to students.

Student Research
The students who have chosen to attend the SEVT Conference and participate as members of the undergraduate case cup team have pointed to this as a notable experience during their time in our program. Student research success is noted through the award of First Place (2018) and Second Place (2019).

We anticipate student research participation at the Sport Leadership Summit (SLS) will provide useful information for reporting. Student poster presentations at this event (and future SLS events) will allow for peer interactions that should further embed the value of research in the minds of students in our program.