

Program-Level Operational Effectiveness Goals Matrix Academic Year 2025-26

Identify Each Operational Effectiveness Goal and Measurement Tool(s)	Identify the Benchmark (e.g., 80% will achieve a rating of 5)	Data Summary	Assessment Results: Does not meet expectation Meets expectation Exceeds expectation Insufficient data
OEG 1 – Develop and implement instructional practices that explicitly integrate Biblical principles and a Christian worldview into all sport management courses, ensuring that Christ-centered values guide both content delivery and classroom engagement.			
Measure 1 – Faculty Submission	80% of courses will include one example of biblical integration this standard in the Fall semester 100% of courses will include one example of biblical integration in the Spring semester	The shared measure to collect one example of biblical integration from every Sport Management course is currently paused, with 0% of courses assessed to date.	Insufficient Data
OEG 2 - Design and deliver course content and assignments that challenge students to think critically, analyze industry trends, and develop practical solutions to real-world sport management issues.			
Measure 1 - Syllabi Review	Ten (10) courses will be reviewed using multiple criteria, including the presence of course content that challenges students to think critically, analyze industry trends, and develop practical solutions to real-world sport management issues	Year 1: 10 courses were reviewed as part of a three-year cycle All courses included appropriate content and assignments.	Meets expectation
Notes: The syllabi review process takes place on a three-year cycle and included 10 courses for AY 2025-2026.			
OEG 3 - Encourage faculty and student engagement in scholarly activities (publications, presentations, and faculty development) that address current challenges in sport management, promote ethical leadership, and contribute meaningfully to both academic knowledge and industry practice.			
Measure 1 – Faculty Portfolio	80% of full-time faculty will participate in at least one scholarly activity annually (e.g.,	7 out of 8 full time faculty (87.5%) participated in at least	Exceeds expectation

	undergraduate honors thesis projects, graduate thesis projects, Sport Leadership Summit sessions, or Research Week activities)	one scholarly activity during AY 2025-2026	
Notes: Undergraduate Honors Thesis Projects: 2 faculty members – multiple thesis projects Graduate Thesis Projects: 4 faculty members served on thesis committees for two projects Sport Leadership Summit Sessions: 7 faculty Research Week Activities: 1 faculty Conference Attendance & Presentations: 4 faculty Student scholarly activities continue to garner interest as evidenced by 607 full text downloads from Sport Leadership Summit presentations in April 2026.			
OEG 4 - The Sport Management Unit will foster a departmental culture of servant leadership and collaboration, grounded in Christian values and professional excellence, by facilitating group advising sessions with a goal of at least 30 students from across all HSM programs participating each semester.			
Measure 1: Fall 2025 advising session sign-up sheets	At least 30 students from across all HSM programs participate in Fall 2025	Fall Session 1: 12 Fall Session 2: 4	Does not meet
Measure 2: Spring 2026 advising session sign-up sheets	At least 30 students from across all HSM programs participate in Spring 2026	Spring Session 1: 9 Spring Session 2: 10	Does not meet
Notes: The slight increase in attendance from the fall to the spring is being attributed to posts on the student organization (Hospitality Management Association & Sport Management Association) Instagram accounts. The students who have attended these sessions have provided positive feedback and appreciated the opportunity to receive general information and dialog with faculty regarding individual questions. Given the positive feedback, these sessions will continue moving forward.			
OEG 5 - Promote a departmental culture that models servant leadership and collaboration, ensuring that faculty, staff, and students experience a learning environment grounded in Christian values and professional excellence.			
Measure 1 – Internship Assignments	80% of students will discuss examples of servant leadership observed during their internships	10 out of 12 (83%) students discussed examples of servant leadership observed during their internships	Meets expectations

Notes: This updated assignment was initially piloted in SMGT 699 (residential) for Spring 2026. It is being included in SETM 499 (residential) for Summer 2026 and included in SETM 499 (online) and SMGT 699) for Fall 2026.			
OEG 6 - Create initiatives—such as mentorship programs, student organizations, and peer collaboration activities—that celebrate diversity, encourage open dialogue, and build a strong sense of connection within the sport management community.			
Measure 1: Hospitality Management Association (HMA) - Events	HMA will host a minimum of two (2) meetings per semester	Fall: 6 Spring: 8	Exceeds expectations
Measure 2: Sport Management Association (SMA) - Events	SMA will host a minimum of two (2) meetings per semester	Fall: 2 Spring: 4	Exceeds expectations
Notes:			
HMA Spring Spring Formal TRBC Event Space Tour Charcuterie Board Night Disney Program Q&A Homewood Suites Tour Acorn Hill Lodge Tour Valentines Event Spring Kickoff		Fall Christmas Party Eagle Eyrie Conference Center Tour Pumpkin Painting Academy of the Arts Tour Hilton Garden Inn Tour Back to School Bash	
SMA Spring Trip Durham Scott Berchtold Scott Doyne Spring Formal		Fall Kickoff Meeting Jeff Thompson	
Note: You may have more or fewer OEGs than listed above. This matrix does not require identification of direct or indirect measure.			

Operational Effectiveness Goals Required Narrative: Close the loop and explain why you met, exceeded or did not meet any expectations. Explain why there was insufficient data (if applicable). Discuss what you may do differently next year or any corrective action you will take.

The unit level strategic plan was developed to align with the university strategic plan launched in Fall 2025. The following six (6) operational effectiveness goals were established and linked to university-level shared measures. Quarterly updates have been entered for each goal in the Strategic Plan Management Suite.

OEG 1 – Develop and implement instructional practices that explicitly integrate Biblical principles and a Christian worldview into all sport management courses, ensuring that Christ-centered values guide both content delivery and classroom engagement.

The original measure associated with this goal was to review examples of biblical integration in sport management courses. This collection and review were paused because the University announced a new institutional emphasis on Biblical Literacy for AY 2025–2026 that could result in an updated framework. It was determined that collecting course-level evidence at this stage could result in inconsistent or outdated data.

Although progress is temporarily on hold, HSM faculty continue to ensure that the programs remain aligned with institutional priorities and that future data collection will accurately reflect Christ-centered teaching and learning.

HSM faculty launched the “Pillar Devotionals.” The “Pillar Devotionals” are based on the six (6) words that are included on the pillars in the School of Business first floor lobby: compassion, integrity, leadership, initiative, respect, service. These devotionals were developed by students under the guidance of Dr. Dana Howard. Generally, each devotional includes the following: purpose, scripture with context and application, an exercise or activity, and the devotional text. These devotionals were utilized in SETM 205 Practicum and are available for use by faculty in other courses.

HSM faculty continued proactive program alignment efforts by reviewing all Sport Management courses to ensure the inclusion of biblical integration learning outcomes.

For the B.S. Sport Management, this review included:

Core Courses	11 major core courses reviewed	10/11 courses included a biblical integration CLO
Cognate Courses	10 cognate courses reviewed	9/10 cognate courses included a biblical integration CLO
Experiential Courses	4 experiential courses reviewed	3/4 experiential courses included a biblical integration CLO
Notes: Program director will develop and present biblical integration CLOs for discussion and vote at the August 2026 faculty meeting.		

For the M.S. Sport Management, this review included:

Core Courses	7 major core courses reviewed	7/7 courses included a biblical integration CLO
Cognate Courses	12 cognate courses reviewed	8/12 cognate courses included a biblical integration CLO
Experiential Course	1 experiential course reviewed	1/1 experiential course included a biblical integration CLO
Thesis Sequence Courses	3 thesis sequence courses reviewed	2/3 thesis sequence courses included a biblical integration CLO
Notes: Program director will develop and present biblical integration CLOs for discussion and vote at the August 2026 faculty meeting.		

Remaining courses without biblical integration CLOs were identified for revision. Program directors for both the B.S. Sport Management and M.S. Sport Management programs will develop proposed biblical integration CLOs and present them for faculty discussion and vote during the August 2026 faculty meeting.

OEG 2 - Design and deliver course content and assignments that challenge students to think critically, analyze industry trends, and develop practical solutions to real-world sport management issues.

The HSM faculty developed, approved, and implemented a formal review process designed to systematically evaluate course content, assignments, and instructional practices across Sport Management courses during a three-year cycle. The review process established a structured mechanism for evaluating measurable course learning outcomes (CLOs), assignment robustness and specificity, and support for critical thinking, industry trend analysis, and practical problem solving.

Initial findings indicated that all Year 1 courses met expectations in each required area. Minor revisions were identified for select syllabi, including updates to course grading sections and textbook information, with implementation timelines established for future offerings. This initiative supports continuous curriculum improvement and strengthens innovative, market-relevant programming aligned with contemporary sport management practice and industry expectations.

OEG 3 - Encourage faculty and student engagement in scholarly activities (publications, presentations, and faculty development) that address current challenges in sport management, promote ethical leadership, and contribute meaningfully to both academic knowledge and industry practice.

During the academic year, faculty participated in a variety of scholarly activities, including:

Sport Leadership Summit: 7 of 8 full-time faculty members (88%) participated in the Sport Leadership Summit by moderating panels, presenting or judging research posters, and supervising students involved in event delivery

Graduate Thesis Supervision: 4 faculty members

Undergraduate Research Mentorship: 2 faculty members – multiple student projects

Research Week: 1 faculty member – multiple student projects

Conference Attendance/Presentation: 4 faculty members

Departmental scholarship also contributed to increased visibility through Liberty University's Jerry Falwell Library (JFL) Digital Commons platform. During April 2026, Sport Leadership Summit submissions housed within Scholars Crossing generated 607 full-text downloads. Highly accessed projects included studies related to NBA fan engagement strategies, soccer development pathways, and NCAA Division I fan engagement.

This operational effectiveness goal strengthens academic quality, enhances classroom instruction through current scholarship, and supports the University's commitment to excellence. Continued faculty engagement in scholarly activities and mentorship reinforces a culture of academic inquiry, professional development, and student-centered scholarship within the Department of Hospitality and Sport Management.

OEG 4 - The Sport Management Unit will foster a departmental culture of servant leadership and collaboration, grounded in Christian values and professional excellence, by facilitating group advising sessions with a goal of at least 30 students from across all HSM programs participating each semester.

During the Fall 2025 and Spring 2026 semesters, the sport management unit aimed to foster departmental culture of servant leadership and collaboration by offering group advising sessions for students across all HSM programs. Advising sessions provided opportunities for students to receive academic guidance, discuss career preparation, engage with faculty and peers, and

strengthen their connection to the department. Although student feedback regarding these group advising initiatives was positive, indicating that student connections were strengthened and collaboration was encouraged, the fall sessions included 16 students, and the spring sessions included 19 students. These participation numbers did not meet the target.

This target directly supports departmental goals related to student success, mentorship, servant leadership, and Christ-centered education. During Academic Year (AY) 2025–2026, advising sessions were offered on Mondays at 10:30 a.m. to align with the University’s open schedule block and improve accessibility for students. To further increase participation and engagement, an additional afternoon advising session will be added each semester during AY 2026–2027 as the department continues to strengthen a collaborative and supportive student culture. In addition, we will partner with SMA and HMA to promote sessions and announcement will be added to HSM courses.

OEG 5 - Promote a departmental culture that models servant leadership and collaboration, ensuring that faculty, staff, and students experience a learning environment grounded in Christian values and professional excellence.

Equipping students through instruction and experiential learning to recognize and apply service-oriented leadership was assessed through the initial pilot implementation of a new servant leadership reflection prompt in the residential section of SMGT 699 Internship. The measure established a target of 80% of students identifying and discussing examples of servant leadership observed during their internship experiences within the internship portfolio assignment. Students submitted their portfolios at the conclusion of the semester, and assignments were collected and reviewed during Spring 2026. Assessment results indicated that 10 of 12 students (83%) successfully discussed examples of servant leadership observed during their internships, exceeding the established benchmark and meeting expectations.

Following the successful Spring 2026 pilot, the revised assignment is being expanded to additional internship courses and delivery formats, including SETM 499 residential, SETM 499 online, and SMGT 699 online sections. Continued implementation and expanded data collection will strengthen assessment evidence related to servant leadership development across Sport Management internship experiences.

OEG 6 - Create initiatives—such as mentorship programs, student organizations, and peer collaboration activities—that celebrate diversity, encourage open dialogue, and build a strong sense of connection within the sport management community.

The goal of fostering a strong sense of community through active and visible student organizations met expectations for the academic year. The measure established a goal for each student organization to hold a minimum of two meetings per semester during the Fall and Spring terms to promote student engagement, open dialogue, and community building across Hospitality and Sport Management programs.

Both student organizations continued active engagement through professional development opportunities, networking experiences, industry interaction, and social events. These activities expanded opportunities for students to connect with peers, faculty, and industry professionals while strengthening community across programs.

This shared measure directly supports departmental goals related to student engagement, servant leadership, and professional preparation by creating visible opportunities for involvement, collaboration, and mission-driven student experiences within Hospitality and Sport Management programs.