

COSMA Annual Report 2021-22

U.S. and non-U.S.-based Programs

This annual report should be completed for your academic unit/sport management program and submitted electronically to COSMA by July 31 of each year.

SECTION 1: PROGRAMMATIC INFORMATION (COMPLETED BY ALL PROGRAMS)

Institution's Name:	Northeastern University		
Address:	360 Huntington Avenue		
City:	Boston	State:	MA ZIP/Postal Code: 02115
Primary COSMA Contact Name:	Robert Prior		
Telephone:	617-943-3941	Email:	r.prior@northeastern.edu
Sport Management Degree Program(s):	Master of Sports Leadership		
Name of College where Sport Management degree(s) is housed:	College of Professional Studies		
Academic Unit URL:	https://cps.northeastern.edu/academics/program/master-sports-leadership-online		

A. Check the box to reflect the accreditation status of your academic unit/sport management program:

<input checked="" type="checkbox"/>	Accredited
<input checked="" type="checkbox"/>	Reaffirmation of Accreditation (check if within 2 years/letter received)*
<input type="checkbox"/>	Candidate for Accreditation*
<input type="checkbox"/>	Program Member (has not been granted Candidacy Status)

*Estimate the month and year you want to hold a site visit.

July 19-20, 2022

B. Identify any significant changes that have taken place in your sport management degree programs during the reporting period. Indicate the impact of any of these changes, if applicable, in a written statement of explanation.

1. Did you terminate any degree programs during the reporting year?

<input checked="" type="checkbox"/>	No
<input type="checkbox"/>	Yes. If yes, please identify terminated programs.

2. Were changes (e.g., curricular) made in any of your sport management majors, concentrations or emphases?

<input checked="" type="checkbox"/>	No
<input type="checkbox"/>	Yes. If yes, please identify the changes by adding an additional page to this document.

3. Were any new sport management degree programs established during the reporting year?

X	No (skip to Section C)
	Yes. If yes, please identify the new degree programs and answer B4.

4. Was approval of your regional or national accrediting body required for any of these programs?

	No
	Yes. Provide a copy/URL of the approval letter from your accrediting body.

C. Identify any administrative and other changes that directly affect your academic unit/sport management program and attach an updated organizational chart that shows these relationships. Such changes would include:

- Your sport management unit’s primary representative to COSMA
- Your designated alternate to COSMA
- Your institution’s President, Academic Vice President, Dean, Provost, etc.
- The head of your academic unit/sport management program (if different from the primary representative to the COSMA).
- Faculty changes

Position: Dean	Name: Dr. Radhika Seshan	Title: Dean, Professional Programs
Email r.seshan@northeastern.edu		

What impact have these changes had on your program? Comment specifically about faculty changes (faculty leaving, new faculty, other forms of faculty turnover). If you have a new COSMA accreditation primary representative: What are you doing to maintain continuity with the accreditation process? Provide a narrative response to these questions.

Change in college leadership: Having a full-time Dean rather than an interim Dean will have a positive impact on the program and College as a whole.

Other Changes/Issues
(Includes COVID-19 impact description)

D. Briefly comment on other changes or issues pertaining to your academic unit/sport management program (e.g., new partnerships, innovations, campus locations, change in program delivery, etc.). Describe the modifications made to your program delivery, collection of outcomes assessment data and grading/graduation requirements as a result of the disruption of the COVID-19 pandemic. Provide supporting documentation, as needed. Failure to report changes may result in administrative probation.

With a robust testing program and vaccination policy, the 2021-22 academic year saw a return to in-person learning at Northeastern University. On-ground courses were once again delivered as students returned to campus. We were able to collect assessment data and return to pre-Pandemic operation.

E. How has COSMA and the accreditation process benefitted your program, faculty, students, alumni and/or other?

COSMA accreditation has clearly benefitted the Master of Sports Leadership program. Incoming students have noted that they selected the program over others because of the accreditation. Students have confidence that we are delivering what we have advertised and noted the quality of the faculty and the academic standards.

F. What can COSMA do to serve you better?

COSMA does a great job providing services and information to member institutions. We can not think of anything that would need to be done differently. Thank you for your guidance and support during the re-affirmation of our accreditation.

SECTION 2: OUTCOMES ASSESSMENT (TO BE COMPLETED BY ACCREDITED PROGRAMS AND PROGRAMS IN CANDIDACY STATUS)

A. Has your outcomes assessment plan changed from initial approval or since last year’s Annual Report?

X	No
	Yes. Attach the revised O/A plan.

B. Complete the following chart if you are responding to feedback from the Board of Commissioners as follows:

- Notes and Observations in a recent accreditation granted letter
- Required response items to a Candidacy Status granted letter
- Action Items from a Site Visit report
- Required response items to an accreditation deferred letter

Copy and paste the note, observation, action item or required response item in Column 1. Indicate your response to the item in the second column. Feel free to include your response as an addendum and attach documentation accordingly. **You have two years to resolve Notes.**

<i>Notes, Observations, Action Items, Required responses</i>	<i>Your Response</i>
1.	
2.	
3.	
4.	
5.	

C. Provide the URL(s) for the page on your academic unit/sport management program’s website that makes available to the public the following (pp. 7-10 of this document):

- SLO matrix
- OEG matrix
- Dashboard data
- Program information profile
- Statement of accreditation status
- Accreditation seal

This information must be updated annually. Failure to comply with this request will result in Administrative Probation.

<p>URL(s): Program Student Learning Outcomes on College webpages: https://cps.northeastern.edu/academics/program-learning-outcomes/ SLO & OEG Matrix, Data Dashboard and Program Information: https://cps.northeastern.edu/about-the-college-of-professional-studies/accreditations/ Statement of Accreditation Status: (https://www.northeastern.edu/graduate/wp-content/uploads/2019/03/NEU-Summary-of-COSMA-Accreditation-Status.pdf)</p>
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Accreditation Seal: (<https://cps.northeastern.edu/program/master-of-sports-leadership-boston>)

D. Complete the following program-level student learning outcomes (SLO) matrix and program-level operational effectiveness goals (OEG) matrix.

Student Learning Outcomes Matrix - Academic Year 2021 – 2022

Identify Each Student Learning Outcome and Measurement Tool(s)	Identify Benchmark	Total Number of Students Observed	Total Number of Students Meeting Expectation	Assessment Results: Percentage of Students Meeting Expectation	Assessment Results: 1. Does not meet expectation 2. Meets expectation 3. Exceeds expectation 4. Insufficient data
Competency - Sports Knowledge Area/Innovation & Experiential Learning					
SLO1: Demonstrate breadth and depth of knowledge in sports and society, sports law, and media relations via selected artifacts from over the course of the program and well-crafted reflection on the related competencies and learning.					
Measure 1 (Direct) ePortfolio	85% of students will achieve at least 80% based on rubric scores	18	18	100%	Exceeds expectation
Measure2 (Indirect) Internship Supervisor Evaluation	90% of internship supervisors will perceive a high level of satisfaction with MSL interns. Used all questions in survey instrument	18	18	100%	Exceeds expectation
Measure 3 (Indirect) Summer/Winter Institute Survey	90% of students will perceive a high level of satisfaction from their learning experience. Used question: "Satisfaction with your overall graduate experience"	14	13	93%	Meets expectation – 93% of respondents answered, "Very Satisfied" or "Satisfied."
Competency-Strategic Thinking, Planning, Action & Implementation					
SLO2: Apply sports leadership principles, practices, and functional knowledge to address a practical challenge in a real-world setting.					
Measure 1 (Direct) Capstone Final Paper	85% of students will achieve at least 80% based on rubric scores	17	17	100%	Exceeds expectation
Measure 2 (Indirect) Internship Supervisor Evaluation	90% of internship supervisors will perceive a high level of satisfaction with MSL interns. Used all questions in survey instrument	18	18	100%	Exceeds expectation
Measure 3 (Indirect)	90% of students will perceive a high level of satisfaction from their learning	14	13	93%	Meets expectation – 93% of respondents answered, "Very

Summer/Winter Institute Survey	experience. Used question: “Satisfaction with your overall graduate experience”				Satisfied” or “Satisfied.”
Competency-Leadership Development of Self & Others					
SLO3: Integrate personal, interpersonal, and team-based skills and competencies required for leadership roles in sport organizations to offer solutions for change in various contexts within the sports industry.					
Measure 1 (Direct) Leadership Interview & Reflection	85% of students will achieve at least 80% based on rubric scores	10	10	100%	Exceeds expectation
Measure 2 (Indirect) Internship Supervisor Evaluation	90% of internship supervisors will perceive a high level of satisfaction with MSL interns. Used all questions in survey instrument	18	18	100%	Exceeds expectation
Measure 3 (Indirect) Summer/Winter Institute Survey	90% of students will perceive a high level of satisfaction from their learning experience. Used question: “Satisfaction with your overall graduate experience”	14	13	93%	Meets expectation – 93% of respondents answered, “Very Satisfied” or “Satisfied.”
Competency-Ethical Practices					
SLO4: Investigate a current ethical and legal issue related to sports, recreation, and leisure services and recommend potential solutions to address the issue.					
Measure 1 (Direct) Case Analysis	85% of students will achieve at least 80% based on rubric scores	36	35	97%	Exceeds expectation
Measure 2 (Indirect) Internship Supervisor Evaluation	90% of internship supervisors will perceive a high level of satisfaction with MSL interns. Used all questions in survey instrument	18	18	100%	Exceeds expectation
Measure 3 (Indirect) Summer/Winter Institute Survey	90% of students will perceive a high level of satisfaction from their learning experience. Used question: “Satisfaction with your overall graduate experience”	14	13	93%	Meets expectation – 93% of respondents answered, “Very Satisfied” or “Satisfied.”
Competency-Civic Mindedness/Global Mindset					
SLO5: Examine the role of sports in society within sociological, economic, and political contexts and how it can be used to develop community services and foster diversity.					
Measure 1	85% of students will achieve	27	27	100%	Exceeds expectation

(Direct) Sports in Society Group Project	at least 80% or above based on rubric scores				
Measure 2 (Indirect) Internship Supervisor Evaluation	90% of internship supervisors will perceive a high level of satisfaction with MSL interns. Used all questions in survey instrument	18	18	100%	Exceeds expectation
Measure 3 (Indirect) Summer/Winter Institute Survey	90% of students will perceive a high level of satisfaction from their learning experience. Used question: "You were able to use the concepts learned in the program to address/develop a position on how to use sports to foster diversity, prevent violence, and/or improve the health of local and global communities."	15	15	100%	Exceeds expectation – 100% of respondents answered, "Very Satisfied" or "Satisfied."
Competency-Communication					
SLO6: Craft a strategy for building and managing an effective media relations program on the intercollegiate and professional level.					
Measure 1 (Direct) Group Sports Social Media Campaign	85% of students will achieve at least 80% based on rubric scores	24	24	100%	Exceeds expectation
Measure 2 (Indirect) Internship Supervisor Evaluation	90% of internship supervisors will perceive a high level of satisfaction with MSL interns. Used all questions in survey instrument	18	18	100%	Exceeds expectation
Measure 3 (Indirect) Summer/Winter Institute Survey	90% of students will perceive a high level of satisfaction from their learning experience. Used question: "Satisfaction with your overall graduate experience"	14	13	93%	Meets expectation – 93% of respondents answered, "Very Satisfied" or "Satisfied."

Student Learning Outcomes Matrix Narrative:

With a return to in-person learning and the sports industry opening to full operation, the Master of Sports Leadership program had a dramatic increase in student engagement and experiential activities. More than double the number of students participated in the Sports Leadership Internship program, as 18 students successfully completed the internship course compared to 7 the previous year. When reviewing the Student Learning Outcomes Matrix, results show that the Master of Sports Leadership program met or exceeded expectations for benchmarks in all student learning measures during the 2021-22 academic year.

The increase in internship participation and engagement by students is not surprising, as most students were eager to come back in person and build their portfolio with the hands-on experience provided by internships. Their outstanding performance, as shown in the supervisor evaluations also reflected this.

Program-Level Operational Effectiveness Goals Matrix Academic Year 2021-22

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
OEG 1 - Strengthen the MSL Program’s position in the sports management education marketplace			
Measure 1: Annual SWOT Analysis of MSL program	MSL program should show positive growth and presence in the sports management education marketplace	There was an increase in 2021 in enrolled students to 120 as compared to the previous year.	Exceeds Expectations
Measure 2: Graduation and Retention Rates for MSL program	Enrollments of at least 35 students per year and retention of 85%	41 students graduated; Retention: 88% for 2020 cohort, still collecting for 2021 cohort	Exceeds Expectations
Measure 3: COSMA Accreditation Status	MSL Program will be on track for COSMA Accreditation Re-Affirmation for 2022.	Site Visit in July with BOC decision in September	Meets Expectations
OEG 2- Ensure that MSL Faculty are delivering excellence in sports management education			
Measure 1: Course Evaluations	90% of learners in classes taught by sports leadership faculty will be satisfied with teaching effectiveness (rate the overall graduate experience as “Very Satisfied” Or “Satisfied”)	91% of learners in classes taught by sports leadership faculty responded ‘very effective’ or ‘effective’ for teaching effectiveness. (n = 144)	Meets Expectations
Measure 2: Full-Time MSL Faculty Annual Reviews	Full-Time MSL Faculty will receive a positive Annual Assessment/review	MSL Faculty received a positive annual review from Faculty Director	Meets expectations

	from the Associate Dean	and Associate Dean	
Measure 3: Professional Development Seminar Attendance	Full-Time MSL Faculty should attend multiple professional development conferences, training sessions and meetings each year	Full-Time MSL Faculty attended the most recent COSMA Conference	Meets expectation
OEG 3- Engage Alumni in shaping the future of the MSL Program			
Measure 1: Engage Alumni interaction through experiential course projects	Secure alumni to work with students in at least one course per term	We were able to have alumni work with students in courses in each of the four quarters in 2021-22	Meets Expectation
Measure 2: Host MSL Alumni Reception	Work with Alumni Relations to create and host an MSL Alumni Event	We are hosting MSL Alumni Reception in August 2022	Meets Expectation
Measure 3: Engage Alumni and MSL students through social media platforms	Facilitate Alumni-managed MSL social media accounts	We oversee both LinkedIn and Facebook pages for MSL program	Meets Expectation

Program-Level Operational Effectiveness Goals Matrix Narrative:

For **OEG 1 - Strengthen the MSL Program’s position in the sports management education marketplace**, we were able to see positive improvements post-pandemic.

In **Measure 1**, related to growth and presence in the sports management education marketplace, there was an increase in 2021 in enrolled students to 120 as compared to 113 the previous year. With the return to in-person coursework in 2021-22, we exceeded expectations for this measure.

In **Measure 2**, the program retention rate exceeded expectations with an 88% retention rate.

In **Measure 3**, COSMA Accreditation Status, MSL Program meets expectations and is on track for seeking COSMA Accreditation Re-Affirmation for 2022.

For **OEG 2- Ensure that MSL Faculty are delivering excellence in sports management education**, we met expectations for the benchmarks for all three measures as Full-Time MSL Faculty were deemed as effective/very effective in teaching by 91% of learners. Additionally,

MSL Faculty received a positive annual review from their Faculty Director and Associate Dean. Finally, both Full-Time MSL Faculty members attended the 2022 COSMA Conference in Houston.

For OEG 3- Engage Alumni in shaping the future of the MSL Program Engage Alumni in shaping the future of the MSL Program, last year we had ‘insufficient data’ related to compiling outcomes from our alumni. This year, we added a new measure 1 which is about connecting our alumni to our students within the classroom, this is to ensure that we have measurable data, as the previous measure became difficult to track because of employment challenges caused by the Pandemic.

In new *Measure 1*, we determined a better way to engage alumni interaction for *OEG #3* would be to have alumni and various sport organizations mentor students in at least one course per term. We were able to meet this expectation by having alumni sponsors work with students in courses in each of the four quarters in 2021-22, which.

In *Measure 2*, we are hosting an MSL Alumni Reception in August 2022, which meets this expectation for the first time in several years because of past Pandemic challenges.

Measure 3 is a new measure, which is to Engage Alumni and MSL students through social media platforms. We have met expectations for this measure, as we have alumni who actively manage a Master of Sports Leadership LinkedIn page as well as a Master of Sports Leadership and Facebook page.

SECTION 3: PROGRAM DIVERSITY PERFORMANCE DATA

(completed by all programs)

COMPLETE THIS FORM OR PROVIDE THE SAME INFORMATION IN A FORMAT
ALREADY IN USE

Dashboard Data			
Total Sport Management Master's Enrollment (majors, minors, tracks, concentrations)	120 active Master of Sports Leadership students		
Percentages of female and male majors (separate out undergraduate, master's and doctoral)		Number	Percentage
	# Female	37	31%
	# Male	83	69%
Student Demographics: Number of Students by race/ethnicity (separate out undergraduate, master's and doctoral)		Number	Percentage
	# African American/Black	16	13%
	# American Indian/Alaskan Native		
	# Asian	2	2%
	# Caucasian/White	70	60%
	# Hispanic/Latinx	7	5%
	# Native Hawaiian/Pacific Islander		
	# Non Resident Alien	11	9%
	# Two or more races	3	3%
	# Unknown	11	9%
Student: Faculty Advising Ratio	N/A		
Total Number of Full-time, Tenured or Tenure Track Sport Management Faculty	2 FT faculty		
Total Number of Part Time/Adjunct Sport Management Faculty	11 adjunct/PT faculty		
Ratio of Male and Female Faculty		Number	
	#Female Faculty -	6	
	#Male Faculty -	7	
Faculty Demographics: Number of Faculty by race/ethnicity	N/A		

PROGRAM INFORMATION PROFILE

This profile offers information about the program in the context of its mission, basic purpose and key features.

Name of Institution: Northeastern University

Program/Specialized Accrerator(s): COSMA

Institutional Accrerator: New England Commission of Higher Education, Inc. (NECHE).

Date of Next Comprehensive Program Accreditation Review: COSMA Self-Study 2021-2022 with site visit in July 2022

Date of Next Comprehensive Institutional Accreditation Review: Fall 2028

URL where accreditation status is stated

<https://cps.northeastern.edu/academics/program/master-sports-leadership-online>