

# COSMA Annual Report 2023-24

## 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)i

Institution's Name:		Northeastern University			
Address:		360 Huntington Avenue			
City:	Boston	State:	MA	ZIP/Postal Code:	02115
Primary COSMA Contact Name and Designated Alternate Contact:		Name 1: Dr. Robert Prior			
		Name 2: Dr. Pamela Wojnar			
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: <a href="https://cps.northeastern.edu/academics/program/master-sports-leadership-online">https://cps.northeastern.edu/academics/program/master-sports-leadership-online</a>					

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

<input 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 (have not been granted Candidacy Status)

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

<b>Received Reaffirmation of accreditation on October 7, 2022.</b>
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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?

<b>X</b>	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?

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

5. Do you have an Associate’s degree program in sport management to include in the accreditation process?

<b>X</b>	No
	Yes (You will be contacted to discuss this.)

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 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

<b>Position</b> Dean	<b>Name</b> Jared Auclair	<b>Title</b> Interim Dean
<b>Email</b> j.auclair@northeastern.edu		
<b>Position</b>	<b>Name</b>	<b>Title</b>
<b>Email</b>		
<b>Position</b>	<b>Name</b>	<b>Title</b>
<b>Email</b>		

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.

The College of Professional Studies is conducting a search for a new Dean and hopes to make a hire by the end of 2024. Having a permanent Dean will have a positive impact on the program and College as a whole.

*Other Changes/Issues*

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 any modifications made to your program delivery, collection of outcomes assessment data and grading/graduation requirements, if applicable. Provide supporting documentation, as needed. Failure to report changes may result in administrative probation.

[Optional Responses]

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

**COSMA accreditation has clearly benefited 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 cannot think of anything that would need to be done differently.**

**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?

	No	

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>
<p>1.<b>Note 3:</b> This recommendation was elevated to a “Note” as it is not clear how this time will be tracked and it is directly related to Principle 4, Action Item 4/Note 4.</p> <p><b>Recommendation 1:</b> Develop a method to track the significant time faculty spend cultivating sport industry relationships and how this additional service benefits faculty, staff, students, and administrators through up-to-date curriculum and adjunct faculty engagement with the sport industry.</p>	<p><b>Response: During the 2023-24 academic year, full-time Sports Leadership faculty tracked the significant time spent cultivating sport industry relationships and how this additional service benefits all stakeholders related to the program.</b></p> <p><b>Please see attached Addendum A, for a copy of the matrix that was developed to track interactions by full-faculty with the sports industry.</b></p>

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):

- PLO matrix
- OEG matrix
- Program information profile
- Statement of accreditation status (includes Candidacy Status)
- Accreditation seal (accredited programs only)

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

Administrative Probation.

**CPS Accreditations:** <https://cps.northeastern.edu/about-the-college-of-professional-studies/accreditations/>

**Master of Sports Leadership Program Pages:**

<https://cps.northeastern.edu/program/master-of-sports-leadership-boston/>

<https://cps.northeastern.edu/program/master-of-sports-leadership-charlotte/>

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

**Student Achievement Data:** <https://cps.northeastern.edu/wp-content/uploads/2022/07/COSMA-Annual-Report-Northeastern-University-2022.pdf>

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

### Program Learning Outcomes Matrix - Academic Year 2023 – 2024

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: Does not meet expectation Meets expectation Exceeds expectation Insufficient data
<b>PLO 1 - 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.</b>					
<b>Measure 1 (Direct)</b> ePortfolio	85% of students will score 84% and above	4	4	100%	Exceeds expectation
<b>Measure 2 (Indirect)</b> Internship Supervisor Evaluation	95% of internship supervisors will perceive a high level of satisfaction with MSL interns.	16	16	100%	Exceeds expectation
<b>Measure 3</b>	90% of students will perceive a high	6	4	67%	Does not meet expectation

<b>(Indirect)</b>  <b>Summer/Winter Institute Survey</b>	level of satisfaction from their learning experience.  Used question: "Satisfaction with your overall graduate experience"				
<b>PLO 2 - Apply sports leadership principles, practices, and functional knowledge to address a practical challenge in a real-world setting.</b>					
<b>Measure 1 (Direct)</b> <b>Capstone Final Paper</b>	85% of students will score 84% and above	6	6	100%	Exceeds expectation
<b>Measure 2 (Indirect)</b> <b>Internship Supervisor Evaluation</b>	95% of internship supervisors will perceive a high level of satisfaction with MSL interns.	16	16	100%	Exceeds expectation
<b>Measure 3 (Indirect)</b> <b>Summer/Winter Institute Survey</b>	90% of students will perceive a high level of satisfaction from their learning experience.	6	4	67%	Does not meet expectation
<b>PLO 3 - 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.</b>					
<b>Measure 1 (Direct)</b> <b>Leadership Interview (semester long group project)</b>	85% of students will score 84% and above	38	38	100%	Exceeds expectation
<b>Measure 2 (Indirect)</b> <b>Internship Supervisor Evaluation</b>	95% of internship supervisors will perceive a high level of satisfaction	16	16	100%	Exceeds expectation

	with MSL interns.				
<b>Measure 3 (Indirect)</b> <b>Summer/Winter Institute Survey</b>	90% of students will perceive a high level of satisfaction from their learning experience.	6	4	67%	Does not meet expectation
<b>PLO 4 - Investigate a current ethical and legal issue related to sports, recreation, and leisure services and recommend potential solutions to address the issue.</b>					
<b>Measure 1 Case Analysis (Age Discrimination Case)</b>	85% of students will score 84% and above	38	37	97%	Exceeds expectation
<b>Measure 2 (Indirect)</b> <b>Internship Supervisor Evaluation</b>	95% of internship supervisors will perceive a high level of satisfaction with MSL interns.	16	16	100%	Exceeds expectation
<b>Measure 3 (Indirect)</b> <b>Summer/Winter Institute Survey</b>	90% of students will perceive a high level of satisfaction from their learning experience.	6	4	67%	Does not meet expectation
<b>PLO 5 - 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.</b>					
<b>Measure 1 (Direct)</b> <b>Sport in Society Group Project/Final Project</b>	85% of students will score 84% and above	40	39	98%	Exceeds Expectations
<b>Measure 2 (Indirect)</b> <b>Internship Supervisor Evaluation</b>	95% of internship supervisors will perceive a high level of satisfaction with MSL interns.	16	16	100%	Exceeds Expectations

<b>Measure 3 (Indirect) Summer/Winter Institute Survey</b>	90% of students will perceive a high level of satisfaction from their learning experience.	6	4	67%	Does not meet expectation
<b>PLO 6 - Craft a strategy for building and managing an effective media relations program on the intercollegiate and professional level.</b>					
<b>Measure 1 (Direct) Group Sports Social Media Campaign</b>	85% of students will score 84% and above	40	40	100%	Exceeds Expectations
<b>Measure 2 (Indirect) Internship Supervisor Evaluation</b>	95% of internship supervisors will perceive a high level of satisfaction with MSL interns.	16	16	100%	Exceeds Expectations
<b>Measure 3 (Indirect) Summer/Winter Institute Survey</b>	90% of students will perceive a high level of satisfaction from their learning experience.	6	4	67%	Does not meet expectation

*Note: If you are using different direct and indirect measures for different degree programs, please replicate the matrix, using one matrix for each program that has different measures. If different programs use the same measures, only one copy of the matrix is needed.*

### **Program Learning Outcomes Matrix Narrative:**

When reviewing the Program Learning Outcomes Matrix, results show that the Master of Sports Leadership program exceeded expectations for all benchmarks except for the Summer/Winter Institute Survey. The benchmark for this measure stated that 90% of students will perceive a high level of satisfaction from their learning experience based on the student satisfaction question on the Summer/Winter Institute Survey.

Unfortunately, there was a low response rate to the survey with just 6 respondents and 4 saying they were satisfied. This is a 67% rate, which did not meet the benchmark. The low response rate did not allow for an accurate gauge on all student satisfaction, as around 40 students were



provided with the survey. We will address this low response rate in AY 25 by making it a requirement to complete the survey.

In 2024 we made a change to Indirect Measure #2, the Internship Supervisor Evaluation to increase the rate from 90% to 95% of internship supervisors perceiving a high level of satisfaction with MSL interns. With 16 MSL students participating in internships last academic year, all of them exceeded expectations for this measure with each achieving above a 95% employer satisfaction rate.

## Program-Level Operational Effectiveness Goals Matrix Academic Year 2023-24

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
<b>OEG 1 – Strengthen the MSL Program’s position in the sport management marketplace</b>			
<b>Measure 1</b> Annual SWOT analysis of MSL Program	MSL program should show positive growth and presence in the sport management education marketplace	The 2022 cohort of MSL students has increased over the 2020 cohort.	Meets expectations
<b>Measure 2</b> Graduation and Retention rates for the MSL Program	Graduation of at least 50 students per cohort and retention of 75%	Based on the 2022 Cohort:  - 64 students graduated  - 77% of students were retained from Y1 to Y2	Meets expectations
<b>Measure 3</b> Job placement of MSL graduates	75% of MSL graduates will be employed in some segment of the sports industry	N/A - Have not been able to verify accurate number of graduates who are employed in the sports industry	Insufficient data
<b>Measure 4</b> COSMA Accreditation Status	MSL Program will complete all COSMA reaffirmation requirements	The final required COSMA reaffirmation action item was completed	Meets expectations
<b>OEG 2 – Ensure that MSL Faculty are delivering excellence in sport management education</b>			
<b>Measure 1</b> Course Evaluations	90% of learners in classes taught by Sports Leadership faculty will be satisfied with teaching effectiveness	90% of students in Sports Leadership classes rated their instructor as either “Almost	Meets Expectation

	(rate the instructor's teaching effectiveness as "Almost always effective" or "Usually Effective")	always effective" or "Usually Effective"	
<b>Measure 2</b> Full Time MSL Faculty Annual Reviews	Full-Time MSL Faculty will receive a positive Annual Assessment/review from the Associate Dean	Full-Time MSL Faculty will received positive Annual Assessment/reviews from the Associate Dean in 2024	Meets Expectation
<b>Measure 3</b> 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 multiple professional development conferences, training sessions and meetings during the AR year	Meets Expectation
<b>OEG 3 – Engage Alumni in shaping the future of the MSL Program</b>			
<b>Measure 1</b> 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 2022-23	Meets expectation
<b>Measure 2</b> Host MSL Alumni Reception	Work with Alumni Relations to create and host an MSL Alumni Event	We hosted our 2nd Annual MSL Alumni Event in March 24 with the Alumni Relations Office at a Boston Bruins Game.	Meets expectation
<b>Measure 3</b> 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
<b>Measure 4</b> Administer MSL Alumni Survey	Create and Administer MSL Alumni Survey to gain further information from alumni	We did not create and Administer MSL Alumni Survey in AY 24	Does not meet expectations

**Program Operational Effectiveness Narrative:**

**OEG 1-Strengthen the MSL program's position in the sports management education marketplace.** We were able to see positive improvements, as evidenced through the following:

- In *Measure 1*, met expectations as the 2022 cohort and the return to in-person coursework has had an increase in enrollments as compared to the 2020 cohort. Our international enrollments have continued to rise over the 5 years since the MSL program obtained F-1 compliance.
- In *Measure 2*, we met expectations with 64 students graduating from the 2022 cohort and 77% of students being retained from Year 1 to Year 2.
- In *Measure 3*, there was insufficient data to accurately verify the number of graduates who are employed in the sports industry. We plan to administer an Alumni Survey this academic year to better track this information.
- In *Measure 4*, the Master of Sports Leadership program met this expectation having received reaffirmation of our accreditation with COSMA in the fall of 2022.

**OEG 2 - Ensure that MSL faculty are delivering excellence in sports management education.** We met expectations for the benchmarks for all three measures.

- In *Measure 1*, full-time MSL Faculty were deemed as effective/very effective in teaching by 90% of learners in student course evaluations.
- In *Measure 2*, full-time MSL Faculty received a positive annual review from their Faculty Director and Associate Dean.
- In *Measure 3*, both Full-Time MSL Faculty members attended the 2023 COSMA Conference in Mobile, Alabama.

**OEG 3 - Engage alumni in shaping the future of the MSL program.** Last year, we added Measure 1 to connect our alumni to our students within the classroom.

- In *Measure 1*, we had alumni and various sport organizations mentor students in at least one course per term. We were able to meet this expectation by having alumni sponsor work with students in courses in each of the four quarters in 2023-24.
- In *Measure 2*, we co-hosted our 2<sup>nd</sup> annual MSL Alumni Event at a Boston Bruins Game in March of 2024 to meet this expectation.
- In *Measure 3*, we 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.
- In *Measure 4*, we did not meet this expectation, as we were not able to Administer a MSL Alumni Survey in 2023-24. Our goal in 2024-25 is to create and administer this survey, which will also provide us with data on the percentage of students employed in the sports industry for Measure 3 in OEG #1.

## 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 Accreditor(s): COSMA

Institutional Accreditor: NECHE

Date of Next Comprehensive Program Accreditation Review: September 2029

Date of Next Comprehensive Institutional Accreditation Review: Fall 2028

URL where accreditation status is stated: <https://www.necche.org/institutions/northeastern-university/>

### Indicators of Effectiveness with Undergraduates [As Determined by the Program]

1. Graduation Year: 2024 # of Graduates: 25 Graduation Rate: 84%
2. Average Time to Degree: 4year Degree: NA 5year Degree NA
3. Annual Transfer Activity (into Program): Year: NA  
# of Transfers: \_\_\_\_\_ Transfer Rate: \_\_\_\_\_
4. Graduates Entering Graduate School: Year: NA  
# of Graduates: \_\_\_\_\_ # Entering Graduate School: \_\_\_\_\_
5. Job Placement (if appropriate): Year: 2024  
# of Graduates: 25 # Employed: 15

*Form developed by the Council for Higher Education Accreditation. © updated 2020*