

COSMA Annual Report 2024-25

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:	East Stroudsburg University of Pennsylvania				
Address:	200 Prospect St				
City:	East Stroudsburg	State:	PA	ZIP/Postal Code:	18301
Primary COSMA Contact Name and Designated Alternate Contact:	Name 1: Jaedeock Lee Name 2: Xiaochen Zhou				
Telephone:	570-422-3340	Email:	jaedeock@esu.edu		
Sport Management Degree Program(s):	Bachelor of Science, Sport Management Master of Science, Sport Administration Master of Science, Management and Leadership with Sport Business concentration				
Name of College where Sport Management degree(s) is housed:	College of Business and Management				
Academic Unit URL: http://esu.edu/smgt					

Student Learning Outcomes Matrix - Academic Year 2024 – 2025

Identify Each Student Learning Outcome and Measurement Tool(s)	Identify the Benchmark	Total Number of Students Observed	Total Number of Students Meeting Expectation (80%)	Assessment Results: Percentage of Students Meeting Expectation	Assessment Results: 1. Does not meet expectation (below 70%) 2. Meets expectation (70-89%) 3. Exceeds expectation (higher than 90%) 4. Insufficient data
SLO 1. Identify the managerial functions required of sport managers and implement these functions in a contemporary sport setting.					
<i>Measure 1.1.</i> SMGT 201 Written Assignment (direct)	<i>Data not collected due to an instructor change.</i>				
<i>Measure 1.2.</i> SMGT 445 Event planning (direct)	80% of students assessed receive “acceptable” or better.	56	50	89%	Meets Expectation
<i>Measure 1.3.</i> Senior survey Item 3-a (indirect)	80% of students will get strongly agree or agree on the Item 3-a.	17	16	94.1%	Exceeds expectation
<i>Measure 1.4.</i> Internship site supervisor evaluation (indirect)	80% of students will receive A grade (“Excellent”) from final evaluation.	35	31	89%	Meets Expectation
SLO 2. Demonstrate oral and written communication skills required of professionals in the sport industry.					
<i>Measure 2.1.</i> SMGT 304 Historical figure paper & presentation (direct)	80% of students assessed receive “acceptable” or better.	60	49	82%	Meets Expectation
<i>Measure 2.2.</i> SMGT 347 Memorandum (direct)	80% of students assessed receive “acceptable” or better.	37	33	89%	Meets Expectation

<i>Measure 2.3.</i> Senior survey Item 3-b/c (indirect)	80% of students get strongly agree or agree on the Item 3-b/c.	17	17	100%	Exceeds expectation
SLO 3 Critique and evaluate sport-related resources and provide practical application to various contexts of sport.					
<i>Measure 3.1.</i> SMGT 408 Financial analysis (direct)	80% of students assessed receive “acceptable” or better.	64	51	79.6%	Meets expectation
<i>Measure 3.2.</i> SMGT 447 Facility analysis (direct)	<i>Data not collected due to an instructor change.</i>				
<i>Measure 3.3.</i> Senior survey Item 3-d (indirect)	80% of students will get strongly agree or agree on the Item 3-d.	17	17	100%	Exceeds expectation
SLO 4. Utilize critical thinking skills to address issues confronting professionals in sport management.					
<i>Measure 4.1.</i> SMGT 302 Individual online discussion (direct)	80% of students assessed receive “acceptable” or better.	74	51	68.9%	Does not meet expectation
<i>Measure 4.2.</i> SMGT 440 Research Idea Statement (direct)	80% of students assessed receive “acceptable” or better.	38	33	86.8%	Meet expectation
<i>Measure 4.3.</i> Senior survey Item 3-e (indirect)	80% of students will get strongly agree or agree on the Item 3-e.	17	17	100%	Exceeds expectation
SLO 5. Examine ethical issues and the impact of global diversity in the sport culture.					
<i>Measure 5.1.</i> SMGT 302 Reaction Paper (direct)	80% of students assessed receive “acceptable” or better.	74	47	63.5%	Does not meet expectation
<i>Measure 5.2.</i> SMGT 405 International sport project (direct)	<i>Data not collected due to an instructor change.</i>				
<i>Measure 5.3.</i>	80% of students get 3 or higher	35	34	97%	Exceeds expectation

Internship site supervisor evaluation Item b6a & b6b (indirect)	score (4-item scale) on the Item b6a & b6b.				
Measure 5.4. Senior survey Item 3-f/g (indirect)	80% of students get strongly agree or agree on the Item 3-f/h.	17	14	82.3%	Meets 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.

SLO 1. Identify the managerial functions required of sport managers and implement these functions in a contemporary sport setting.

Measure 1.1: SMGT201 Written Assignment

Data was not collected due to an instructor change.

Measure 1.2: SMGT 445: Event Planning

50 out of 56 students (89%) received “acceptable” or better in this measure. This project-based learning assignment is meant to be a hands-on application experience. Most students successfully completed a written portfolio outlining their experience in planning, organizing, and executing a sport management-related event. With the larger class size, a third event was added to the spring semester.

Measure 1.3. Senior survey item 3-a

16 out of 17 (94.1%) graduating seniors either strongly agreed or agreed on the item 3-a, “Utilize sport managerial functions in a contemporary sport setting.” This indirect measure supported students met the SLO #1. To further strengthen this measure, we will continue teaching various sport managerial functions to students.

Measure 1.4. Internship site supervisor evaluation

Out of 35 students, 31 students (81%) received “A” grades from their internship site supervisors. Most students impressed their supervisors at the internship sites. There were four students who got B. Students who didn’t receive an A grade need improvement in professionalism and presentation of self-confidence.

SLO 2. Demonstrate oral and written communication skills required of professionals in the sport industry.

Measure 2.1: SMGT 304 Historical figure paper and presentation

49 out of 60 students (82%) received “acceptable” or better in this measure. Most students successfully completed a written investigation into the historical impact of selected sport organizations and offered in-depth analysis of their influence on the sport industry. Of the 11 students not meeting the criteria, 9 students were missing the assignment. Additional individualized writing instruction will be offered for students during scheduled writing sessions.

Measure 2.2: SMGT 347 Memorandum

33 out of 37 students (89%) received “acceptable” or better in this measure. Most students successfully completed a written analysis of a legal issue facing the sport industry and provided clear application of appropriate legal concepts. Of the 4 students not meeting the criteria, 1 student did not turn in the assignment. Additional attention to legal research techniques and citation formatting is required, majority of the shortfall was found in these areas. Assistance from library faculty supporting the comprehension of legal research and citation has been planned for the upcoming year.

***Measure was only taken during the Spring 2025 semester/ Adjunct faculty taught the course and did not use the same measurement

Measure 2.3. Senior survey item 3-b and 3-c

17 out of 17 (100%) graduating seniors either strongly agreed or agreed on the item 3-b, “Demonstrate effective oral communication skills required by professionals.” and 3-c, “Demonstrate effective written communication skills required by professionals.” This indirect measure supported students met the SLO #2. To further improve this measure, we will continue providing projects, assignments, and extracurricular activities that strength students’ oral and written communication skills.

SLO 3 Critique and evaluate sport-related resources and provide practical application to various contexts of sport.

Measure 3.1. SMGT 408 Financial analysis

51 out of 64 students (79.6%) assessed received “acceptable” or better in this measure. It was 66.6% in 2023-24 and the acceptance rate went up this year. We suggested giving students better guidelines and expected outcomes from this project, and it seems we improved communications with students on this measure.

Measure 3.2.: SMGT 447 Facility analysis

Data was not collected due to an instructor change.

Measure 3.3. Senior survey item 3-d

17 out of 17 (100%) graduating seniors either strongly agreed or agreed on the item 3-d, “Efficiently evaluate sport-related resources in its application.” This indirect measure supported students met the SLO #3. To further strengthen this measure, we will continue providing hands-on projects for students to evaluate sport-related resources in various applications.

SLO 4. Utilize critical thinking skills to address issues confronting professionals in sport management.

Measure 4.1. SMGT 302 Individual online discussion

51 out of 74 students (68.9%) received “acceptable” or better in this measure. This was lower than last year (71%). Students who did not receive “acceptable” or better missed at least one of the three discussions, or the content posted was of low quality. Especially, many students posted the initial discussion post but did not comment on other students’ posts, which affected their grades. Moving forward, the importance of commenting on other posts will be emphasized.

Measure 4.2. SMGT 440 Research Idea Statement

33 out of 38 students (86.8%) received “acceptable” or better in this measure. This was higher than last year (79%). Most students selected a research problem of their own interest that is significant to the sport industry and generated research ideas from the problem.

Measure 4.3. Senior survey item 3-e.

17 out of 17 (100%) graduating seniors either strongly agreed or agreed on the item 3-e, “Develop decision making skills for current issues facing sport professionals.” This indirect measure supported students met the SLO #4. To further strengthen this measure, we will continue encourage students to discuss critical issues of the sport industry.

SLO 5. Examine ethical issues and the impact of global diversity in the sport culture.

Measure 5.1. SMGT 302 Reaction Paper

47 out of 74 students (63.5%) received “acceptable” or better in this measure. This was lower than last year (73%). It is important to note that the topical problem of this assignment has been updated from well-established topics to more emerging topics to provide a more critical reflection on current social issues in the sport industry. Students who did not achieve the “acceptable” grade mainly showed a lack of critical thinking or research skills. An emphasis on critical thinking and forming holistic arguments through comprehensive research will be explained and emphasized.

Measure 5.2.: SMGT 405 International sport project

Data was not collected due to an instructor change.

Measure 5.3.: Internship site supervisor evaluation Item b6a & b6b

34 out of 35 students (97%) received grades of 3 or higher on item b6a, “Show positive character traits and integrity in decision making”, and b6b, “Practice a code of ethics”. This showed that most students have fully demonstrated an understanding and ability to handle ethical issues in the professional setting.

Measure 5.3. Senior survey item 3-f and 3-g

14 out of 17 (82.3%) students either strongly agreed or agreed on item 3-f, “Understand ethical sport-related issues.” and item 3-g, “Identify my role in a diverse sport community.” This indirect measure supported students achieved SLO #5 but still have room to improve. We will continue to encourage students to discuss ethical issues, such as subjects related to ethics and diversity, in multiple sport management courses.

Graduate Sport Management Programs (MS in Sport Administration & MS in Management and Leadership in Sport Business) Program-Level Student Learning Outcomes Matrix, Academic Year 2024- 2025

Identify Each Student Learning Outcome and Measurement Tool(s)	Identify the Benchmark	Total Number of Students Observed	Total Number of Students Meeting Expectation (80%)	Assessment Results: Percentage of Students Meeting Expectation	Assessment Results: 1. Does not meet expectation (below 70%) 2. Meets expectation (70-89%) 3. Exceeds expectation (higher than 90%) 4. Insufficient data
SLO 1. Illustrate knowledge of managerial principles required of sport managers in a contemporary sport setting.					
<i>Measure 1.1.</i> SMGT 547 Financial analysis (direct)	80% of students assessed receive “acceptable” or better.	18	17	94.4%	Exceeds expectation
<i>Measure 1.2.</i> Internship site supervisor evaluation (indirect)	80% of students receive A grade (Excellent) from final evaluation.	9	8	88.9%	Meets expectation
<i>Measure 1.3.</i> Graduating student survey Item 3-a (indirect)	80% of students get strongly agree or agree on the selective item.	5	5	100%	Exceeds expectation
SLO 2. Develop sport industry vernacular and professional oral and written communication skills when interacting in the workplace.					
<i>Measure 2.1.</i> SMGT 548 Individual Report (direct)	<i>Data not collected due to an instructor change.</i>				
<i>Measure 2.2.</i> SMGT 547 Article critique (direct)	80% of students assessed receive “acceptable” or better.	18	16	88.8%	Meets expectation
<i>Measure 2.3.</i> Graduating student survey Item 3-b/c	80% of students get strongly agree or agree on the selective item.	5	5	100%	Exceeds expectation
SLO 3. Evaluate and synthesize best practices and research methods used by					

professionals in the sport industry.					
<i>Measure 3.1.</i> SMGT 570 Research Proposal (direct)	80% of students assessed receive “acceptable” or better.	21	21	100%	Exceeds expectation
<i>Measure 3.2.</i> SMGT 549 Law case presentation (direct)	<i>Course was not offered.</i>				
<i>Measure 3.3.</i> Graduating student survey Item 3-d/e	80% of students get strongly agree or agree on the selective item.	5	5	100%	Exceeds expectation
SLO 4. Formulate critical thinking skills to interpret and solve issues confronting professionals in sport management.					
<i>Measure 4.1.</i> SMGT 549 Risk management portfolio (direct)	<i>Course was not offered.</i>				
<i>Measure 4.2.</i> SMGT 548 Marketing plan project (direct)	<i>Data not collected due to an instructor change.</i>				
<i>Measure 4.3.</i> Graduating student survey Item 3-f	80% of students get strongly agree or agree on the selective item.	5	5	100%	Exceeds expectation

Student Learning Outcomes Matrix Narrative:

SLO 1. Illustrate knowledge of managerial principles required of sport managers in a contemporary sport setting.

Measure 1.1. SMGT 547 Financial analysis

17 out of 18 students (94.4%) received “acceptable” or better in this measure. It was 68.8% in 2023-24. Students understood better on their expected outcomes and followed directions to complete this writing and analytical project.

Measure 1.2. Internship site supervisor evaluation

8 out of 9 (88.9%) interns (from summer 2024, fall 2024, and spring 2025) received A grade recommendation from internship site supervisors. This suggested that a majority of our students are equipped with strong professional skills and character to succeed as sport managers.

Measure 1.3. Graduating student survey Item 3-a

5 out of 5 (100%) students agreed or strongly agreed on the item “Illustrate knowledge of managerial principles required of sport managers in a contemporary sport setting.” This indirect measure supported students met SLO #1. To further strengthen this measure, we will continue teaching students managerial principles of sport through hands-on class projects and extracurricular activities.

SLO 2. Develop sport industry vernacular and professional oral and written communication skills when interacting in the workplace.

Measure 2.1. SMGT 548 Individual Report

Data was not collected because of an instructor change.

Measure 2.2. SMGT 547 Article Critique

16 of 18 students (88.8%) received “acceptable” or better in this measure. The majority of students assessed selected their peer-reviewed article and comprehensively reviewed and discussed strengths and weaknesses, as well as future research insights. Two students just didn’t meet the required one-paragraph summary of the article within 200 words.

Measure 2.3. Graduating student survey Item 3-b/c

5 out of 5 (100%) students agreed or strongly agreed on item “Demonstrate effective oral communication skills required by professionals” and “demonstrate effective written communication skills required by professionals.” This indirect measure supported SLO #2. To further strengthen this measure, we will continue to utilize providing projects, assignments, and extracurricular activities that strength students’ oral and written communication skills.

SLO 3. Evaluate and synthesize best practices and research methods used by professionals in the sport industry.

Measure 3.1. SMGT 570 Research Proposal

21 out of 21 students (100%) received “acceptable” or better in this measure. All students provided in-depth understanding of academic research and successfully proposed their studies.

Measure 3.2. SMGT 549 Law case presentation

SMGT 549 was not offered because of curriculum change and faculty load requirements.

Measure 3.3. Graduating student survey Item 3-d/e

5 out of 5 (100%) students agreed or strongly agreed on item “evaluate and synthesize best practices and research methods used by professionals in the sport industry” and “efficiently evaluate sport-related resources in its application.” We will continue to encourage graduate students to develop independent research projects and to explore the best practices to solve the problems in sport setting throughout multiple sport management courses/projects.

SLO 4. Formulate critical thinking skills to interpret and solve issues confronting professionals in sport management.

Measure 4.1. SMGT 549 Risk management portfolio

SMGT 549 was not offered because of curriculum change and faculty load requirements.

Measure 4.2. SMGT 548 Marketing plan project

Data was not collected due to an instructor change.

Measure 4.3. Graduating student survey Item 3-f

5 out of 5 (100%) students agreed or strongly agreed on item “formulate critical thinking skills to interpret and solve issues confronting professionals in sport management.” We will continue to have in-depth discussions on critical issues of the sport industry and encourage students to critically analyze the problems through course projects and extracurricular activities.

Program-Level Operational Effectiveness Goals Matrix: 2024-2025

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. Cultivate an environment of academic advancement that prepares students for professional application.			
<i>Measure 1.</i> In-class service-learning project	Sport Management majors participate in at least one service-learning project through one or more of their Sport Management major courses.	Students in SMGT 409 course participated in marketing plan projects with Somerset Patriots (Fall 2024) and Lehigh Valley Phantoms (Spring 2025). SMGT 445 students completed service-learning projects to host events (homecoming social in fall 2024 and Rec Day and Pickleball tournament in spring 2025).	Exceeds expectation
<i>Measure 2.</i> Guest Speaker Series	Multiple sport management courses offer students opportunities to meet industry professionals in classroom either in-class or online conference. Minimum of three speakers present per a year.	Nine guest speakers were invited to talk in sport management classes in 2024-25 year.	Exceeds expectation
OEG 2. Recruit, hire, and retain high quality and diverse faculty.			
<i>Measure 1.</i> Faculty hiring	When recruiting a new sport management faculty, the pool will consist of minimum of 15 qualified and diverse candidates.	No faculty hiring was needed for 2024-25 year.	N/A
<i>Measure 2.</i> Program exit surveys	Average score from the item, "Overall quality of faculty members" of the exit survey is higher than 4.0 (on a 5 point scale).	Average score on the item, "Overall quality of faculty" of the exit survey was 4.64 (n=17)	Exceeds expectation
<i>Measure 3.</i> Faculty professional development	Evidence of supporting resources for faculty professional development.	Faculty members were supported travel and conference expenses to attend/present at the national conferences (COSMA and NASSM).	Exceeds expectation
OEG 3. Enhance program recognition both in the local community and on the national level.			
<i>Measure 1.</i> Faculty and student Presentation	Sport Management faculty and student present at least one research or teaching projects at the regional/national conference.	Research projects were presented by ESU faculty at the 2025 COSMA and 2025 NASSM conference.	Meets expectation

<i>Measure 2.</i> ESU Student Research Symposium	Sport Management students will be presenting at least three projects at the annual ESU Student Research Symposium (SRS).	No undergraduate and graduate students participated in the 2025 ESU Student Research Symposium.	Does not meet expectation
<i>Measure 3.</i> Social media engagement	Department actively manages and engages in social media activity through Twitter, Instagram, and Facebook.	Department continues to be active in social media such as Instagram (@esu_smg), and Facebook (ESU Alumni closed group), and LinkedIn.	Meets expectation
<i>Measure 4.</i> Program newsletter	Department publishes e-newsletter every fall and spring semester and shares it internally and externally.	Department published fall 2024 and spring 2025 e-newsletters and distributed to the campus community and via social media account and emails.	Meets expectation
OEG 4. Foster lasting partnerships with industry professionals through alumni and student engagement.			
<i>Measure 1.</i> SCORE (Sport Careers: Opportunity, Recruitment, and Employment) Symposium	Department hosts annual SCORE Symposium by inviting multiple industry professionals to engage with current students. Students get opportunities to interact with professionals to foster relationships.	Department hosted the 2025 SCORE Symposium, featuring six guest panelists from sport industry. 104 students attended the symposium and had an opportunity to interact with professionals.	Meets expectation
<i>Measure 2.</i> Field trips	Department and SMGT Club arrange two field trips to sporting event/facilities per year, providing students opportunity to tour the facility and meet executive members of sport organizations.	Four field trips were organized and successfully completed during 2024-25 academic year: 1) Somerset Patriots, 2) Rutgers University Football, and 3) Lehigh Valley Phantoms, and 4) New York Yankees.	Exceeds expectation
**Explanation of course action for intended outcomes not realized: All OEG goals except Goal 3. Measure 2. were met in 2024-25 academic year. Targeted 3 student research presentations but no students participated to present at the ESU Student Research Symposium. Instead, there were many poster presentations made at internal department poster event in December 2024. Also, with course projects and contents update by Dr. Xiaochen Zhou (SMGT 570, 513, and 346), we will review Goal 3. Measure 2 item if we want to keep it or not.			

Notes: 1) Provide all explanations of this table that follows. 2) If you are using different operational outcomes measures for different degree programs, please replicate this form, using one form for each program that has different measures. 3) If different programs use the same measures, only one copy of this form is needed.

OEG Narratives

OEG 1. Cultivate an environment of academic advancement that prepares students for professional application.

We continued to offer hands-on service learning projects for students, where they can apply their learning to real-world environment. For example, SMGT 409 Concept of Sport Marketing students pitched their marketing plans to Somerset Patriots (AA affiliate with the New York Yankees) and Lehigh Valley Phantoms (AHL affiliated with the Philadelphia Flyers)

representatives. SMGT 445 Organization and Administration students completed event management projects to host a homecoming breakfast social and the pickleball tournament in fall 2024 and a NIRSA Rec Day event, the pickleball tournament, and the Squid Games in spring 2025. There were 9 guest speakers invited to talk in regular sport management classes in 2024-25. We are committed to provide hands-on learning opportunities and networking initiatives with industry professionals to students.

OEG 2. Recruit, hire, and retain high quality and diverse faculty.

A program exit survey showed students highly rated quality of our faculty members. In addition, faculty members received funding support to attend the COSMA and NASSM conferences for professional development.

OEG 3. Enhance program recognition both in the local community and on the national level.

We had a strong presence in the sport management academia locally and nationally in 2024-25 year. Multiple abstracts, teaching strategies were presented at the national academic conferences such as COSMA and NASSM. As the 2025 ESU Student Research Symposium was announced late, students could not participate in presentation this year. We actively posted student activities, faculty achievements on social media outlets (Instagram & LinkedIn) and published fall 2024 and spring 2025 department newsletters.

OEG 4. Foster lasting partnerships with industry professionals through alumni and student engagement.

We had a tremendous success in hosting annual SCORE symposium in March 2025, featured six industry professionals: Bridget Gannon (Founder & CEO of BRIDGE Sports & Entertainment), Jason McKeown (Director of Facilities & Operations for Football & Men's Lacrosse at Villanova University), James Greene '09 (Assistant Commissioner of Sport Administration and Championships at the Big East Conference), Sky DuMont (Director of Sports Programming at the Philadelphia Union), Alexander Allen (Broadcast Strategy Support at the National Basketball Association), and Jim Glovach '13 (Associate Athletic Director for Compliance at East Stroudsburg University). 104 students attended and interacted with guest speakers in panel discussions and social networking event. Students provided very positive feedback and appreciated the opportunities to meet with sport business professionals. Further, we organized field trips and brought students to three different venues/games in 2024-25 year: New York Yankees, Rutgers Football, Somerset Patriots, and Lehigh Valley Phantoms. We will keep expanding our partnerships and plan more field trips.

Please refer to Fall 2024 and Spring 2025 newsletters:

Fall 2024: https://www.canva.com/design/DAGWLVn_Qws/PrC0V9vkBV5yzkbaIVqJ-Q/view?utm_content=DAGWLVn_Qws&utm_campaign=designshare&utm_medium=link2&utm_source=uniqueinks&utlId=h776f615ef9

Spring 2025: https://www.canva.com/design/DAGkoCR-Tko/UZjJ06N0J2XUGtUfJJdNA/edit?utm_content=DAGkoCR-Tko&utm_campaign=designshare&utm_medium=link2&utm_source=sharebutton