

East Stroudsburg University COSMA Annual Report 2023-24

Table 1. Program Information

Institution's Name:	East Stroudsburg University				
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 in Sport Management Master of Science in Sport Management Master of Science in Management & Leadership Sport Management				
Name of College where Sport Management degree(s) is housed:	College of Business and Management				
Academic Unit URL:	http://esu.edu/smgt				

Table 2. BS in Sport Management SLO Matrix 2023-24

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.	41	40	98%	Exceeds expectations
<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.	9	9	100%	Exceeds expectations
<i>Measure 1.4.</i> Internship site supervisor evaluation (indirect)	80% of students will receive A grade (“Excellent”) from final evaluation.	26	21	81%	Meet 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.	56	42	75%	Meets expectation
<i>Measure 2.2.</i> SMGT 347 Memorandum (direct)	80% of students assessed receive “acceptable” or better.	41	30	73%	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.	9	9	90%	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.	42	28	66.6%	Does not meet 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.	9	9	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.	59	42	71%	Meets expectation
<i>Measure 4.2.</i> SMGT 440 Research Idea Statement (direct)	80% of students assessed receive “acceptable” or better.	28	22	79%	Meets 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.	9	9	100%	Exceed 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.	59	43	73%	Meets 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	26	24	92%	Exceed expectation

Internship site supervisor evaluation Item b6a & b6b (indirect)	score (4-item scale) on the Item b6a & b6b.				
<i>Measure 5.4.</i> Senior survey Item 3-f/g (indirect)	80% of students get strongly agree or agree on the Item 3-f/h.	9	8	89%	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

40 out of 41 students (98%) 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. An additional event (Pickleball Tournament) was added to the spring semester to ensure exposure to multiple concepts of planning and organizing within the sport industry.

Measure 1.3. Senior survey item 3-a

9 out of 9 (100%) 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 26 students, 21 students (81%) received “A” grades from their internship site supervisors. Most students impressed their supervisors at the internship sites. There were five students who got B or C grades. 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

42 out of 56 students (75%) 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 14 students not meeting the criteria, 7 students were missing the assignment. Additional individualized writing instruction will be offered for students during scheduled writing sessions.

Measure 2.2: SMGT 347 Memorandum

30 out of 41 students (95%) 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 11 students not meeting the criteria, 5 students 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 2024 semester/ Adjunct faculty taught the course and did not use the same measurement

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

9 out of 9 (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

66.6% of students assessed received “acceptable” or better in this measure. It was 67.7% in 2022-23 and the acceptance rate went down slightly this year. We found some students still struggled to follow guidelines (e.g., provide in-depth financial analysis using data, discuss suggestions for future business from internal and external data analysis). As this measure failed to meet expectations in the past 3 years, we need to find a way to improve student outcomes and/or revise and update the assignment. There will be evaluation and adjustment for this measure in summer 2024.

Measure 3.2.: SMGT 447 Facility analysis

Data was not collected due to an instructor change.

Measure 3.3. Senior survey item 3-d

9 out of 9 (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

42 out of 59 students (71%) received “acceptable” or better in this measure. Most students actively engaged in three online discussions by posting a post to analyze social problems in sport and replying to other people’s posts. Students who did not receive “acceptable” or better either missed at least one of the three discussions or has a lack of depth in their discussion posts. In the future, the importance of timely and high-quality discussion submission will be emphasized.

Measure 4.2. SMGT 440 Research Idea Statement

22 out of 28 students (79%) received “acceptable” or better in this measure. Most students selected a research problem of their own interest that is significant to the sport industry and generated research ideas from the problem. Students who did not achieve the “acceptable” grade had a lack of understanding of the purpose of the assignment. The purpose of this assignment, which is to generate and illustrate ideas for a research project, will be explained in more details in the future.

Measure 4.3. Senior survey item 3-e.

9 out of 9 (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

43 out of 59 students (73%) received “acceptable” or better in this measure. Most students analyzed a debate topic problem in sport from both the affirmative and opposing side, and wrote an in-depth reflection paper. Students who did not achieve the “acceptable” grade either missed the assignment or showed a lack of critical thinking by writing the paper from only one side of the argument. An emphasis on critical thinking and forming holistic arguments 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

24 out of 26 students (92%) 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

8 out of 9 (89%) 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.

Table 3. MS programs SLO Matrix 2023-24

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.	16	11	68.7%	Does not meet expectation
<i>Measure 1.2.</i> Internship site supervisor evaluation (indirect)	80% of students receive A grade (Excellent) from final evaluation.	9	10	90%	Exceeds 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	4	80%	Meets expectations
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.	16	15	93.7%	Exceeds 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 expectations
SLO 3. Evaluate and synthesize best practices and research methods used by professionals in the sport industry.					

<i>Measure 3.1.</i> SMGT 570 Oral presentation (direct)	80% of students assessed receive “acceptable” or better.	14	14	100%	Exceeds expectations
<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 expectations
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 expectations

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

11 out of 16 students (68.7%) received “acceptable” or better in this measure. It was 80% in 2022-23. Out of 5 students who did not meet expectations, two (2) students failed the entire course – they had to withdraw from the program and three (3) students failed to understand what’s expected for this assignment. Better guidelines and reminders should be necessary to improve student performance in this measure.

Measure 1.2. Internship site supervisor evaluation

9 out of 10 (90%) interns received A grade recommendation from internship site supervisors. This suggested that most of our students are equipped with strong professional skills and characters to succeed as sport managers.

Measure 1.3. Graduating student survey Item 3-a

All 5 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

93.7% students received “acceptable” or better in this measure. The rate went down from 100% in 2022-23. Majority students assessed selected their peer-reviewed article and comprehensively reviewed and discussed strengths and weaknesses, as well as future research insights. One student, who withdrew from the program after one semester, did not provide in-depth discussion on article’s strengths and weaknesses.

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

All 5 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 students met SLO #2. To further strengthen this measure, we will continue 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

14 out of 14 students (100%) received “acceptable” or better in this measure. All students provided in-depth understanding of academic research and successfully proposed their studies. Students presented their research proposal through poster presentations.

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

All 5 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

All 5 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.

Table 4. Program-level Operational Effectiveness Goals Matrix 2023-24

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 Lehigh Valley Ironpigs (Fall 2023) and Wilkes-Barre/Scranton Penguins (Spring 2024). SMGT 445 students completed service learning projects to host events (homecoming social in fall 2023 and Rec Day and Pickleball tournament in spring 2024).	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.	Four speakers were invited to talk in sport management classes in 2023-24 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.	SMGT had a tenure-track faculty search during spring 2024. We had 26 applicants who were qualified and diverse.	Exceeds expectation
<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 4.57 (n=14)	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 (SMA 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 2023 SMA and 2024 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).	Undergraduate students made a total of 2 research presentations at the annual ESU Student Research Symposium in April 2024.	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 2023 and spring 2024 e-newsletters and distributed to the campus community and via social media account.	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 2024 SCORE Symposium, featuring six guest panelists from sport industry. More than 80 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 2023-24 academic year: 1) Lehigh Valley IronPigs, 2) Philadelphia Phillies, and 3) Wilkes-Barre/Scranton Penguins.	Exceeds expectation
<p>**Explanation of course action for intended outcomes not realized:</p> <p>All OEG goals except Goal 3. Measure 2. were met in 2023-24 academic year. Targeted 3 student research presentations but we had 2 presentations. However, there were many poster presentations made at internal department poster event in December 2023.</p>			

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 Lehigh Valley IronPigs (AAA affiliate with Philadelphia Phillies) and Wilkes-Barre/Scranton Penguins representatives. SMGT 445 Organization and Administration students completed event management projects to host a homecoming breakfast social in fall 2023 and a NIRSA Rec Day event and the first Pickleball tournament in spring 2024. There were 4 guest speakers invited to talk in regular sport

management classes in 2023-24. 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.

We completed a tenure-track faculty search to hire a new faculty starting fall 2024. We had a strong pool, consist of 26 applicants. A program exit survey showed students highly rated quality of our faculty members. In addition, faculty members received funding support to attend the SMA 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 2023-24 year. Two research projects were presented at the ESU annual Student Research Symposium and multiple research abstracts were presented at the national academic conferences such as NASSM. We actively posted student activities, faculty achievements on social media outlets (Instagram & LinkedIn) and published fall 2023 and spring 2024 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 2024, featured six industry professionals: Andrew Foster (Lafayette College), Steven Gannon (Philadelphia Union), Tyler McCole (Mountain Valley Golf Course), Caitlin Nicholls (Bucknell University), David Makarsky (Camelback Resort), and Alicia Marinelli (Living Sport). More than 80 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 2023-24 year: Citizens Bank Park, Coca-Cola Park, and Mohegan Sun Arena. We will keep expanding our partnerships and plan more field trips.

PROGRAM INFORMATION PROFILE

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

Name of Institution: East Stroudsburg University of Pennsylvania

Program/Specialized Accreditor(s): Pennsylvania State System of Higher Education (PASSHE)

Institutional Accreditor: Commission on Higher Education of the Middle States Association of Colleges and Schools

Date of Next Comprehensive Program Accreditation Review: 2025-2026

Date of Next Comprehensive Institutional Accreditation Review: 2025-2026

URL where accreditation status is stated: <https://www.msche.org/institution/0494/>

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

1. Graduation Year: 2023-24 # of Graduates: 28 Graduation Rate:

2. Graduation Rate: Fall 18 cohort – 55 , 4 years rate: 25.5%; 5 years rate: 30.9%

Graduation Rate is calculated using the number of SMGT-BS completers from the initial Fall 2018 SMGT cohort divided by the number of Fall 2018 Freeze SMGT-BS First Time Full Time Degree seeking cohort

3. Average Time to Degree: 4-Year Degree: x 5-year Degree _____

4. Annual Transfer Activity (into Program): Year: 2023-24

of Transfers: 14 Transfer Rate: N/A

5. Graduates Entering Graduate School: Year: 2023-24

of Graduates: 28 # Entering Graduate School: 12

6. Job Placement (if appropriate): Year: 2024-24

of Graduates: 28 # Employed: NA

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