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| **Key Performance Area** | **Strategic Goal** | **Strategic Objectives (include SMART criteria) Specific, Measurable, Attainable, Responsible, Timeliness – are OUTPUTS** | **Strategic Success Indicators – Progress, Performance Criteria, Indicators, Schedule Outputs, Distribute Work Load** |
| Branding/ Marketing | Rebrand COSMA and invest in marketing at the staff level | * Redesign logo/Write succinct tag line (e.g., “excellence in sport management education worldwide”) Student competition? (pay scholarship? $250) * Create an app? (include social media, advertisement) (costs $6K) (focus on cell phone). Testimonials could go here (employed alumni, news stories). Members submit info to COSMA regularly/Hootsuite * Website overhaul (as needed) - add Parent tab - what is SM? Career opportunities? What is value of SM programs? These are some jobs/skills you need. Clearinghouse * Print accredited program banners * Social media plan/strategy * Annual conference attendance/training * Magnetic name tags - designated for COSMA (wear at own institutions) * High Schools - info for counselors * Intern to do these tasks/Consider doctoral student for continuity (working toward being faculty) * Dissertation research * Partner with business accreditations (IACBE, ACBSP, AACSB) | 1. Rewrite Program Manager job description to include marketing duties 2. Create master’s and doctoral internships with specific duties in mind 3. Partner with business accreditations to streamline process for programs with both |
| Communicating ROI/Value | Broaden COSMA’s message of its ROI to various constituents including:   * Sport management programs – (especially small, MSIs) * High schools * Sport industry * Sport management students | Rewrite ROI/Value  Include in membership welcome letters  Include in accreditation granted letters (“now that you’re accredited”)  Email Deans of SM departments  Sport organization contacts - value of hiring young professionals from accredited programs  Identify barriers for programs becoming accredited (aside from financial)? Smaller programs for example?  Grant programs to encourage doing research on COSMA (student research)  Monthly “news” from COSMA highlighting member programs | 1) Rewrite ROI/Value with impact research information  2) Intern: Gather list of Deans of SM programs in U.S., Canada; Conduct research to identify barriers to accreditation  3) Write ROI/Value letter for programs to send to their sport industry partners, high schools, community colleges  4) Expand grant to include faculty at accredited programs  5) Develop news content categories for monthly newsletter a) links to alumni pages b) links to student sport clubs c) List of favorite textbooks d) spotlight member program |
| Recognition within sport industry | Work on connection to sport industry | Provide COSMA Fact Sheet (update)/Accreditation Guide to all member programs and ask it be distributed to internship supervisors  Develop industry award (e.g., team/athletic department that provides many internships, etc.)  Industry newsletter - faculty write synopsis of research that is “industry-friendly” (students could put it together?)  Get testimonials from industry experts that discuss the value and versatility of sport management degrees in terms of preparing students to effectively contribute once hired  Acknowledgement of sport industry organizations connected to COSMA-accredited programs with potential job sites | 1) Update Fact Sheet/Accreditation guide and disseminate to accredited members  2) Develop industry award for Hall of Fame  3) Student-written industry newsletter (PM) – identify and highlight job sites for grads  4) Solicit testimonials from industry experts |
| Diversity, Equity and Inclusion initiatives | Put diversity, equity and inclusion initiatives at center of COSMA organization | Boards – membership and focus  Conference  Training  Clearinghouse for information (e.g., textbook recommendations, check NCAA)  Mentorship facilitation: person to person, program to program  Guidance for diverse hiring initiatives | 1. Recruit and retain program members from MSIs 2. Recruit Directors and Commissioners from MSIs, Non-U.S.-based institutions 3. Continue conference focus on race & equity 4. Develop mentorship between programs and individuals 5. Develop guidance for diverse hiring initiatives |
| International recognition, connections, partnering | Prioritize international recognition, connections, partnering | Partner with WASM, EASM, etc. – determine mutual goals  Tap into international connections via accredited program study abroad partnerships | 1) Identify “ambassador” (e.g., Darlene Kluka) to connect with WASM, EASM leadership |
| Staffing | Provide appropriate staffing to meet goals | Adjust Program Manager position into FT Marketing/branding person - help with consistency  Develop succession plan  Use graduate assistants/interns for various projects  Faculty with course release/on sabbatical work for COSMA/do COSMA project - also get some compensation from COSMA | 1. Rewrite job description for Program Manager 2. Write succession plan 3. Write graduate assistant/internship job descriptions 4. Write sabbatical/course release project descriptions (or RFP??) |