

**New Program Proposal
Master of Arts, Sport Management
The Citadel**

Summary

The Citadel requests approval to offer a program leading to the Master of Arts degree in Sport Management to be implemented in Fall 2013. The proposed program is to be offered through traditional instruction on campus; classes will be scheduled in the evenings. The Citadel currently offers a program leading to the M.S. degree in Health, Exercise, and Sport Science (HESS) which will continue upon approval of the proposed program. The following chart outlines the stages for approval of the proposal. The full program proposal is attached.

Stages of Consideration	Date	Comments
Program Planning Summary received	5/1/2012	The Program Planning Summary was to offer the M.S. degree; however, the institution reconsidered following ACAP and submitted the proposal as the M.A.
Program Planning Summary considered at ACAP	7/12/2012	USC expressed concern about duplication and how the proposed program would affect USC's internship positions in Charleston. The Citadel officials agreed that the proposal would clarify the unique aspects of the program and internship site availability. Clemson asked that the proposal clarify whether the program is thesis or non-thesis.
Program Proposal Received	8/15/2012	Staff reviewed the proposal and provided suggestions and comments for refinements.
Revised Program Proposal Received	2/1/2013	
Comments and suggestions from CHE staff to the institution	2/11/2013	Staff suggested expanding the justification, need, and employment information for the sport management markets; including more description about the evolution of the proposed program; describing the assessment plan in more detail; and addressing the concerns by USC concerning duplication and internship positions in Charleston.
Revised Program Proposal received	2/15/2013	Revisions to justification and need sections; additional information provided about job opportunities and the relationship of the proposed program to USC's program.
Program Proposal posted to ACAP members for review	2/28/2013	
ACAP Consideration	3/21/2013	ACAP voted to recommend approval of the proposal without comment or question.
Program Proposal posted to CAAL members for review	4/16/2013	
CAAL consideration	5/2/2013	The Committee asked the institutional representatives to elaborate on the need for the proposed program. The Committee voted to recommend approval to CHE.
Revised Program Proposal Received	5/8/2013	The revised proposal provides additional information concerning the need for the proposed program.

Recommendation

The Committee on Academic Affairs and Licensing commends favorably to the Commission approval of the program leading to the Master of Arts degree in Sport Management at The Citadel to be implemented in Fall 2013, provided that no additional “unique cost” or other special state funding be required or requested.

M. A. in Sport Management
The Citadel

Lieutenant General John W. Rosa, President

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Classification

Program Title:	Sport Management
Academic Unit Involved:	Department of Health, Exercise, and Sport Science School of Science and Mathematics
Designation:	M. A. in Sport Management
Proposed Date of Implementation:	Fall 2013
CIP Code:	310504
Identification of Program:	New
Site:	The Citadel
Program Qualifies for Supplemental Palmetto Fellows Scholarship and Life Scholarship Awards:	No
Delivery Mode:	Traditional, evening courses

Justification

In 2009, based on an informal survey of Lowcountry employers and inquiries by individuals interested in moving into a sport management related career or gaining credentials that might enable them to advance in their current positions, The Citadel initiated a five-course, fifteen-credit Graduate Certificate in Sport Management-Sport Sales and Marketing. From the initial offering of this certificate program, participants expressed an interest in pursuing a master's degree in sport management, and a number, even from among the initial participants, opted to enroll in the M.S. in Health, Exercise, and Sport Science (HESS) (CIP Code 310505 kinesiology and exercise science), even though that degree program is directed more toward exercise science than sport management. To address the needs of current students who are interested in sport management, two half-time faculty members have been added to the HESS faculty. Courses have also been added over the years to address interests in sport management, and the HESS faculty is now prepared to offer a master's level program in Sport Management. When the planning summary for the proposed program in Sport Management was reviewed by the Advisory Committee on Academic Programs, members questioned why the degree would be an M.S. in

the absence of a thesis requirement. We acknowledged that this question was valid and, after further review, concluded that the M.A. would be the more appropriate degree. If the proposed M.A. in Sport Management is approved, those students currently pursuing the M.S. in HESS whose interests are in sport management will be transferred to the new degree program. The M.S. in HESS will remain in effect for the students whose interests lie in exercise science.

The proposed M.A. in Sport Management will pay special attention to the management of niche sporting events. Niche events have three characteristics: the event is created and adapted for a particular audience; there is no governing body to regulate the event, other than the organizing host; and the event may exhibit recognizable event components or it can be unconventional in its form (i.e., trail runs or paddle board events). In addition, niche events include local, regional or international events in sprint triathlon, surfing, trail running, challenge events, the occasional golf tournament, sailing events, rugby, etc. (Metro Sport Council, 2010).

Need for the Program

Student Need

To address student interest from working adults in the Charleston area, a Graduate Certificate in Sport Management-Sport Sales and Marketing was established in 2009. We found that many of the individuals interested in gaining credentials in sport management had pursued other interests as undergraduates. For a variety of reasons, their interests in sport management came later in life, and a master’s degree in sport management would provide them credentials to move into the sport industry or move to another level or setting within the sport industry. As indicated in the table below, students who are pursuing the M.S. in HESS have been expressing interest in a master’s program in sport management for several years now. If the proposed program is approved, we can begin advertising the program, and we are confident that interest in the program will increase.

	Current Data on the M.S. in HESS		
	Total Majors	Interested in Sport Management	Degrees Awarded
2012-13	63	18	-----
2011-12	62	15	27
2010-11	55	3	22
2009-10	56	6	19
2008-09	39	0	7
2007-08	34	0	4
2006-07	30	0	17

Industry Need

In determining the size of an industry, most economists utilize the North American Industry Classification System (NAICS). This classification system enables them to use the data

compiled by the US Government on each classified industry. Unfortunately, the NAICS does

not classify sport as a separate industry, and that requires the combining of data from a number of sub-industries in order to provide estimates regarding the sport industry. Based upon this kind of sub-industry assessment of the sport industry, the *SportBusiness Journal* (December, 1999) identified sport as the sixth largest industry in the U.S.; Parkhouse (2005) indicated that the sport industry had an economic impact of \$213 billion-a-year in the U.S.; Plunket Research (2012) estimated that the total sport market has a \$400-435 billion a year impact in the U.S. economy; and AT Kearney (2012) estimated the total sport industry, including infrastructure construction, sporting goods, license products, and live sport events, has an annual impact on the U.S. economy of between \$480-620 billion. The Kearney report also indicated that the sport industry is growing much faster than national GDP.

The following projections for the period 2010-2020 come from the Bureau of Labor Statistics in various sub-industries associated with the spectrum of sport industry. This list includes the kinds of positions available to sport management graduates, and the proposed M.A. in Sport Management has been designed to provide graduates with knowledge and experience in each of these areas.

- Employment of advertising and promotions managers is expected to grow 13 percent.
- Employment of marketing managers is expected to grow 14 percent.
- Employment of sales managers is expected to grow 12 percent.
- Employment of public relations specialists is expected to grow 23 percent.
- Employment of public relations managers is expected to grow 16 percent.
- Employment of market research analysts is expected to grow 41 percent.

Regional, State, National and Global Need

Charleston and the surrounding Lowcountry provide the venue for a significant number of sport organizations and sporting events that require knowledgeable, well trained sport management professionals. These organizations include three professional teams (Riverdogs in baseball, Stingrays in ice hockey, and Battery in soccer), and three NCAA Division I academic institutions. Charleston is also the home of the two largest annual sport events in the state of South Carolina: the Family Circle Cup in women's tennis and the Cooper River Bridge Run in road racing. In addition to these, there are a large number of smaller events such as the Sprint Triathlon Series (5 races each summer), a number of established road races that range from 150 – 5,000 participants, fishing and golfing tournaments, sailing events, and other niche sport events. Charleston is also the home of the South Carolina Sports Commission (Metro Sports Council), an organization that works with events and organizations in bringing and hosting sport events in Charleston. All these organizations and events need well qualified sport management professionals. They also fall under the umbrella of niche sports and markets, and these sports and markets will be the primary focus of The Citadel's proposed program. We have had a long history of working with these and other sports organizations and, therefore, they understand our academic programs and our graduates. Thus, we regularly place our students in internships positions with many of them. Every year, we place approximately 10-15 undergraduate and graduate students as interns or completing required practica with these organizations and mainly with Charleston Riverdogs, Carolina Stingrays, Charleston Battery, Charleston County Parks and Recreation Commission, Mt. Pleasant Parks & Recreation, and Cooper River Bridge Run. Our faculty have worked with these organizations in various capacities such as with respect to events and as officers (i.e., various running events in the Lowcountry and Cooper River Bridge Run Executive Board members). Executives of these organizations already participate

closely in our academic programs in capacities such as guest lecturers and adjuncts. Finally, many of our graduates have obtained employment with them.

Indeed, concerning the latter, information obtained over the last few years confirm that, not only are there job opportunities locally and regionally, but that our graduates have also found suitable employment in their field of study. (Note that, since we have not had a formal degree in sport management, comprehensive data are not available.) For example, locally, students of either our Graduate Certificate or the M.S. in HESS (but with a Sport Management interest) have found employment as Assistant Media Relations Director for Citadel Athletics; Specialist at Campus Recreation Services at the College of Charleston, or specialist in equipment management for the Cooper River Bridge Run. In addition, graduates are employed in other regional or national sport organizations, such as the First Tee charity organization of the PGA Tour (at Jacksonville, FL); track & field or cross country high school or collegiate event/race administrator, an outsourced position that did not exist few years back; or white water and natural adventures specialist. Some of our students are also employed by a major university or by one of the professional teams in the area. Finally, two of our projected graduates by the end of summer are in discussions for employment with Cooper River Bridge Run as Assistant Director, and with Riverdogs as Community Relations Director.

Current research on sport industry salaries (*SportBusiness Journal*, August 13-19, 2012) indicated that people in finance/administration/HR as well as sponsorship sales/services were the highest paid. Additionally, the mean average salary at the manager level (level for which our proposed program will prepare students) was \$69,821 with a median of \$65,000. In addition, research conducted by Turnkey Sports Poll in July 2012 (*SportBusiness Journal*, August 2012) covering more than 1,100 senior-level sport industry executives in professional and collegiate sports indicated the following:

- 12% had an undergraduate and 21% had a graduate degree in sport management (a significant number given the short time that sport management has been established as an educational field).
- Personnel with a graduate degree were paid more on average, in every level of the organizations, than the ones with just a bachelor's degree.
- Majority of departments had personnel between ages of 30 – 49 (this corresponds well with the age demographic of students interested in the proposed program).
- 60% of the respondents indicated that their entrance in the sport management was a calculated, planned for move.
- Majority of the respondents also indicated that they felt they were compensated fairly in comparison to their industry peers.

In addition, research indicates that the sport industry will continue to grow and that employment in the Fitness, Recreation and Sport areas will grow as well (AT Kearney, 2012; Employment Outlook: 2008-2018, US Bureau of Labor Statistics, 2010).

Centrality of the Program to the Mission of The Citadel as Defined by CHE

The Citadel's CHE-approved mission reads in part as follows:

“Throughout its history, The Citadel’s primary purpose has been to educate undergraduates as members of the South Carolina Corps of Cadets

A complementary purpose of The Citadel, realized through The Citadel Graduate College, is to provide the citizens of the Lowcountry and the State of South Carolina opportunities for professional development by offering a broad range of educational programs of recognized excellence at both the graduate and undergraduate levels. These programs are designed to accommodate the needs of non-traditional students seeking traditional and demanding academic challenges.”

It is in addressing this complementary purpose that the M.A. in Sport Management will play an important role. The largest graduate program offered by The Citadel through The Citadel Graduate College is the Master of Business Administration through which aspiring members of the business community gain additional academic credentials in support of their career development. The M.A. in Sport Management will provide a more specialized academic program in support of Lowcountry adults who are working or aspire to work in the sport industry. This degree will pay special attention to the niche sports that are most prominent in the Lowcountry of South Carolina.

Relationship of the Proposed Program to Existing Programs at The Citadel

The proposed M.A. in Sport Management will share a number of courses with the currently offered M.S. in HESS, and details are being finalized to allow courses offered in the Master of Business Administration and the Master of Project Management to be used in this program.

Similarities or Differences Between the Proposed Program and Those with Similar Objectives at Other Institutions

Since The Citadel offers the only state supported graduate program in HESS in the Charleston area, the proposed M.A. in Sport Management will not duplicate any state supported graduate program in this area. Two state institutions currently offer master’s degrees in the area of Sport Management, the MSEM in Sport and Entertainment Management offered by the University of South Carolina and the MS in Sport and Fitness Administration/Management offered by Winthrop University. Similarities in the coursework of these programs is not unexpected since all three institutions will likely be seeking accreditation for their programs through the Commission on Sports Management Accreditation (COSMA), the accrediting arm of the North American Society of Sport Management. However, we do not see The Citadel’s proposed M.A. in Sport Management as being in competition with these programs. The proposed program is offered entirely in the evening on The Citadel campus and is directed toward adults who live and work in the Charleston area. Since the University of South Carolina places some of the students in its MSEM program in internships in the Charleston area, Dr. Harry Davakos, Professor and Head of the Department of Health, Exercise, and Sport Science at The Citadel, will work closely with Dr. Andy Gillentine, Professor and Chair of the Department of Sport and Entertainment Management at USC, to ensure that there are no conflicts relative to master’s level internship placements in the Charleston area.

Enrollment

We currently have approximately 80 students in the M.S. in HESS, 18 of these students are interested in Sport Management. These 18 students will transfer to the M.A. in Sport Management if this proposed program is approved. Since the graduate programs at The Citadel are directed toward working adults and are offered in the evening, our students generally take one or two courses each semester. The following enrollment projections are based on currently enrolled students in the M.S. in HESS who have expressed an interest in transferring to the proposed M.A. in Sport Management and using a conservative increase of five students per year admitted each fall. Credit hour production is based on six hours (two courses) per semester per student (total) for the fall, spring, and summer.

PROJECTED TOTAL ENROLLMENTS FOR 2012-17

PROJECTED TOTAL ENROLLMENT						
YEAR	FALL		SPRING		SUMMER	
	Headcount	Credit Hours	Headcount	Credit Hours	Headcount	Credit Hours
2012-13	18	108	18	108	18	108
2013- 14	23	138	23	138	23	138
2014- 15	28	168	28	168	28	168
2015- 16	33	198	33	198	33	198
2016-17	38	228	38	228	38	228
2017-18	43	258	43	258	43	258

Curriculum

CORE REQUIRED COURSES

- HESS-540: Research Techniques & Methods of Analyzing Research I 3CR
- HESS-560: Research Techniques & Methods of Analyzing Research II 3CR
- HESS-518: Sport Marketing 3CR
- HESS-523: Admin & Leadership of Exercise & Sport Organizations 3CR

HESS-538: Internship in Sport Management	6CR
HESS-539: Sport Public Relations & Promotions	3CR
HESS-555: Legal Aspects of Sport	3CR
<u>Total Credit Hours for Required Courses:</u>	24CR

ELECTIVES (FIVE OF THE FOLLOWING COURSES)

HESS-507: Special Problems in HESS	3CR
HESS-511: Special Topics in HESS	3CR
HESS-513: Sport Facility & Event Management	3CR
HESS-520: Special Topics in Sport Management	3CR

HESS-521: The Art of Selling in Sport	3CR
HESS-541: Current & Future Trends in HESS	3CR
HESS-542: Practicum in HESS	3CR
HESS-548: Psychology of Sport & Motivation	3CR
HESS-549: Sociological & Cultural Aspects of Sport	3CR
HESS-552: Fundraising for Sport Organizations	3CR
HESS-553: Sport Communication	3CR
HESS-556: Sport Finance	3CR
HESS-557: Economics of Sport	3CR
HESS-558: Advertising in Sport	3CR
<u>Total Credit Hours for Electives:</u>	15CR
<u>Total Credit Hours for Degree:</u>	39CR

Program Objectives/Learning Outcomes

The M.A. in Sport Management is designed to provide an exemplary educational environment and experiences leading to enhancement or initial acquisition of skills, knowledge, and attitudes needed in sport management. This program pays special attention to niche sports and their markets, especially those popular in the Lowcountry. Competence within each of these areas contributes to preparing our students for professional advancement and leadership positions in sport management.

The objectives of The Citadel's sport management program are closely aligned with the core competencies required by the NASSM (North American Society of Sport Management). In The Citadel's proposed program, these core competencies have been adapted to best fit niche sport markets and events.

The M.A. in Sport Management graduate will be able to:

1. Demonstrate knowledge of current problems, trends, and issues in sport management in general and specifically in niche sport markets.
2. Demonstrate knowledge of the core concepts of socio-psychological aspects of sport, the marketing of sport, and such specific aspects as promotions, public relations, advertising and sales as they relate primarily to niche areas of the sport industry.
3. Demonstrate ability to transfer theoretical knowledge into a practical application environment.

4. Demonstrate knowledge and ability to create a marketing plan.
5. Demonstrate knowledge of economic and financial concepts as they relate to the sport industry in general and to niche sport markets in particular.
6. Demonstrate knowledge of administration of sport facilities and events (case studies).
7. Demonstrate knowledge of communication and relationship marketing.
8. Understand and describe the need for continuing research in sport management.
9. Demonstrate knowledge of research design, data and statistical analysis, and an understanding of research ethics and rights of human research subjects.

Assessment of Student Learning Outcomes

Assessment of the M.A. in Sport Management will be on-going and will be conducted in two phases.

PHASE 1: In this phase, we will assess the students' mastery of the program objectives listed above by evaluating their work in their individual courses. The faculty will specify the objective or objectives addressed in each course offered in the program. The faculty will then develop, for each course, specific assessment tools to assess knowledge of the objectives addressed in that course. These assessment tools may be questions to be embedded in the final exam of the course, written assignments, presentations, etc. Finally, the faculty will develop rubrics for evaluating each of these objective assessment tools.

The appropriate objective assessment tool will then be administered by the faculty member in each course, and the result—question, written assignment, presentation, etc.—will be extracted and evaluated by the agreed upon rubric and will become part of the Assessment Portfolio for that particular program objective. Through this process, an Assessment Portfolio will be generated for each program objective. On a three-year cycle, each Objective Assessment Portfolio will be reviewed by the faculty teaching in the M.A. in Sport Management program to determine what, if any, programmatic changes are needed. When changes are made, assessment tools and their rubrics will also be reviewed.

PHASE 2: Because the M.A. in Sport Management must prepare, or better prepare, its graduates for careers in the sport industry, we must assess how well we are doing from the perspectives of our students and their employers. This assessment phase is initiated in the internship. Throughout the internship, the student and the internship host will be expected to provide comments on how prepared the student is to take full advantage of this experience. Final reports from both the student and the host will become parts of the Phase 2 assessment portfolio.

The Phase 2 assessment will continue after the student graduates. We will survey each graduate three years from graduation. This survey will ask the graduates how well they believe our program has prepared them for their first positions and in what areas they believe the preparation needs to be strengthened. We will also ask for general steps that would improve the overall program. With the permission of the graduates, we will send a comparable survey to their employers. The faculty of the program will review these surveys to determine what, if any, programmatic changes should be made.

New Courses

All necessary required courses have been included in the proposed curriculum. At this time, no new courses will need to be added to the college catalog; however, the curriculum may be adjusted in response to trends in the sport industry.

Faculty

This table details each faculty/instructor involved in the program

List Staff by Rank	Highest Degree Earned	Field of Study	Teaching in Field (Yes/No)
Professor	DPE	Athletic Administration	YES
Assistant Professor	Ph.D.	Sport Management	YES
Visiting Professor	M.A.	History	YES *
Visiting Professor	M.A.	English	YES *
Adjunct	J.D.	Legal Issues in Sport Management	YES*

* “Teaching in Field” is based on extensive professional experience in sport management. The accrediting organization (COSMA) and the professional association (NASSM) provide allowances to hire exemplary practitioners from the field for instructional purposes only. These instructors are not involved in advising or other co-curricular duties but provide current knowledge and perspectives of the field that might not be available to our students through our regular faculty.

Institutional Plan for Faculty Development

The Citadel supports faculty development and research through funds provided by The Citadel Foundation. Currently, each faculty member has the opportunity to apply for faculty development grants of up to \$2500 and faculty research grants of up to \$2500 each year. Members of the faculty are expected to be active in their professional organizations and conduct research as applicable in their fields. Each faculty member is expected to teach 12 undergraduate credit hours per semester. However, when the teaching load includes a graduate course, the teaching load is reduced to nine hours. Faculty members are also eligible to apply for sabbaticals every seven years. The faculty member’s full salary is provided for a one semester sabbatical or half salary for a full year sabbatical.

Institutional Definition of Full-Time Equivalents (FTE)

A full-time equivalent faculty is defined as teaching a total of twenty-four credit hours during the fall and spring semesters. A faculty member is paid an additional stipend for teaching in the summer.

Unit Administration/Faculty/ Staff Support

The head of the Department of Health, Exercise, and Sport Science will spend .5 FTE administering the programs of the department.

UNIT ADMINISTRATION/FACULTY/STAFF SUPPORT						
YEAR	NEW		EXISTING		TOTAL	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Administration						
2012 – 13	0	0	1	.5	1	.5
2013-14	0	0	1	.5	1	.5
2014-15	0	0	1	.5	1	.5
2015-16	0	0	1	.5	1	.5
2016-17	0	0	1	.5	1	.5

UNIT ADMINISTRATION/FACULTY/STAFF SUPPORT						
YEAR	NEW		EXISTING		TOTAL	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Faculty						
2012 – 13	0	0	5	3.5	5	3.5
2013 – 14	0	0	5	3.5	5	3.5
2014 – 15	0	0	5	3.5	5	3.5
2015 – 16	0	0	5	3.5	5	3.5
2016 – 17	0	0	5	3.5	5	3.5
Staff						
2012-13	0	0	2	1.25	2	1.25
2013-14	0	0	2	1.25	2	1.25
2014-15	0	0	2	1.25	2	1.25
2015-16	0	0	2	1.25	2	1.25
2016-17	0	0	2	1.25	2	1.25

Physical Plant

Existing Facilities

The M.A. in Sport Management will be housed in Deas Hall on The Citadel campus where the B.S. in Sport Management is currently housed. This building houses one all-purpose classroom, one state-of-the-art exercise science laboratory, a cardio recreational area with approximately 20 state-of-the-art cardio/endurance stationary machines, a state-of-the-art Nautilus weight training center with 15 stationary machines, two computer laboratories/classrooms with eight and 13 workstations with Microsoft Office respectively, and five regular classrooms. In addition, there is an all-purpose weight training room with a combination of machines and free weights, two

locker rooms, a swimming pool, six racquetball courts, and a gymnasium that can be divided into four

teaching stations/courts. All classrooms are equipped with the latest teaching technology such as LCD projectors and Smart Podiums.

Additional Physical Plant Requirements

There are no additional physical plant requirements.

Equipment

At present time, there is no need for additional equipment for the proposed sport management program.

Library Resources

The resources at the library related to the program are adequate for the needs of the proposed program. Relevant holdings in the Daniel Library consist of over 10,500 references to health, exercise science, and physical education and over 650 print and electronic journal subscriptions. Journal collections include archival holdings in print, microform, and electronic format, as available. Faculty and students have access to discipline-specific online resources and databases on and off campus including *SPORTDiscus*, *Physical Education Index*, and *Sport Business Research Network*. Other databases of value to faculty and students studying health, exercise science, and physical education include *ScienceDirect*, *CINAHL*, *MEDLINE*, *Health & Wellness Resource Center*, *Health Reference Center Academic*, *Wiley Online Library* and *Science in Context*. The library provides access to over 65,000 unique journal and newspaper titles in support of The Citadel's curriculum. Electronic books are provided through ebrary, and physical DVDs and the *Films on Demand* database offer over 1,000 relevant video resources. The library has additional holdings in related fields including Education, Psychology, Biology, and Business Administration.

All Citadel faculty and students may use interlibrary loan services at no charge to acquire books and journal articles not immediately accessible through the library. The library has reciprocal borrowing privileges through the Partnership Among South Carolina Academic Libraries (PASCAL) catalog of nearly 10,000,000 books. A librarian is assigned to the HESS department as a collection and instruction liaison. Beyond this, the library considers every book, journal, film, and database purchase suggestion from students and faculty essential to the collection management process. Remodeling projects in 2009 and 2012 have ensured that the library's capacity for effective study and collection space are maintained.

Accreditation, Approval, Licensure or Certification

There are at present no licensure or certification requirements for individuals who work in sport management. It is our intent to seek program credentialing through the Commission on Sport Management Accreditation (COSMA), a newly formed accreditation organization for sport management education programs. We believe that COSMA accreditation will enhance the regional and national visibility of our program and potentially make our graduates more marketable. It is our intent to gain institutional membership in COSMA and to begin the process of determining how best to pursue accreditation for our programs.

Articulation

While there are no formal articulation agreements, The Citadel's Department of Health, Exercise, and Sport Science and its Sport Management program are eager to collaborate with other institutions and programs in the state. We welcome into our program students who have completed undergraduate programs, especially a sport management program, at other state institutions and who have relocated to the Charleston area to pursue their careers in the sport industry.

Estimated Cost

Costs to the Institution and Sources of Financing

ESTIMATED COSTS BY YEAR						
CATEGORY	1st	2nd	3rd	4th	5th	TOTALS
Program Administration	12,843	13,293	13,759	14,241	14,740	68,876
Faculty Salaries	242,680	251,174	259,966	269,065	278,483	1,301,368
Graduate Assistants	0	0	0	0	0	0
Clerical/Support Personnel	12,423	12,858	13,309	13,775	14,258	66,623
Supplies and Materials	12,317	12,749	13,196	13,658	14,136	66,056
Library Resources	0	0	0	0	0	0
Equipment	0	0	0	0	0	0
Facilities	0	0	0	0	0	0
Other (Identify)	0	0	0	0	0	0
TOTALS	280,263	290,074	300,230	310,739	321,617	1,502,923

Note: All library expenditures are centralized through Daniel Library. Estimated costs are based on the 2011-12 budget of the Department of Health, Exercise, and Sport Science with an estimated 3.5% increase per year. Program Administration and Clerical/Support Personnel cost have been estimated based on the number of students being served.

SOURCES OF FINANCING BY YEAR						
Tuition Funding	12,317	12,749	13,196	13,685	14,136	66,056
Program-Specific Fees	0	0	0	0	0	0
State Funding*	0	0	0	0	0	0
Reallocation of Existing Funds**	267,946	277,325	287,034	297,081	307,481	1,436,867
Federal Funding	0	0	0	0	0	0
Other Funding (Specify)	0	0	0	0	0	0
TOTALS	280,263	290,074	300,230	310,739	321,617	1,502,923

** The implementation of the graduate level Certificate in Sport Management and the increased interest in Sport Management of our graduate student pursuing the M.S. in HESS have led us to strengthen and expand the graduate curriculum and faculty in Sport Management. Because of these steady improvements, most of the funding needed to support the M.A. in Sport Management is already in the operating budget of the Department of Health, Exercise, and Sport Science supporting our graduate students in the M.S. in HESS whose interests lie in the area of Sport Management. If CHE approves the M.A. in Sport Management, these students, who are currently in the M. S. in HESS, will transfer to the M.A. in Sport Management. Any additional needed funding will be reallocated from The Citadel's General Fund.

Institutional Approval

The M.A. in Sport Management was approved by The Citadel Graduate Council on 26 April 2012 and Academic Board (chaired by the Provost) on 1 May 2012. The approval of the President was demonstrated by his signature on the Program Planning Summary. Implementation of a new degree program within an existing department does not require Board of Visitors approval.