

**New Program Proposal
 Ph.D., Sport and Entertainment Management
 USC-Columbia**

Summary

USC-Columbia requests approval to offer a program leading to the Ph.D. in Sports and Entertainment Management to be implemented in Fall 2014. The proposed program is to be offered on the main campus of USC-Columbia. This program will be the first doctoral program in sport and entertainment management in South Carolina. The following chart outlines the stages for approval of the proposal; the Advisory Committee on Academic Programs (ACAP) voted to recommend approval of the proposal to the Committee on Academic Affairs and Licensing (CAAL). The full program proposal **is attached**.

Stages of Consideration	Date	Comments
Program Planning Summary received and posted for comment	11/1/2012	No comments were provided by the institutions.
Comments compiled and sent to institution from E-review of Program Planning Summary	12/17/13	Staff provided comments and recommendations for the full proposal submission including experience and expertise of faculty working with doctoral students, details on regional and national institutions offering similar degrees, workforce development details on availability of jobs for graduates, more recent data on availability of faculty positions in this field of study, clarification of new faculty in the estimated costs, and a report from an external consultant. (Note: this was the first time for the E-review of PPS since the revision of the program approval process).
Program Proposal Received	5/6/13	
External Consultant Report Received	6/4/13	In his report by Dr. Jeffrey James, Chair, Department of Sport Management at Florida State University concluded that the primary strengths of the proposed program were the qualifications and number of faculty members at USC to mentor doctoral students. Dr. James stated that institutions announced 110 positions for Sport Management/Administration faculty members in 2012-13. He also mentioned the critical need for financial assistance to doctoral students. Dr. James anticipated a challenge of building the brand for the program and attracting top doctoral student prospects in the early years of the program.

Stages of Consideration	Date	Comments
Comments and suggestions from CHE staff to the institution	6/5/2013	Staff asked the institution to resubmit the proposal prior to ACAP according to the template in the revised guidelines approved by CHE in October 2012. Specific information requested from the institution included: additional justification of the need for the program in the state; employment opportunities for graduates of the program based on state, regional, and national data; the relationship of the doctoral program to current undergraduate and graduate programs at USC-Columbia; more specificity on admissions requirements; identification and description of new courses; additional details on the assessment of doctoral students (qualifying and comprehensive exams and program learning outcomes); details on the qualifications, backgrounds, and expertise of current faculty members in the area of entertainment management; a qualitative and quantitative analysis of library resources; and a section describing articulation.
Revised Program Proposal received	6/11/2013	USC-Columbia addressed staff concerns in the revised proposal.
Program Proposal posted to ACAP members for review	6/11/2013	
ACAP Consideration	6/20/2013	<p>ACAP members discussed the importance of this degree. USC-Columbia representatives stated they didn't take consideration of a new doctoral program lightly and that a number of undergraduate and graduate programs are emerging in this field. The sports industry in South Carolina has created a demand for qualified academicians to teach. USC stated there are only 20 programs of this kind in the United States and that they were recently contacted by twelve students interested in this type of doctoral program.</p> <p>Winthrop stated they have a master's program similarly aligned with this degree. The Citadel asked where the competition was nationally at institutions for this degree; USC responded that University of Georgia, Florida State University, University of Tennessee, Texas A & M, and the University of Florida had programs that were competitive with this degree.</p>

Recommendation

The staff recommends that the Committee on Academic Affairs and Licensing commend favorably to the Commission the program leading to the Ph.D. degree in Sports and Entertainment Management at USC-Columbia, to be implemented in Fall 2014, provided that no additional “unique cost” or other special state funding be required or requested.

NEW PROGRAM PROPOSAL

Ph.D. in Sport and Entertainment Management

University of South Carolina (Columbia)
College of Hospitality, Retail, and Sport Management
Department of Sport and Entertainment Management

January 2013
Revised and resubmitted June 2013

Signature of the President: _____

Harris Pastides

Program contact name and contact information:

Dr. Andy Gillentine
Chair, Department of Sport and Entertainment Management
Carolina Coliseum
University of South Carolina
803-777-8532

CLASSIFICATION

Name of Proposed Program: Sport and Entertainment Management

Academic unit involved: Department of Sport & Entertainment Management
College of Hospitality, Retail and Sport Management
University of South Carolina (Columbia)

Designation: Doctor of Philosophy (Ph.D.)

CIP Code: 31.0504

Proposed Date of Implementation: August, 2014

Site: Columbia

Program does not qualify for supplemental Palmetto Fellows Scholarship or LIFE scholarship awards

Delivery mode: Traditional

Institutional Approval

The initial approval dates for the proposed Ph.D. program in Sport and Entertainment Management occurred as follows:

Departmental Approval:	February 20, 2012
College of HRSM Approval:	April 26, 2012
University Approval:	May 3, 2012
Presidential Approval (Program Planning Summary):	October 30, 2012
Presidential Approval of Program	October 30, 2012
Board of Trustees Approval	April 17, 2013

Purpose

The Ph.D. program in Sport and Entertainment Management is designed to meet the demand by industry and educational institutions for high quality academicians with a sport and entertainment management background. Students will be given the opportunity to generate industry-specific knowledge through exposure to and participation in academic research with a discipline-specific application. Subsequently, as professors, they will be equipped to disseminate such knowledge to the public and other industry stakeholders. Additionally, as the first doctoral program in sport and entertainment management in the state, it will contribute to the knowledge economy within the state of South Carolina.

Justification Need for the Program in the state

According to the most recent Economic Census, sport and entertainment is a \$189.4 billion industry (US Census Bureau, 2010). In South Carolina, the industry generates approximately \$1.4 billion in revenue. This state has a rich history of marquee sport events at multiple levels (e.g., Darlington Raceway events, Carolina Cup steeplechase races, RBC Heritage professional golf, Family Circle Cup professional tennis, Olympic marathon trials, and youth sport championship tournaments). It also hosts a plethora of entertainment events throughout the year in all regions of the state (e.g., events at Colonial Life Arena, Bi-Lo Center, Spoleto Festival, Grand Strand entertainment events). The sport and entertainment industry's capacity to spur economic development in South Carolina, the United States, and internationally depends on the creation of a highly skilled workforce who understand the challenges and opportunities of the increasingly global nature of this dynamic industry. According to the Bureau of Labor Statistics (United States Department of Labor, 2009), career opportunities related to sports are expected to increase 15 percent faster than the average for all occupations through the year 2016. It is projected that there will be 562,000 sport management related positions available by 2016. Last year, employment in the sport and entertainment industry increased 2.6% nationwide and 14.4% within the State of South Carolina according to the Bureau of Labor Statistics (2013).

Nationally, sport and entertainment industry economic output grew 5.94% annually from 2002-2007 (U.S. Census Bureau, 2010) with subsequent increased demand for academic degrees focused in these areas. This includes increased demand within the state of South Carolina. The sport and entertainment industry is likely to continue to expand in the future based on continued growth forecasted by the Bureau of Labor Statistics (2013).

A direct byproduct of this continued demand for qualified graduates is the increased need for quality sport and entertainment management programs and qualified faculty (Gillentine, Baker, & Cuneen, 2011). While the lateral movement of existing faculty has filled the majority of these vacancies in the past, the relatively small average number of Ph.D. graduates each year will cause the academy to continue to experience a deficit regarding the number of faculty positions advertised and filled and that deficit will continue to grow annually. Specifically, in his external review of the proposed doctoral program, Dr. Jeffrey James noted that there were 110 position announcements for Sport Management/Administration faculty members during the 2012-2013 academic year. This is consistent with previous research indicating that the need for qualified sport management faculty exceeds the number of faculty being produced and available each year (Pederson, Whisenant, & Schneider, 2005; Mahony, Mondello, Hums, & Judd, 2004). The depth of education in the USC program will allow graduates to teach a wider variety of courses and conduct research in areas suffering from a dearth of experts.

Currently no sport or entertainment management doctoral programs are offered in South Carolina. Seven private colleges have undergraduate programs in the discipline (Claflin, Coker, Erskine, Limestone, Newberry, North Greenville, and Southern Wesleyan), as do four public institutions (The Citadel, Winthrop, Coastal Carolina, and Clemson). A Graduate Certificate program is offered at The Citadel in Sport Management with an emphasis on Sport Sales and Marketing. Clemson offers degrees in Parks, Recreation, and Tourism Management at the master's and doctoral level; these programs do not focus on sport and entertainment management. Graduates of the proposed Ph.D. program will be able to fill faculty and research voids that exist within the state and region.

Importantly, building upon the SPTE department's existing longstanding industry relationships with sport and entertainment organizations across the state, this will include applied industry research that will serve these organizations. The existence of the Ph.D. program will provide new collaborative research opportunities that will enable the department of SPTE to provide these sport and entertainment organizations with relevant data that will enable better strategic decision making. This data will come as a byproduct of funded research projects that the doctoral program will help facilitate.

Centrality of the program to the mission of the institution

The Department of Sport and Entertainment Management (SPTE) is well positioned to provide exemplary academic preparation for its students, conduct seminal research, and generate industry-based knowledge that fosters a prosperous industry. The SPTE department's faculty has grown considerably in size as well as academic and industry reputation since its inception in 1987 and includes established researchers and award-winning educators in their respective sub-disciplines.

The SPTE department currently offers Bachelor of Science and Master of Science degrees. The Department has approximately 601 undergraduate majors, 427 minors, and 53 graduate students, and is considered by industry leaders and academics to be among the best departments in the country (Baugus, 2008; Roach, 2010; *Sport Business International*, 2013). Additional evidence of this recognition is reflected in the number of industry professionals who send their children to USC to study in the Department of SPTE as well as the number of academic common market students who attend USC to participate in the SPTE program. Currently 71 percent of the undergraduate student body in Sport and Entertainment Management are from out of state which is reflective of the broad national reputation the department has developed. The Department is unique in higher education with a comprehensive sport and entertainment business curriculum. It has successfully developed multiple sport and entertainment industry partnerships, notably with Feld Entertainment, Darlington Raceway, AEG and Global Spectrum.

The Department has established a national and international reputation as a leading provider of graduate education in sport and entertainment management as evidenced by its most recent ranking in *Sport Business International*. In 2013, the department's master's program was ranked 21st globally and ninth in North America for sport management graduate programs (*Sports Business International*, 2013). The introduction of the Ph.D. in Sport and Entertainment Management represents the logical next step in the fulfillment of the College's mission and Department's goals, which include national and international recognition as one of the leading graduate programs in the field. Students will be given the opportunity to generate industry-specific knowledge through exposure to and participation in high caliber academic research with a discipline-specific application. Subsequently, as professors, they will be equipped to disseminate such knowledge to the public and other industry stakeholders. Because of the Department's unique focus in both sport and entertainment management (as opposed to only sport management), students will develop a distinct and more holistic understanding of both sport management and entertainment management. Therefore, they will be better positioned in the academic job market in that the breadth of their training should make them qualified for both sport-specific and entertainment-specific positions. Furthermore, as more programs incorporate entertainment management, the relative value of our graduates will increase as one of the few existing doctoral programs with this curriculum content. The program has been designed with a

strong emphasis on preparing candidates to conduct both theoretical and applied research within the broadening domain of sport and entertainment management. In addition, a primary goal of the program is to equip candidates with the skills to be effective teachers and mentors to students, as well as to be a valuable resource for industry professionals.

Relationship of the proposed program to other related programs within the institution

There are no comparable doctorate programs within the University of South Carolina. The Ph.D. in Business Administration offers various management-related concentrations (e.g., Accounting, Finance, International Business, Management, and Marketing), but no focus on sport and entertainment management. Business Administration Ph.D. courses, however, may provide suitable cognates for qualifying students in the program who desire greater insight into particular business-related areas. It may also be appropriate to explore cognates in related disciplines, such as Hospitality and Tourism Management, Marketing, Educational Leadership and Policy Studies, Journalism and Mass Communications, and to also encourage faculty members from those departments to serve on Ph.D. committees of the program. The proposed Ph.D. in Sport and Entertainment Management will include courses that may be of interest to students in other existing graduate programs within the University, and will afford areas of collaboration in research and teaching with other USC faculty. Additionally, the program will benefit from the rich history and success of the existing M.S. and B.S. programs at USC. The strong students and alumni from these programs will be recruited and encouraged to consider the advanced degree.

List of similar programs in the state

The proliferation of undergraduate programs around the United States and South Carolina increases the demand for additional faculty members with doctoral degrees (as listed below, there are currently eleven colleges or universities in South Carolina offering a baccalaureate degree in sport management or related major). Clemson University and Winthrop University offer the only two master's degree programs in sport management, sport and fitness administration, or recreational management. As also listed below, fourteen universities in South Carolina offer a Master in Business Administration that may also provide students who have an interest in pursuing an advanced degree in Sport and Entertainment Management.

South Carolina Institutions that offer Sport Management or Related Programs

Undergraduate

Public

The Citadel
Winthrop University
Coastal Carolina University
Clemson University

Private

Claflin University
Coker College
Erskine College
Limestone College
Newberry College
North Greenville University
Southern Wesleyan University

Graduate

The Citadel - Graduate Certificate emphasis in Sport Sales and Marketing
Clemson – M.S. and Ph.D. in emphasis in Parks Recreation and Tourism Management

MBA Programs

USC -Columbia
USC -Salkehatchie
Charleston Southern University
Clemson University
College of Charleston
Winthrop University
The Citadel
North Greenville University
Coastal Carolina University
Southern Wesleyan University
South Carolina State University
Francis Marion University
Claflin University
Anderson University

Similarities and differences between the proposed program and those with similar objectives

While academic institutions nationwide offer an array of discipline-related undergraduate programs, there are only twenty doctoral programs in sport management in the United States (listed below), none of which have a focus in sport *and entertainment* management. Regional competition for recruiting doctoral students does not present a challenge, as each of the four doctoral programs located in the southeast region in immediate geographic proximity to USC is different in focus. The focus of the proposed program in sport and entertainment management makes it unique not only to the region but also nationally among its peers. Existing doctoral programs offer preparation in only sport management. The program at USC will allow doctoral students to gain expertise in sport management, entertainment management, and venue/event management. No other program is able to offer this level of preparation which will allow USC to produce the best prepared graduates in the U.S. and worldwide. This comprehensive preparation should make the graduates of the USC program highly desirable among colleges and universities.

Institutions in the United States that offer doctoral programs in Sport Management:

Florida State University*#
Indiana University
Louisiana State University
Ohio State University
Temple University
Texas A&M University*
Texas Woman's University
United States Sports Academy
University of Connecticut
University of Florida* #
University of Georgia #
University of Illinois
University of Louisville*
University of Massachusetts*
University of Michigan
University of Minnesota
University of New Mexico
University of Northern Colorado
University of Tennessee#
University of Texas

* Although none have an entertainment management component, educational institutions noted with an asterisk would be considered the Department of Sport and Entertainment Management's peer institutions with regard to sport management (College of HRSM Blueprint for Academic Excellence at USC, 2010-2011)

Doctoral programs located in the southeast region in immediate geographic proximity to USC.

Admissions

Admission to the Ph.D. program is voted on individually by the Department of Sport and Entertainment Management's graduate faculty after consideration of a number of factors. The first factor to be considered is the applicant's academic record (especially work done at the master's level). The applicant must have a master's GPA of 3.25 or higher. Undergraduate and graduate degrees in sport management, entertainment management, music management, or business are preferred but not required. Second, the applicant's score on the Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT) will be considered. Successful applicants will have a minimum combined score of 300 on the GRE or the equivalent score on the GMAT. Third, the applicant's statement of career objective and letters of recommendation will be analyzed to determine the applicant's commitment to pursue advanced study and research. Fourth, the applicant's résumé and transcripts will be used to determine if the applicant has sufficient preparation to enter graduate study and relevant professional experience. A personal and/or phone interview may be used to verify information as required. Admitted students must have a SPTE faculty member who is willing to serve as their dissertation committee chair. The applicant's research interest must align with a current faculty member's research interest. Without this, some qualified students may not be admitted if a faculty member does not agree to be their chair.

Anticipated Program Demand and Productivity

An enrollment of approximately nine fully-funded students is anticipated within three years of the program's commencement, based on an expectation of three newly funded students in each academic year. Approximately twelve prospective students have contacted SPTE department faculty requesting information regarding a potential doctoral program at the University of South Carolina in the past year. These solicitations have occurred via email, in-person at academic and professional conferences, and in-person from current students and alumni from the sport and entertainment management master's program. The program also receives monthly inquiries from other universities' graduate directors and faculty regarding the development of the Ph.D. program at USC. Students will only be admitted during the fall semester in order to maintain consistency in course offerings. The SPTE department will recruit students who represent the diverse, international nature of sport and entertainment. The candidate pool will be drawn from three primary sources. One group of potential candidates will be recent graduates from existing sport management (and related) master's programs in South Carolina and throughout the United States. A second target market will be practitioners within the sport and entertainment industry who may desire to enter academia. The third target market will be international students interested in studying in the United States. Particular emphasis will be made to recruit candidates from countries in which the University of South Carolina and the College of Hospitality, Retail & Sport Management have established partnerships and countries that fully fund students through their governments.

Graduates of the program will pursue careers primarily at universities and, to a lesser extent, in the private sector. The program's strong emphasis on statistics and research design will equip graduates to build strong foundations for future industry research needs and creative solutions to industry challenges. In addition to being qualified for positions nationally and internationally, graduates will be able to seek employment at colleges and universities within South Carolina, for example at Winthrop University and Coastal Carolina University, as well as colleges and universities in the immediate Southeast region (e.g., University of Georgia, University of Tennessee, and University of Florida).

The Ph.D. in Sport and Entertainment Management program will admit three students during the Fall of 2014. After, it is anticipated that the Department will admit three to five students each year. Accordingly, after the first three years of the launching of Ph.D. program, the Department of Sport and Entertainment aims to have a minimum of nine Ph.D. students and a maximum of 15. Students will only be admitted during the Fall semester in order to maintain consistency in course offerings. As the Projected Total Enrollment table shows below, three students will be enrolled in 2014-15, followed by an additional five students in 2015-16 and another five students in 2016-17. At the end of Summer, 2016-17, three student who began in 2014-15 should graduate and additional five new students admitted, equaling enrollment in 2017-18 of 15 students. Students will take nine credit hours of classes each Fall and Spring semester to qualify as full-time graduate students. We anticipate that students will take at least three credit hours in the Summer as well. The projected total enrollment anticipates 60% graduation rate after the first three years, and 100% after 3.5 years.

PROJECTED TOTAL ENROLLMENT							
YEAR	FALL		SPRING		SUMMER		Total Credit Hours
	Headcount	Credit Hours	Headcount	Credit Hours	Headcount	Credit Hours	
2014-15	3	27	3	27	3	9	63
2015-16	8	72	8	72	8	24	168
2016-17	13	117	13	117	13	39	273
2017-18	15	135	15	135	15	45	315
2018-19	15	135	15	135	15	45	315

Curriculum Structure of the Ph.D. Program:

The Ph.D. program in Sport and Entertainment Management is designed to meet the demand by industry and educational institutions for high quality academicians with a sport and entertainment management background. Students will be given the opportunity to generate industry-specific knowledge through exposure to and participation in academic research with a discipline-specific application. Subsequently, as professors, they will be equipped to disseminate such knowledge to the public and other industry stakeholders.

The program is based on a three-year period of residential study beyond completion of a master’s degree in sport and entertainment management or a related field. It consists of a minimum of sixty credit hours beyond the master’s degree. A total of sixty credit hours is consistent with the number of required hours of Ph.D. programs in sport management at our peer institutions, such as the University of Florida (69 hours), the University of Tennessee (72 hours), and the University of Massachusetts (63 hours). The program’s curriculum will be focused on the following four areas: (1) Core Seminars-15 Hours, (2) Statistics/Research Core-15 Hours, (3) Cognate(s)-12 Hours and (4) Dissertation-18 Hours.

Sample program schedule

Content Area	FALL '14	SPR '15	SUM '15	FALL '15	SPR '16	SUM '16	FALL '16	SPR '17	SUM '17	Total Hrs
Seminars (15 hrs)	SPTE 801	SPTE 830		SPTE 860	SPTE 890	SPTE 810				
Statistics (9 hrs)	STAT 700	STAT 701		STAT 704						
Methods (6 hrs)			EDRM 700		EDRM 740					
Cognates (12 hrs)	MKTG 850	EDRM 718		MKTG 851	MKTG 854					
Dissertation (18 hrs)							SPTE 899	SPTE 899	SPTE 899	
Semester Hrs	9 hrs	9 hrs	3 hrs	9 hrs	9 hrs	3 hrs	6 hrs	6 hrs	6 hrs	60 hrs

- SPTE 899 – Dissertation
- STAT 700 – Applied Statistics I
- STAT 701 – Applied Statistics II
- STAT 704 – Data Analysis I
- EDRM 700 –Introduction to Research in Education
- EDRM 718 – Research and Statistical Packages
- EDRM 740 – Qualitative Research in Education
- MKTG 850 – Research Methods and Philosophies in Marketing
- MKTG 851 – Concepts and Theories in Consumer Research
- MKTG 854 – Latent Variable Estimation Techniques

Students who have not had prior exposure to the sport and entertainment industry through a related undergraduate or graduate degree are required to enroll in a 15-hour Prerequisite Core. Courses in this core are:

Prerequisite Core (15 hours)

- SPTE 640 - Venue Management: Principles and Practices (3)
- SPTE 701 - Management in the Sport and Entertainment Industry (3)
- SPTE 746 - Risk and Security Management in Public Assembly Facilities (3)
- SPTE 760 - Principles of Sport and Entertainment Marketing (3)
- SPTE 790 - Sport and Entertainment Finance (3)

The program will introduce students to advanced and current research being conducted in the sport and entertainment industry. A substantial portion of the coursework will consist of courses that focus on research methodology and statistical analysis techniques. These courses are designed to develop students' critical analysis skills while serving as the basis for developing a sustainable research agenda.

Because of the department's unique focus on both sport and entertainment management (as opposed to only sport management), students will develop a distinct and more holistic understanding of both sport management and entertainment management and be better positioned in the academic job market in that the breadth of their training should make them qualified for either sport-specific or entertainment-specific positions within those programs.

Degree Requirements (60 Post Masters Hours)

Core Seminars (15 hours)

- #SPTE 801 – Seminar in Sport and Entertainment Management (3)
 - *Acquaints sport management Ph.D. students with advanced principles and applications of the sport and entertainment management discipline. This course will expose the doctoral student to research examining organization, leadership, and strategic management in the sport and entertainment industry and appropriate sub-industries.*
- #SPTE 810 – Seminar in Sport and Entertainment Management Education (3)
 - *Provides Sport and Entertainment Management graduate students with insights that foster professional growth and development as a college instructor. This course examines the scholarship of teaching SPTE and developing optimal classroom environments and identification and guided reflective analysis of critical issues in SPTE education.*
- #SPTE 830 – Seminar in Sport and Entertainment Law and Risk Management (3)
 - *Acquaints students with advanced theory and application of law and risk management in sport and entertainment management through the review of scholarship about professional and amateur sport, laws impacting the entertainment industry, and risk management issues within sport and entertainment facilities.*
- #SPTE 860 – Seminar in Sport and Entertainment Marketing (3)
 - *Acquaints sport management Ph.D. students with advanced principles and application of the sport and entertainment marketing discipline. The course will take an in-depth look at how amateur/professional sport, and emerging sport business enterprises and trends affect the practice of sport and entertainment marketing. This course is designed for students to study sport and entertainment marketing theories and practical applications and principles by specifically learning about marketing information systems, pricing strategies, media relations, promotional methods and endorsements.*
- #SPTE 890 – Seminar in Sport and Entertainment Finance (3)
 - *This course covers advanced principles and applications of sport and entertainment finance. The course takes an in-depth look at the theory, concepts, and frameworks of sport and entertainment finance research. The focus will be on the optimum financial policies and decisions of nonfinancial firms in the sport and entertainment industry.*
 - **Statistics/Research Core (15 hours)**
 - Two Research Methods courses (one of which must be qualitative) (6)
 - Three Statistics courses (9)

- **Cognate(s) (12 hours)**
 - The student should specialize in their chosen area of research interest. At least 6 hours of course work must be taken outside the SPTE Department.
- **Dissertation (18 hours)**
- **#SPTE 899 - Dissertation**
 - *Assists students through the proposal and dissertation writing process*

Indicates new SPTE courses approved by the Graduate Council in Spring of 2012.

Assessment

Ph.D. students will complete qualifying examinations after finishing their first-year coursework, and take comprehensive examinations upon the completion of all coursework. The qualifying exam is intended to measure the student's knowledge of the basic content areas in sport and entertainment management through written responses to open-ended questions. Successful completion of this exam is required for continuation in the program. The comprehensive examination's content differs from the qualifying examination as its content will be individualized for each student and will be determined by his or her committee. Content will be based in the student's coursework and area of research interest. The exam will be written with an oral defense required.

Program administrators will review the collective results of both of these examinations on an annual basis, to assess program learning outcomes and to ascertain whether revisions of particular courses or learning outcomes should be undertaken.

Ph.D. Program Goals and Learning Outcomes

Goal 1

Equip students with advanced knowledge relevant to sport and entertainment management.

Learning Outcome 1

Discuss, explain, and defend subject matter relevant to sport and entertainment management.

Learning Outcome 2

Identify philosophical foundations and schools of thought and assess relevance to the sport and entertainment industry.

Learning Outcome 3

Students will demonstrate an advanced level of competence and application of subject matter relevant to sport and entertainment management.

Goal 2

Equip students to conduct both theoretical and applied research within the broadening domain of sport and entertainment management.

Learning Outcome 1

Identify, discuss and defend traditional and current research methods in sport and entertainment management.

Learning Outcome 2

Apply, discuss, explain and defend the use of appropriate research methods in the development of a formal research project.

Learning Outcome 3

Ethically conduct research that is suitable for the SPTE discipline.

Goal 3

Equip students with the skills to be effective teachers and mentors to students as well as be a valuable resource for the industry.

Learning Outcome 1

Students will demonstrate an understanding of the nuances and challenges of teaching in the sport and entertainment classroom.

Learning Outcome 2

Students will demonstrate competence in teaching sport and entertainment management.

The findings will also be used to determine whether any other aspects of the Ph.D. program as a whole should be reconsidered. Program assessment will be augmented by exit interviews of all graduating Ph.D. students conducted by the graduate director. Further, employment data for graduates will be collected and analyzed in order to validate program curriculum and to identify adjustments that may be warranted through this feedback.

Faculty

A total of fifteen current faculty members in SPTE will be involved in teaching graduate-level courses and supervising Ph.D. students on their research (see table below). All of these faculty members have taught courses at the graduate level and have directed student research. Two new faculty included below will join the SPTE faculty during the 2013-2014 academic year. Of these faculty members, one current professor has chaired a student dissertation committee, an associate professor and Ph.D. program director has chaired dissertations and another professor has served on several student dissertation committees. Among the current associate professors, five have served on student dissertation committees.

List Staff by Rank (e.g. Professor #1, Professor #2, Associate Professor #1, etc)	Highest Degree Earned	Field of Study	Teaching in Field (Yes/No)
Professor #1	Ed.D.	Global Mega-Events	Yes
Professor #2	Ph.D.	Sport Management	Yes
Associate Professor #1	Ph.D.	Marketing	Yes
Associate Professor #2	Ed.D.	Sport & Entertainment Finance	Yes
Associate Professor #3	Ph.D.	Sport & Entertainment Legal Aspects	Yes
Associate Professor #4	Ed.D.	Sport Finance	Yes
Associate Professor #5	Ph.D.	Sport & Entertainment Event Management	Yes
Associate Professor #6	Ed.D.	Sport Management	Yes
Associate Professor #7	Ed.D.	Sport and Entertainment Ethics	Yes
Assistant Professor #1	Ph.D.	Sport and Entertainment Marketing	Yes
Assistant Professor #2	Ph.D.	Sport & Entertainment Event Management	Yes
Assistant Professor #3	JD	Event Management & Sponsorship	Yes
Assistant Professor #4	DMA	Music Business & Entertainment Industries	Yes
Senior Lecturer #1	MPA	Sport & Entertainment Venue & Event Management	Yes
Clinical Instructor #1	MS	Sport & Entertainment Venue Management	Yes

The table below shows administration, faculty, and staff support for the Ph.D. in Sport and Entertainment Management. Three faculty members have administrative responsibility for the Ph.D. program. One faculty member with administrative responsibility is the Chair of the Department of Sport and Entertainment Management, who will supply .10 FTE toward the Ph.D. in Sport and Entertainment Management. The second faculty member with

administrative duties is the Graduate Director in SPTE, who directs the overall SPTE graduate program, master's, and Ph.D. degrees. This faculty member will provide 0.30 FTE for the Ph.D. program. The third faculty member with administrative duties serves as the director of the Ph.D. program, responsible for the recruitment, admission, and advisement of Ph.D. students. This faculty member will supply .60 FTE towards the Ph.D. program. This results in a total of 1.0 administrative FTE.

With the exception of the graduate program director (.70 FTE teaching) and the Ph.D. program director (.40 FTE teaching) who, in addition to their administrative duties, will teach exclusively at the graduate level, it is expected that the teaching and mentoring load will constitute on average 25% of the workload for the faculty members (13) in years one and two of the program. The projected growth in the program in years three and thereafter and the progression of students through the comprehensive exams towards their dissertations, the program is expected to constitute approximately 30% of program faculty FTEs. Therefore, the total number of FTEs for the Ph.D. in Sport and Entertainment Management is 4.35. in years 1-2; 5.0 years 3-5 (i.e., .50 FTEs from professors + 2.35 FTEs from associate professors + 1. FTEs from assistant professors + .50 FTEs from instructors = 4.35 FTEs years 1-2).

One staff position is assigned to provide administrative support for all graduate programs in the College, which includes the Ph.D. in Sport and Entertainment Management, the Hospitality Management Ph.D., the MIHTM and MSEM programs. Therefore, that individual will provide 0.25 FTE for the SPTE Ph.D. program. Additionally, the Department of SPTE has one staff position assigned to support all programs in the Department, which includes undergraduate, master's and Ph.D. programs. That individual will also provide 0.25 FTE for the SPTE Ph.D. program.

YEAR	NEW		EXISTING		TOTAL	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Administration						
2014-15	0	0	3	1.0	3	1.0
2015-16	0	0	3	1.0	3	1.0
2016-17	0	0	3	1.0	3	1.0
2017-18	0	0	3	1.0	3	1.0
2018-19	0	0	3	1.0	3	1.0
Faculty						
2014-15	2	0	13	3.25	15	4.35
2015-16	0	0	15	4.35	15	4.35
2016-17	0	0	15	5.00	15	5.00
2017-18	0	0	15	5.00	15	5.00
2018-19	0	0	15	5.00	15	5.00
Staff						
2014-15	0	0	2	0.50	2	0.50
2015-16	0	0	2	0.50	2	0.50
2016-17	0	0	2	0.50	2	0.50
2017-18	0	0	2	0.50	2	0.50
2018-19	0	0	2	0.50	2	0.50

All SPTE graduate faculty members have consistent opportunities to further develop their research skills. Faculty members have attended seminars and presented papers at annual research conferences sponsored by the North American Society of Sport Management, the European Association of Sport Management, and the Sport Marketing Association. Similar opportunities exist for SPTE graduate students to attend seminars and present their research, supervised by faculty.

The College of HRSM also provides opportunities for faculty to enhance their research capabilities through monthly mini-workshops planned and organized by the College's Associate Dean for Research, to discuss current research methodologies and allow faculty to discuss their research projects and exchange ideas. The College of HRSM annually holds a Research Symposium, which allows HRSM faculty and graduate students to present their research in the form of poster sessions and oral paper presentations.

Physical Plant and Equipment:

The Carolina Coliseum provides more than an adequate number of classrooms and computer labs to support the Ph.D. in Sport and Entertainment Management well into the foreseeable future. Sufficient office space also exists for graduate assistants to work on research projects or other assignments related to their assistantships. There will be some minimal modification of office space to suit the needs of the Ph.D. students. Office computers with appropriate software will be provided to the students so they can spend quality time with their peers and faculty in the Department.

Library Resources:

The USC library system includes the [Thomas Cooper Library](#), the [Hollings Special Collections Library](#), the [Springs Business Library](#), the [Moving Image Research Collections](#), the [Music Library](#), and the [South Caroliniana Library](#). Within these libraries are more than 3 million volumes, 1 million government documents, 400,000 maps and aerial photographs, over 150,000 rare books and over 15 million manuscripts. Through these resources students in the SPTE program will have access to Tier 1 and Tier 2 research journals in sport and entertainment management. The Thomas Cooper library has the necessary resources to support the proposed Ph.D. program with print and electronic resources including the statewide PASCAL "Academic Search Premier" databases, interlibrary loan internet access, bibliographic instruction and a variety of discipline specific materials. Within the holdings of the USC library system are over 7,770 titles relevant to the SPTE program and over 10,425 volumes are identified as relevant to SPTE (GV LC). Also, SPTE students will utilize Elliot White Springs Business Library resources such as "Business Source Complete," "Hoovers Online" and "LexisNexis Academic." SPTE doctoral students will also be well served through access to the Coleman Karesh law Library. This library of over 500,000 volumes is the largest law library in South Carolina and one of the larger in the southeast. It is anticipated that limited additional library resources will be needed to enhance the offerings as the students begin their specific research projects and as such a systematic evaluation of available resources will be conducted every three years subsequently to identify potential needs.

Accreditation, Approval and Licensure or Certification:

Even though there are no mandatory accrediting bodies for the sport and entertainment management disciplines, the Department of Sport and Entertainment Management plans to

participate in a voluntary program accreditation process through the Commission on Sport Management Accreditation (COSMA). The submission of the Ph.D. program to this additional level of evaluation will further help position the quality and uniqueness of the SPTE Ph.D. program. Prior to submitting for the voluntary accreditation, the program will need to gather data regarding program goals and objectives for 3-5 years.

Articulation:

No articulation agreements are appropriate for the proposed SPTE Ph.D. program in that it is considered a terminal degree.

Estimated New Costs Associated with Implementation:

No new faculty hires, administrative support, or facilities are required to implement the proposed Ph.D. degree in Sport and Entertainment Management (see Table below). Existing SPTE Department funds will be reallocated (see table below) from the master's program to the Ph.D. program. New students will be funded by the natural growth of the program; e.g., we are not relying on eventual tuition increases. The College of HRSM has committed to fully fund three students each year from existing internal funding sources. Any additional students who might become part of the program have not been incorporated into the calculations depicted in the table below since the soft-money that might be generated because of grant activity by faculty will vary on a yearly basis. Additional recruitment efforts will be underway from other countries such as China and Taiwan that are known to send government-sponsored Ph.D. students. We project this number to be one or two Ph.D. students every year dependent upon qualifications and faculty acceptance. Due to uncertainty involved in these efforts, the table below excludes any such stipulation.

The proposed structure of classes enhanced with appropriate master's courses will enable the program to sustain itself. Based upon faculty academic reputations and activity, we anticipate that the program will be very competitive in attracting additional students compared to other peer institutions offering similar degrees in the United States and abroad. Moreover, we anticipate that our Ph.D. students will teach one course per semester starting their second year. As graduate students are admitted to the program, their offices will be equipped with computers and statistical software packages at a cost of \$5,000 for the first and third years. Based upon student and faculty needs, new books and journal subscriptions will be added to the USC library collection as necessary to conduct high-level sport and entertainment research and education. These needs will be assessed prior to the first year of the program and subsequently every three years.

No "unique cost" or other special state appropriations are required or requested to administer the program. Below are figures that will be used from college's own internal funds.

ESTIMATED NEW COSTS BY YEAR						
CATEGORY	1st	2nd	3rd	4th	5th	Totals
Program Administration	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Faculty Salaries	0	0	0	0	0	0
Graduate Assistants	54,000	108,000	162,000	162,000	162,000	648,000
Clerical/Support Personnel	0	0	0	0	0	0
Supplies and Materials	1,000	1,000	500	500	500	3,500
Library Resources	1,000	0	0	1,000	0	2,000
Equipment	5,000	500	5,000	500	500	11,500
Facilities (student lounge, offices)	0	0	0	0	0	0
Other (Marketing)	10,000	10,000	10,000	10,000	10,000	50,000
Totals	\$76,000	\$124,500	\$182,500	\$179,000	\$178,000	\$740,000
SOURCES OF FINANCING BY YEAR						
Estimated FTE Revenue Generated from the State	0	0	0	0	0	0
Tuition Funding	\$48,804	\$130,144	\$211,484	\$250,992	\$250,992	\$892,416
Other State Funding (legislative appropriation)	0	0	0	0	0	0
Reallocation of Existing Funds	15,000	15,000	15,000	15,000	15,000	75,000
Federal Funding	0	0	0	0	0	0
Other Funding (saving adjunct faculty salaries, endowment, auxiliary, etc.)	0	12,000	24,000	24,000	24,000	84,000
Totals	\$63,804	\$157,144	\$250,484	\$289,992	\$289,992	\$1,051,416

External Reviewer of the Proposed Program:

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Dr. Jeff James, a noted researcher and Chair of the Sport Management program at Florida State University, was hosted by the SPTE Department on April 18-19, 2012. During his on-site visit, Dr. James met with the USC faculty to discuss a variety of topics regarding the establishment of a Ph.D. program.

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Comments about the external consultant report:

Dr. Jeffrey James, Chair, Department of Sport Management at Florida State University

- Cited the strength of the proposal is qualifications and number of faculty members employed at USC to mentor doctoral students.
- Stated that in 2012-13, there were 110 position announcements for Sport Management/Administration faculty members.
- Dr. James states “it is critical to have a plan to provide financial assistance in some capacity to doctoral students.”
- Dr. James anticipates a critical challenge for the proposed program in “building the brand” for the program and the approach that will be used in the “early years” to attract top doctoral student prospects.



THE FLORIDA STATE UNIVERSITY

COLLEGE OF EDUCATION

Department of Sport Management

Andy Gillentine, PhD
Professor & Chair
Department of Sport & Entertainment Management
College of Hospitality, Retail & Sport Management
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700 Assembly Street
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Dear Dr. Gillentine,

Per your request I am submitting the following review of the proposed doctoral program for the Department of Sport & Entertainment Management. The content is based on my review of the program proposal materials, meetings with the department faculty members (including the department chair, tenured/tenure-track faculty, and instructors), and a tour of the campus and department facilities. In the following sections I will present information on my background and qualifications to conduct the review, and my perspective on the following:

1. The merits of the proposed program.
2. The potential effect of a new doctoral program on existing programs at the University of South Carolina.
3. The relationship of a new doctoral program to similar programs in the state.
4. The institution's readiness and ability to support the program.

Background & Qualifications

I am currently a Professor in, and Chair of, the Department of Sport Management at Florida State University (FSU). The Department of Sport Management at FSU operates a bachelors, masters, and doctoral program. The undergraduate program has approximately 250 students (junior/senior level only), 95 masters students, and 24 doctoral students. In terms of enrollment, we have the largest Sport Management doctoral program in the United States. I have included along with this review a curriculum vitae with my academic credentials. In short, I have published over 50 articles in articles in leading Sport Management journals including the *Journal of Sport Management*, *Sport Management Review*, *Sport Marketing Quarterly*, the *International Journal of Sport Sponsorship and Marketing*, and other notable journals. I serve on the editorial board for the *Journal of Sport Management*, am a co-associate editor for the Sport Marketing & Media division in the *Journal of the Global Academy of Marketing Science*, and associate editor of *Sport Marketing Quarterly*. I am a Research Fellow in the North American Society for Sport Management. In terms of work with doctoral students specifically, I have successfully chaired 25 doctoral dissertation committees to completion and served on another 12 successfully concluded dissertation committees. I believe I have the appropriate experience to review the proposed doctoral program for the Department of Sport & Entertainment Management.

Merits of the Proposed Program

The background information in the program proposal highlights the size and breadth of the sport industry. Sport comprises a broad and diverse industry in the United States as evidenced by the billions of dollars associated with the sale of sporting equipment, the sale of sports merchandise, consumption of sporting events through live attendance and mediated offerings, and participation in sporting events by individuals in various life stages. The various sectors comprising the sport industry requires a “highly skilled workforce who understands the challenges and opportunities of the increasingly global nature of this dynamic industry.” Of particular importance is having well-trained faculty members delivering the content and experiences that will shape this workforce.

There is a distinct need for quality sport and entertainment management programs, and for qualified faculty members specifically. During the 2012-2013 academic year there were 110 position announcements for Sport Management/Administration faculty members. Programs at universities and colleges across the United States, from teaching centric schools to top tier research institutions, have been seeking qualified faculty members. As noted in the program proposal, there is a need for qualified faculty members, and a doctoral program in Sport & Entertainment Management at the University of South Carolina could definitely help meet the need.

There are important strengths of the proposed program, particularly the faculty members, and the department focus. The program proposal includes a listing of universities in the United States with Sport Management doctoral programs. The information provided does not further clarify that many of the doctoral programs are operated with small numbers of tenured/tenure-track faculty. Several programs have three or fewer tenured/tenure-track faculty members (e.g., The Ohio State University, University of Illinois, University of Minnesota, University of Texas). Such programs depend on instructor lines and/or adjunct positions. A strong doctoral program, however, must have expertise amongst its faculty members in tenured/tenure-track positions that are qualified to mentor doctoral students. Instructors and adjunct faculty contribute in important ways, but they cannot be the “backbone” of a doctoral program. A key strength of the program proposal is the information pertaining to the faculty members. With 1 Professor, 5 Associate Professors, 4 Assistant Professors, and two pending tenure-track hires, there is a critical mass of faculty members with the expertise to mentor doctoral students. The information in the program proposal documents the expertise of the faculty members in various content areas, and the fact that some have previously worked with doctoral students.

The focus of the proposed program is also an important strength to note. The following excerpt succinctly conveys this strength.

Because of the Department’s unique focus on both sport and entertainment management (as opposed to only sport management), students will develop a distinct and more holistic understanding of both sport management and entertainment management. Therefore, they will be better positioned in the academic job market in that the breadth of their training should make them qualified for both sport-specific and entertainment-specific positions within those programs. Furthermore, as more programs incorporate entertainment management, the relative value of our graduates will increase as one of the few existing doctoral programs with this curriculum content.

In years past it has been my perception that an important strength of the program at the University of South Carolina has been sport facility and event management. The faculty members have had a unique combination of industry experience, knowledge, and research foci

all around sport facility and event management. As new faculty members have joined the department, the content expertise has now centralized around sport and entertainment management. Students trained through such a program will be well positioned to conduct research in topical areas not typically dealt with by sport management only faculty.

It is also important to note that the focus of the proposed program reflects what I think is a critical progression in the sport management field. The breadth and diversity of the sport industry necessitates to a great extent that programs provide particular expertise. In some respects all sport management programs will teach core competencies; at the same time, programs must also grow around key areas of expertise on which “strong brands” can be built. For example, at FSU, the sport management program is built on three “pillars”: sport marketing, sport media and culture studies, and legal and policy issues in sport. The expertise of the faculty in the respective areas is a critical element in recruiting strong doctoral students. The particular focus on entertainment management, as part of the larger sport and entertainment management program, will provide an opportunity for building a strong brand. The strength of the program should be a complement to the strong brand that the University of South Carolina has as a flagship university.

Potential effect of a new doctoral program on existing programs at the USC

There are no comparable programs at the University of South Carolina. As such, the potential effects should be viewed as positive. At the least, the addition of new course work at the doctoral level may provide opportunities for students in other programs to work on a concentration in sport and entertainment management. There may be opportunities to develop formal cognates through relationships with other programs at the university. Rather than viewed as a new program taking away students from other programs, the proposed program more likely presents opportunities for new students in sport and entertainment management to participate in coursework offered by other departments. For example, sport and entertainment management students may be interested in a concentration through the business school, or a concentration in hospitality and tourism management. A new doctoral program has the potential to serve as an impetus for new collaborations across units.

Relationship of a new doctoral program to similar programs in the state

Based on the information reviewed, and from my own examination of programs at other schools in South Carolina, there is no similar program in the state. There are undergraduate programs offered through various public and private institutions, and there is a graduate certificate program focused on sport sales and marketing, but there is no comparable doctoral program in sport and entertainment management in South Carolina. A new doctoral program has the potential to retain the best and brightest from the various colleges and universities in South Carolina. Students seeking graduate training, particularly doctoral training, would be able to remain in South Carolina to earn a terminal degree in sport and entertainment management. The new doctoral program may be promoted through existing sport management programs in the state, providing a distinct opportunity not currently available.

Institution’s readiness and ability to support the program

Overall, a very good job has been done to develop and lay the ground work to initiate a new doctoral program. As previously noted, the department has a “critical mass” of tenured/tenure-track faculty with the expertise to provide critical knowledge and training.

Several have already worked in some capacity with doctoral students. A program of study has been developed that will serve as the blueprint for completing the doctoral degree. The program of study includes a suitable mix of content knowledge, discipline knowledge, and research tools. The university has suitable physical space and equipment for operating a doctoral program. The department members have a reasonable expectations regarding program growth, and a functional plan to provide financial support for doctoral students. It is critical to have a plan to provide financial assistance in some capacity to doctoral students. Through my discussions with the faculty members, the infrastructure is in place, with the exception of the pending hires. There is a shared vision amongst the tenured/tenure-track faculty members, instructors, and adjuncts as to the importance of adding a doctoral program.

Moving forward one of the critical challenges I anticipate for the new doctoral program is “building the brand.” I have discussed with various faculty members a challenge that must be overcome in the near term as the program grows in strength and reputation. A pivotal question in my opinion is, “What approach will be used in the “early years” to attract top doctoral student prospects?” To me there is a “double-edged sword.” On one side, USC is the flagship university in South Carolina. As such, the reputation of the university should attract some prospective doctoral students. How much of a draw will the university's reputation be? I do not know. The other side of the recruitment/application issue is faculty reputation. Before completing the program review, my general impression was the department had a strong program in facility and event management. The broader emphasis on sport and entertainment management is very good. That program identity must be communicated “out.” Certainly there is work to be done to create awareness of a new doctoral program once it is operational. There will be opportunities, and there should be proactive steps, to foster an identity for the program. It is incumbent on the tenured/tenure-track faculty members to have strong reputations for research productivity. Over time, graduating strong doctoral candidates will “build the brand.” And if the program proposal is approved, I do believe the brand will be “built.”

I appreciate the opportunity to provide input on the program proposal. Please contact me if there are questions about the review, or if I may be of further assistance. I wish you the best of luck in the approval process, and look forward to interviewing USC graduates in the not too distant future.

Respectfully,

Jeffrey D. James, Chair
Professor
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