

**New Program Proposal
Master of Science in Sport Management
Coastal Carolina University**

Summary

Coastal Carolina University requests approval to offer a program leading to the Master of Science in Sport Management to be implemented in Fall 2015. The proposed program is to be offered through traditional instruction. 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. The full program proposal **is attached**.

Stages of Consideration	Date	Comments
Program Planning Summary received and posted for comment	10/15/13	Not Applicable
Program Planning Summary considered by ACAP through electronic review	12/2/13	The ACAP member from USC expressed concern about the proposed program duplicating its program.
Program Proposal Received	9/15/14	Not Applicable
ACAP Consideration	10/16/14	ACAP members expressed support for the proposed program.
Comments and suggestions from CHE staff sent to the institution	10/28/14	Staff requested that the proposal include the rationale discussed at the ACAP meeting for offering a broad program, especially since there are three other masters-level programs offered by public institution in SC. Staff also requested that the employment information explain the relevance of the jobs listed and that the Justification section provide reasons as to how the proposed program helps teachers and administrators educate students better. Staff also requested more information about how students can tailor the curriculum as well as asked that the library section include the collections in specialized subjects in the Sports Industry.
Revised Program Proposal Received	11/21/14	The revised proposal satisfactorily addressed all of the requested revisions.

Recommendation

The staff recommends that the Committee on Academic Affairs and Licensing commend favorably to the Commission the program leading to the Master of Science in Sport Management to be implemented in Fall 2015.

**COASTAL CAROLINA UNIVERSITY
Conway, South Carolina**

**Proposal to
The South Carolina Commission on Higher Education**

**To establish a
Master of Science in Sport Management**

September 15, 2014

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**David A. DeCenzo
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I. Classification

Program Title:	Master of Science in Sport Management
Academic Unit Involved:	College of Science Dept. of Kinesiology, 2-year degree
Designation, Type, and Level:	Master of Science in Sport Management
Proposed Date of Implementation:	Fall 2015
CIP Code:	31.0504
Site:	Main Campus – Coastal Carolina University
Supplemental STEM, Palmetto Fellows and Life Scholarship:	No
Delivery Mode:	Traditional and Hybrid

II. Institutional Approval

List of all internal institutional bodies of which approval was required and the dates on which each such body approved the program.

Internal Institutional Body	Date of Required Approval
Curriculum Committee, College of Science	May 13, 2014
Graduate Council	May 14, 2014
Faculty Senate	July 10, 2014
Provost	August 20, 2014
President	August 20, 2014
Board of Trustees	December 13, 2013

III. Purpose

Purpose of the Program

The Master of Science in Sport Management meets the unique needs of individuals seeking advancement in career and/or study, or entry into careers in managing sport organizations. The program will offer a theoretical foundation combined with real-world experiences throughout the curriculum. A variety of experiential learning opportunities will be embedded in the program's curriculum. Examples include working with CCU and the Myrtle Beach Pelicans athletics programs in the areas of revenue generation involving sales and sponsorships. Students will also gain experience with the established partnerships that the undergraduate program has maintained with the City of North Myrtle Beach, Conway Parks and Recreation and the Ripken Experience, as well as many other organizations.

The proposed program will appeal to individuals seeking specialized leadership and management positions in sport settings. Job titles may include but are not limited to: sport information directors, compliance officers, academic athletic advisors, marketing and promotion directors, media relations directors, public relations directors, sport information directors, facility managers, operations directors, ticket managers, assistant athletic/associate athletic directors, and athletic directors. Each of the titles listed frequently seeks candidates that have an advanced degree in sport management as well as experience in the professional

field as it relates to each employment position. The program will provide research and public service in high-demand areas indigenous to our community and region (e.g. sport tourism, minor league sports, school-based athletics, etc.).

Program coursework will focus on creating a broad-based foundation for the planning, organizing, directing, leading and evaluation of sport organizations, agencies, and facilities. Sport as a business continues to expand. This expansion has led to an increased need for managers who understand the complexities of the sport environment. Organizations continue to seek employees who have understanding of the multivariate world of sport and its connections to education, business, media and philanthropic entities.

The proposed program will provide an educational outlet for students who desire to seek more advanced knowledge, education and experience as related to the variety of management functions embedded in the management of sport operations. As defined, sport management involves any combination of skills related to planning, organizing, directing, controlling, budgeting, leading, and evaluating within the context of an organization or department whose primary product or service is related to sport or physical activity (DeSensi, Kelley, Blanton & Beitel, 2003). Sport managers utilize these skills in an assortment of organizational settings, including but not limited to: college sports, professional sports, amateur sports, sport marketing and management firms, sport communications, corporate sponsorship and advertising, arenas, stadiums, community recreation sports programs; and sport tourism. Clearly, sport occurs in a wide range of organizational settings. This diversity, combined with the current growth in sport tourism, specialized sports facilities, adventure travel, and globalization, contribute to the continued high growth of the sport industry. The program differs from others in South Carolina in terms of the broad-based scope of the program and the curriculum. In general, the other programs in the state offer a more narrow or distinct pedagogical scope and focus. To clarify, the Master of Science in Sport and Entertainment Management (MSEM) at the University of South Carolina-Columbia “ is designed to train students for management and leadership roles in the sport, entertainment and venue industries” (<http://www.hrsm.sc.edu/spte/graduate>). The Sport and Fitness Administration Master’s degree program at Winthrop University has a curricular focus that aims to produce graduates who “will be leaders in the promotion of sport and fitness,” and a review of the curriculum shows a curricular focus towards the fitness industry (www.winthrop.edu). The Citadel offers a certificate program which offers “five (5) courses that will enhance the breadth and depth of knowledge and skills in sport sales and marketing for students enrolled” (www.citadel.edu). Coastal’s program will suit more possible employment needs.

The Bureau of Labor Statistics indicates that employment in areas related to sport management will grow faster than most other areas through the year 2022. In addition, a review of employment opportunities listed through several sources, such as Teamworkonline.com, higherjobs.com, Bluefishjobs.com and other sport-specific employment postings, indicate “Masters preferred” or “Masters required” within the non-entry level job announcements. Job advertisements in the field typically indicate that the successful candidate would have a broad knowledge base integrated with experiential education and problem solving skills that meet the unique needs of the sport industry. Graduates of the proposed program will be particularly well suited for careers in some of the fastest growing occupations, as shown in the examples listed in Table 1.

[1] South Carolina Technology Alliance website. <http://www.sctech.org/advocacy.php>

Job Title	Job Outlook 2012-22 (projected growth)	Employment Change 2012-22
Event Planners	33%	31,300
Market Research	32%	131,500
Coaches and Scouts	15%	36,200
Public Relations & Fundraising	13%	8,000
Advertising, Promotions & Marketing	12%	25,400
Sales Managers	8%	29,800

Table 1. Job Outlook
(Data obtained from [2] Bureau of Labor Statistics Occupational Outlook Handbook 2012-13)

Objectives of the Program

The mission of the Master of Science in Sport Management program is to prepare future leaders of the sport industry through critical examination of both academic and practical applications of management principles in various segments of the sport industry. The faculty seek to challenge, engage, and cultivate students in becoming skilled and knowledgeable sport managers. To that end, the program will (1) prepare students to work in a variety of sport settings, (2) produce graduates who utilize critical thinking skills to solve controversies and issues in sport management settings, (3) produce graduates who demonstrate an understanding of the issues and principles of law as they apply to sport settings, (4) prepare students to assess the effectiveness of strategies used by sport organizations when developing managerial strategies related to overall organizational success, and (5) develop students' understanding of basic management strategies used to maintain or improve facility and venue operations.

IV. Justification

Need for the Program in the State

The U.S. Census Bureau reported in March 2014 that Myrtle Beach was the 7th fastest growing metro area in the United States. This indicates a need for additional infrastructure, including education, as well as recreation and leisure services. The sport industry continues to be a large and fast-growing part of the nation's economy. Recent data from the Bureau of Labor and Statistics (2012) indicate sport-related jobs are expected to increase 23% by 2018, a much larger increase than for many other employment sectors. South Carolina has experienced rapid and continued growth in the sport industry. In 2010, the U.S Census Bureau estimated the sport and entertainment industry generated approximately \$189.4 billion in annual revenue. South Carolina generates approximately \$1.4 billion in yearly revenue from the sport and entertainment industry. Sport events represent an estimated \$132 million in direct spending in the Myrtle Beach area alone (visitmyrtlebeach.com, 2013). The region has seen widespread expansion in the building of sporting facilities, including four major new sport facilities opening in the last three years in the Myrtle Beach area, representing over \$75 million in new facilities.

It is estimated that the Myrtle Beach area generates over \$35 million in sport and sport tourism-related revenue on an annual basis (Beale, 2013). The new program will provide research and public service in high demand areas indigenous to our community and region (e.g. sport tourism, minor league sports, school-based athletics, etc.). Coastal Carolina University is geographically unique as there are eighteen top minor league sport markets within a five-hour radius of the University (*Sport Business Journal*, 2013). Additionally, there are 33 professional sport teams within a 500 mile radius. These professional and minor league organizations have expressed a need for highly trained individuals who understand the complexities of managing the sport product.

The growth and development of intercollegiate and interscholastic athletic programs also help create the need for this program. Acosta and Carpenter (2006) cite that, within member institutions of the National Collegiate Athletic Association (NCAA), administrative positions have grown by 50% in the last twenty years. Intercollegiate administrative positions have grown 17.5% since 2000. In the most recent data stemming from the U.S Bureau of Labor Statistics, athletics director positions are predicted to grow at a rate of 30% over the next decade, which is much faster job growth than most employment sectors. Of the 1,067 colleges and universities affiliated with the NCAA, each maintains an average of four (4) to seven (7) athletic administrators. Other intercollegiate athletic associations include the **National Association of Intercollegiate Athletics** (NAIA), the **National Junior College Athletic Association** (NJCAA), and the National Christian College Athletic Association (NCCA). In South Carolina, there are 24 NCAA-member colleges or universities. Also, there are a combined 175 institutions of higher learning that participate in college athletics at some level within South Carolina, North Carolina and Georgia. A recent review of these positions shows that most of these positions require or prefer a master's degree in sport management or a related field. Similar demand is seen in interscholastic sport. Recent data found that participation in high school sports in the U.S. reached an all-time high of 7,713,577 student-athletes during the 2012-13 school year (NFHS, 2013). In the state of South Carolina alone, there are 199 high schools and 170 middle schools. Each high school has 1-3 athletic administrators, and several of the middle schools have athletic administrators in place. In addition, most of the schools have 8-14 coaches are also employed as teachers within the school district. The proposed program will assist these teachers with increasing their personal knowledge base as well as benefit the students they teach everyday through enhanced intellectual capital as it relates to the contexts in which they teach. In order for these teachers and administrators to advance their careers in terms of pay structure and career path, a master's degree is necessary. The proposed program will better support these individuals in their career goals when compared to master's level programs outside of sport leadership.

The continued growth of sport at all levels indicates a steady demand for competent, well-trained sport managers. As South Carolina's economy grows both regionally and statewide, there will be an increased need for these managers. The statewide growth will create a need for managers who possess both experience and education in mid-management and upper-management positions. These type of positions list qualifications for prospective employees as "Master's degree preferred" or "Master's degree required".

The proposed program will provide needed opportunities for South Carolinians and/or current Coastal students to stay in-state to pursue graduate study in this discipline. Neighboring states currently have greater capacity to serve these students than does South Carolina. For example, North Carolina has six graduate sport management programs, Tennessee has eight, and Georgia has three. Comparatively, South Carolina has two masters programs (and one certificate program), with none being available in the eastern part of the state. Additionally, the need to

provide current Coastal students with in-state graduate program opportunities intersects with the institution's current profile of out-of-state students. For example, students from New York and Pennsylvania account for approximately 12% of CCU's enrollment (2012, *CCU Fact Book*). These two states have a high capacity for sport management graduate students with thirteen and twelve graduate sport management programs, respectively. On the other hand, New Jersey and Maryland, which provide Coastal with approximately 14% of its undergraduate enrollment (2012, *CCU Fact Book*) offer only one graduate program, combined, in Sport Management. Given the documented high undergraduate student interest in the proposed Coastal program, it is logical to assume that, with the increase in the state's capacity to serve students in this discipline, some of Coastal's out-of-state students would opt to remain in South Carolina for graduate study and contribute to the state's intellectual capital. The program may also attract South Carolina residents who now seek degrees in adjacent states with higher capacity (NC, TN, GA). Finally, given the recently approved USC-Columbia Ph.D. program in Sport Management, both USC and the state would seemingly benefit from an additional program that increases the potential pool of highly qualified South Carolina applicants for doctoral study in this area.

Centrality of Program to the Mission of Coastal Carolina University

The proposed program directly supports the mission of Coastal Carolina University. Specifically, the program contributes to the University's mission to offer "baccalaureate and selective master's programs of national/or regional significance." The program will support the mission in producing knowledgeable, productive and responsible graduates who can contribute to the economic development of the region. This results in a larger alumni base who will be prepared to positively impact the region and the profession.

Relationship of Program to Existing Programs at Coastal Carolina University

The Department of Kinesiology, Recreation and Sport Studies houses two programs with robust enrollments (Exercise Science & Recreation and Sport Management). The students in these majors may seek a higher level degree upon completion of their bachelor degree. Specifically, the Recreation and Sport Management Program has an undergraduate enrollment of approximately 330 students. Moreover, as proposed, the M.S. in Sport Management will likely interact with the existing graduate programs at Coastal Carolina University, most specifically the Master of Business Administration (MBA) and the Master of Education (M.Ed.) in Educational Leadership. This interaction will occur through shared coursework, as appropriate, and through the ability to individualize educational opportunities based on career goals within the business and educational sectors. For example, a sport management student who desires to work in the front offices (e.g. accounting, finance, payroll) of a minor league team may benefit from business coursework accessible in the MBA program taken as part of the elective requirements in the Sport Management program. Similarly, a student seeking to be a school principal and who is enrolled in the M.Ed. program might access a course in the sport management program in order to increase his/her knowledge of athletic leadership in education. Other areas of natural interactions could emerge in the areas of communication and media.

Listing of Similar Programs Within the State

Currently, five South Carolina public institutions offer an *undergraduate* major in the "Sport Management" CIP code (31.0504): USC-Columbia, Clemson, Coastal Carolina, The Citadel, and Winthrop. There are seven private colleges that have undergraduate programs in the discipline: Claflin, Coker, Erskine, Limestone, Newberry, North Greenville and Southern Wesleyan. There

are only three master's-level programs in sport management or sport administration: USC-Columbia, Winthrop, and The Citadel.

Relationship of Proposed Program to Existing Programs Within the State

The proposed program does not unnecessarily duplicate the available resources of other programs in the state. The curricular focus of the proposed program is unique when compared to the other graduate programs in South Carolina (see next section). Additionally, it will serve the eastern region of the state, which continues to be one of the fastest growing regions in South Carolina. The program may serve as a feeder program to USC-Columbia's new Ph.D. program in Sport Management. Likewise, the program will support and seek out inter-institutional relationships with the other programs in the state, as appropriate.

Similarities and Differences of Proposed Program to Other State Programs

USC-Columbia offers a "Master of Sport and Entertainment Management (MSEM)." The USC-Columbia program focuses on venue management (e.g. arenas, stadiums, amphitheaters) with an emphasis in event management of sport and entertainment productions. Winthrop University houses a M.S. in Sport and Fitness Administration/Management preparing individuals for fitness/wellness and sport/athletic administration positions. The program uniquely offers a focus in wellness/fitness management, as some of its curriculum is in the exercise sciences. The Citadel offers a M.A. degree in Sport Management through its 15-hour graduate certificate program in sales and marketing.

In comparison to other programs, the proposed program at CCU offers a more broad-based sport management curriculum applied to a variety of settings, which may be tailored by students to meet a range of career goals and advancement needs. For example, students who are interested in pursuing positions in sport marketing may take some courses in marketing offered by the business school in order to meet degree requirements as elective credits, as outlined in the curriculum. Similarly, for a student who is pursuing a position in athletic administration in the secondary school system, they would be able to take some courses in educational leadership through the college of education. These examples would meet the career goals of the students as they relate to their own educational journey. The curriculum focuses on sport operations, fiscal management and leadership applied to the diverse job settings in the sport industry. This makes it distinctly different from the more specialized programs currently available in the state. As well, the proposed program is located in a geographically different region of the state and will provide a curriculum to meet the changing needs of the sport industry locally and in the region. Regionally, there are growing needs in the areas of sport tourism and sport administration in educational settings (intercollegiate & interscholastic).

V. Admission Criteria

Admission criteria for this program are similar to those for all other Master's programs as CCU. Candidates seeking admission to the M.S. in Sport Management program will submit the following materials:

1. Completion of application form and payment of application fee.
2. A Baccalaureate degree from an accredited institution or the equivalent at a foreign institution based on a four-year degree.
3. Official transcripts from each school or college previously attended.
4. Official GRE or GMAT scores; official TOEFL scores as applicable for international

students.

5. Three letters of recommendation, including at least one academic reference and one non-academic reference.
6. Resume/Vitae.
7. A personal statement of purpose that includes a description of career goals over the next 5 years, reasons for interest in the M.S. in Sport Management at Coastal Carolina University, and relevant experience and achievements.

Evaluation of Transfer Credit

After having completed all requirements for transfer admission, matriculated students will be given a statement of credits accepted for transfer by the University within the first semester of enrollment. Students from regionally accredited colleges and universities may transfer credit for academic courses completed with grades of B (meaning B or B+) or better, but the University reserves the right to determine what credit, if any, for courses taken elsewhere will be counted toward its degrees. A maximum of 12 transferable credits from any regionally accredited program will be applicable toward a Coastal Carolina University degree. Completion of transfer credits must be within the last 6 years.

VI. Enrollment

The initial program enrollment projection of an estimated 12 students during the first semester of operation is based on early enrollments of similar programs throughout the country. It is projected that the enrollment will continue to grow throughout the first 5 years and will operate as a self-sustaining program.

Projected Total Headcount (3 & 4)						
Year	Fall Semester		Spring Semester		Summer Semester	
	Total Headcount (1)	Credit Hours (2)	Total Headcount (1)	Credit Hours (2)	Total Headcount	Credit Hours
2015-2016	12	108	17	149	NA	NA
2016-2017	26	230	29	257	NA	NA
2017-2018	38	342	34	310	NA	NA
2018-2019	44	396	40	357	NA	NA
2019-2020	49	443	44	399	NA	NA

Table 2 Estimated New Headcount						
Year	Fall Semester		Spring Semester		Summer Semester	
	New Headcount (1)	Credit Hours (2)	New Headcount (1)	Credit Hours (2)	New Headcount	Credit Hours
2015-2016	12	108	6	54	NA	NA
2016-2017	12	108	6	54	NA	NA
2017-2018	12	108	6	54	NA	NA
2018-2019	12	108	6	54	NA	NA
2019-2020	12	108	6	54	NA	NA

Note 1: Based on enrollment of 12 new students each fall and 6 new students each

Note 2: Credit hours based on 9 hours per semester.

Note 3: First year total headcount based on 88% returning fall to spring and 82% returning spring to

Note 4: Years 2-5 headcount based on 80% graduation rate of returning students after Spring semester, 88% of students returning fall to spring and 82% of students returning spring to

Discussion of How Estimates Were Made

Several indicators suggest that demand for this program will be strong. First, in a September 2013 survey conducted by Coastal Carolina University's Office of Institutional Research, Assessment and Analysis, 238 current undergraduate students representing a cross-section of seven different majors responded, and 71.85% ($n = 171$) of the respondents indicated they would be interested in pursuing a master's degree program in sport management if it were available. Second, enrollment growth in the University's current undergraduate program in Recreation and Sport Management has been steady, growing to over 300 since its inception in 2005. Third, the overall growth (5.94%) of the sport industry nationally has attracted more students to the study of sport (U.S. Census Bureau, 2010). Approximately 2,000 potential students from the University's recruitment regions annually indicate interest in the fields of sport studies and the related fields of kinesiology. The growth in participation rates, combined with the continued growth of the sport industry, supports a future demand for trained individuals in sport management. With the above indicators, the M.S. Sport Management program should see steady enrollments.

The initial estimates for the size of the program are conservative in order to illustrate that the program will be financially successful even with relatively low enrollment numbers. Depending on the popularity of the program, enrollment numbers could be higher.

The estimated enrollment numbers are based on the following assumptions:

1. Recruitment pools will yield a steady influx of interest and new students to the program.
2. Student enrollment will increase over time.
3. Initial enrollment of 12 new students each Fall and 6 new each Spring.
4. Students will enroll in an average of 3 courses or 9 credit hours in both Fall and Spring semesters.
5. Summer school course offerings will be offered in summer when justified by student demand.
6. Students will usually complete the program in no less than 3 semesters.

Projected New Students

It is projected there will be some variance in enrollment levels. A majority of students will likely begin the program in the Fall semester; however, the program will allow admission into the program on a rolling basis, meaning a student could start during any semester once accepted into the program.

VII. Curriculum

The proposed Master of Science in Sport Management at Coastal Carolina University will require 36 graduate credit hours. As this degree seeks to provide a broad range of skills and experiences, the curriculum is divided into core coursework, elective coursework and a capstone experience.

Sport Management Degree: Master of Science

Students must maintain a 3.0 GPA and may not have more than two grades of "C" in the program.

I. CORE CURRICULUM (24 Credits).....	24
SPT 501 The Sport Industry.....	3
SPT 580 Research Methods in Sport.....	3
SPT 530 Leadership Theory and Application in Sport Settings.....	3
SPT 550 Facility and Sport Venue Operations.....	3
SPT 565 Revenue Generation and Fiscal Management in Sport.....	3
SPT 515 Legal Issues in the Sport Industry.....	3
SPT 510 Governance and Policy in Sport.....	3
SPT 560 Understanding Sport Fan Behavior.....	3
II. ELECTIVES (Aligned with Career Goal).....	6-9
III. CAPSTONE: Research Thesis or Approved Internship.....	3-6
TOTAL CREDITS REQUIRED.....	36

New Courses

The following courses will be offered for the first time as requirements for the Sport Management Master's Degree program.

SPT 501 -The Sport Industry

This course is intended to provide students with an introduction to the field of sport management. Special emphasis is placed on the history of sport management, management constructs, organizational theory, levels of sport opportunities, and trends within the field. Students will be acquainted with issues through discussions of pertinent theories and through experiential studies of sport practitioners.

SPT 510-Governance and Policy in Sport

This course is designed to provide knowledge and awareness of the rules and laws governing various sport organizations as well their participants.

SPT 515-Legal Issues in the Sport Industry

This course is designed to introduce sport management students to legal principles so that they may deal with managerial situations that often arise in sport industry settings. The course will be based around traditional legal theories as applied to managerial functions: (1) human resource management, (2) operations management, and (3) marketing management.

SPT 530- Leadership Theory and Application in Sport Settings

This course is designed to provide students with an overview of contemporary organizational leadership theories and concepts. Special emphasis will be on effective leadership principles and practices applicable to the sport management profession. Students will analyze topics such as leadership theory, motivation, organizational communication, conflict management, organizational culture, strategic planning, and professional ethics.

SPT 550-Facility and Sport Venue Operations

This course is designed to provide the student with an overview of the fundamentals of the planning, designing, constructing and managing of sport and entertainment facilities and venues. This course aims to develop practical competencies necessary to effectively manage sporting facilities and events. The course is a combination of theoretical discussions and hands-on practical experience.

SPT 560-Understanding Sport Fan Behavior

This course is intended to provide students with comprehensive coverage of sport consumer behavior with an emphasis on theory development, review of research, and marketing applications. Special emphasis is placed on various models and paradigms relevant to sport consumption behavior.

SPT 565-Revenue Generation and Fiscal Management in Sport

This course is designed to examine both economic and fiscal theories as they are applied to the sport management industry. Various economic and fiscal issues will be explored with a focus on making effective fiscal decisions.

SM580- Research Methods in Sport

This course is designed to provide students with the appropriate skills and perspectives to conduct effective research on problems facing the decision-makers in the sport industry. Basic methodological approaches to research, how to use data tools and programs commonly used in a business and/or research setting, and how to analyze data using basic statistical techniques common in sport management research will also be discussed.

SPT 590- Graduate Internship

After successful completion of the internship, students will have had a leadership opportunity through relevant work experience. Internships are approved with local, national or international organizations and include all field specializations. Position descriptions are based on the needs of the cooperating organization.

SPT 599- Research Thesis

After successful completion of the thesis, students will have designed, implemented, and presented, both orally and in writing, an original research project. Specifically, the student will have delineated a research topic; conducted a comprehensive review of the literature; developed appropriate methodology for investigating a topic; collected and analyzed data; interpreted the results; and made recommendations. The course serves as a culminating activity via a manuscript and an oral presentation.

VIII. Assessment

By offering a M.S. in Sport Management, Coastal Carolina University will continue to serve the community by providing a high-quality educational experience for students and by producing graduates who contribute to society and economic development in the region. The program will perform continuous assessment of student learning outcomes as well as routinely assess the program.

Student Learning Outcomes (SLO's)

A variety of student learning outcomes will be assessed. Assessment of these outcomes will come from a variety of sources outside of normal graded material. For example, the comprehensive exam is a capstone exam that will occur outside of any class requirement and assess a student's overall comprehension of how various core concepts apply in real-world settings. The portfolio is also a cumulative project that pulls material from various coursework and experiences in order to provide evidence of industry-related skills.

Student Learning Outcomes Students will be able to:	Assessments	Data Collection Point
Work in a variety of sport settings	Portfolio Comprehensive exam	SPT 590
Utilize critical thinking skills to analyze controversies and issues in sport management settings	Exams Writing assignments	SPT 510
Display an understanding of the issues and principles of law as they apply to sport settings through both written and verbal communication	Exams Case Briefs	SPT 515
Effectively recognize and discuss the effectiveness of strategies used by sport organizations when developing managerial strategies related to overall organizational success	Field observation Exam	SPT 530 SPT 560
Develop students' understanding of revenues generation and fiscal management strategies used to maintain or improve facility and venue operations	Exams Special applied project	SPT 565
Develop students' understanding of basic management strategies used to maintain or improve facility and venue operations	Exams Special applied project	SPT 550
Convey information through written communication techniques	Written project	SPT 580
Express information through oral communication techniques	Research Presentation	SPT 580 SPT 590 SPT 599

Evaluation methods at the course level include evaluating two sources from appropriate classes; in addition, exam questions, assignments, and course surveys may be used. Department-level evaluation methods include a written comprehensive exam at the end of the student's graduate coursework. Because we have a set assessment schedule (specific SLOs are scheduled to be measured each year), we have opportunities to make modifications in our program after our analysis and evaluation, yet before the next data collection cycle.

Program Assessment Plan:

The department will assess the program on an annual basis at the end of each academic year. The initial program assessment will include the following:

1. Review of effectiveness of recruiting methods and review of recruitment pools.
2. Review of admission criteria, particularly scores and written materials.
3. Review of student evaluation of the program provided by students at the completion of the degree program.
4. Post-graduation employment trends.

The assessment committee will review data annually and report findings to the program faculty as well as to the University Assessment Committee for review. In addition, the program will use the findings to assess and recommend any program changes that may improve the overall quality and operation of the program.

IX. Faculty

The program currently has six full-time tenured or tenure track faculty and one full time lecturer to support the undergraduate program. The addition of the Master of Science in Sport Management program will necessitate the hiring of two new faculty, one of which will be necessary prior to the start of the program with the second hire occurring in year two of the program.

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)
Associate Professor #1	Ph.D.	Sport Management	Yes
Associate Professor #2	Ph.D.	Recreation Management	Yes
Assistant Professor #1	Ph.D.	Recreation Management	Yes
Assistant Professor #2	Ph.D.	Sport Management	Yes
Assistant Professor #3	Ph.D.	Sport Management	Yes
Assistant Professor #4	J.D.	Sport Management	Yes
New Hire #1	Ph.D.	Sport Management	Yes
New Hire #2	Ph.D.	Sport Management	Yes
Lecturer #1	Ph.D.	Recreation Management	Yes

Necessary Qualifications of New Faculty

The new graduate program will designate graduate teaching faculty as outlined in CCU's Faculty Manual from both qualified existing and new faculty members. New faculty hires should possess a Ph.D. in the area of sport management with academic and practical experience in sport marketing, sport governance, sport information and/or sport facility management. The enrollment and curricular projections of this program will necessitate approximately 36 new credit hours of graduate instruction per year. This load will be covered by existing and new faculty members who will teach in both undergraduate and graduate programs. With the FTE equivalent of a CCU faculty member at 21 credit hours per year, this program will need to hire two new faculty members in the first two years of the program. One faculty member will be designated as "Director" at a reassigned load of 1 course release each semester. These additional faculty lines have been accounted for in the budget for this program. Any future hires will be based upon student demand for the program.

Explanation of Proposed Changes in Assignment

One member of the faculty will be designated as "Director of the Masters of Sport Management Program" and be reassigned one course release per semester to recruit, retain, promote, and advise graduate students, as well as fulfill the duties of scheduling courses, assisting the department chair and dean with budget and resource management, and designating graduate teaching loads. Additional administrative support will also be necessary to assist with the new program, which may be fulfilled by upgrading a current part-time position.

Institutional Plan for Faculty Development

The University promotes professional development and growth through an ongoing process involving all faculty, and this will apply to the new M.S. in Sport Management. The Office of the Provost and Senior Vice-President for Academic Affairs oversees travel, reassigned time, small grants, and community service opportunities. Grants made available through the Office of the Provost include: Professional Activities Travel Mini-Grants, Academic Enhancement Grants, Assessment Mini-Grants, and Proposal Writing Grants. Support for faculty travel for presentation at professional conferences is available from the College of Science. Scholarly activities are also supported by the Office of the Vice-President for Research, providing pre- and post-award support services for faculty seeking external funding.

Institution’s Definition of Full-time Equivalents

Every 21 credit hours taught during the academic year is equivalent to one Full-Time Equivalent (FTE).

Unit Administration, Faculty, and Support Table

The following table identifies the minimum number of administration, faculty and staff that will be necessary to support the program within the first 5 years.

YEAR	NEW		EXISTING		TOTAL	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Administration						
2015-2016	1	0.25	0	0.00	1	0.25
2016-2017	0	0.00	1	0.25	1	0.25
2017-2018	0	0.00	1	0.25	1	0.25
2018-2019	0	0.00	1	0.25	1	0.25
2019-2020	0	0.00	1	0.25	1	0.25
Faculty						
2015-2016	0	0.00	7	2.00	7	2.00
2016-2017	1	0.50	7	2.50	8	3.00
2017-2018	0	0.00	8	3.00	8	3.00
2018-2019	0	0.00	8	3.00	8	3.00
2019-2020	0	0.00	8	3.00	8	3.00
Staff						
2015-2016	0	0.00	1	0.33	1	0.33
2016-2017	0	0.00	1	0.33	1	0.33
2017-2018	0	0.00	1	0.33	1	0.33
2018-2019	0	0.00	1	0.33	1	0.33
2019-2020	0	0.00	1	0.33	1	0.33

X. Physical Plant

Explanation of the Proposed Program’s Effect on the Physical Plant’s Ability to Support the New Program

The M.S. in Sport Management will be housed in the Williams-Brice Building. This building has four dedicated classrooms and one lab space. Other facilities that will be used to support the program include classrooms in Kearns Hall and Swain Hall, and all athletics facilities, including the box office, in support of instructional activities. The program will initially be able to function in the space listed above.

Discussion of Additional Physical Plant Requirements

The proposed M.S. in Sport Management program requires no initial additional physical plant requirements. However, to provide optimal instruction, the program and its students would greatly benefit from an additional dedicated conference room and multipurpose lab space to provide for and meet the educational needs of students, as well as to keep up with industry standards. Any further changes will be dictated by growth in enrollment.

XI. Equipment

The Department of KRSS has one general computer lab that supports the KRSS department. This lab has 15 computers equipped with Windows operating system. In addition, the University will need to acquire specialized equipment in order to support the program. This equipment includes 16 additional computer systems (8 Mac, 8 PC) with specialized software that supports SPSS, advanced ticketing systems, Adobe Photoshop, and video editing systems. In addition, video equipment will be needed, including 3 HD TV flat screen monitors (42 inch minimum), 3 video cameras, an HDXD cam drive, one Ross vision video switcher and a Soundcraft sound deck. The research, fan behavior, facility management and event class will need to stay up-to-date with how iPads are integrated into these professional areas, resulting in the need for 12 iPads for student use. Other additional equipment which will be utilized to support the program includes a phone bank with 16 phone stations and 2 laser printers. As proposed, the cost of equipment for the first 3-5 years is \$34,699.68. For general-purpose computing needs, students in the department are required to have access to personal laptop computers. Customized software environments suitable for system administration exercises can be deployed on these laptops using freely available virtualization software. As a result, the department is in some cases able to leverage students’ own devices in order to ensure access to the technologies required in the classroom. Students will need access to lab equipment in support of industry-specific programs.

Course Usage	Equipment	Quantity	Cost (per unit)	Total	Source
General Program Equipment	Mac Pro	8	1,299.00	10,392.00	Apple.Com
General Program Equipment	One in One computer (PC)	8	749.00	5,992.00	Amazon.com
Research, Sport Venue operations, Revenue Generation, Fan Behavior	iPad	12	399.00	4,788.00	Apple.com
General Program	Laser Printer	2	529.00	1,058.00	Amazon.com

Course Usage	Equipment	Quantity	Cost (per unit)	Total	Source
Equipment					
Leadership, Facility, Sport Venue, Issues In ICA, Brand Communication & Media	42 in. HD TV	3	380.00	1,140.00	Amazon.com
Media, Special Topics & Research	HD XD Camera	3	1,950.00	5850.00	Sony.com
Media, Special Topics And Research	HD XD Cam Drive	1	100.00	100.00	Sony.com
Media, Special Topics	Ross Vision Switcher	1	999.00	999.00	Amazon.com
Media	Soundcraft Sound Deck	1	1,599.00	1,599.00	Amazon.com
Revenue Generation, Research	16 Phones	16	22.98	397.68	Amazon.com
General Program support (several courses)	Adobe Photoshop Elements and Premiere	16	149.00	2,384.00	Amazon.com
	Total			\$34,699.68	

XII. Library

Effect of the Proposed Program on the Library's Ability to Support the Program

Quantitative Analysis of Library Holdings

Monographs

Kimbel Library holds 430 monographs in support of sport management. Most of this collection is in print format with an average publication date of 2000 and an overall average publication date of 2005.

Twenty-three subject areas and corresponding Library of Congress (LC) call number ranges were identified for the M.S. in Sport Management program. A general subject of Sport Management was included to cover topics relevant to sports management. Films included here are in DVD format; the library provides access to a wide collection of streamed video content, which is addressed below.

Serials

Kimbel Library's serial holdings were examined in *Ulrich's Serials Analysis System*, which compares our total periodical holdings with a recommended core list of periodicals for academic libraries. Online access to periodicals is provided via aggregator databases, publisher packages, open access titles, and direct online subscriptions. Kimbel Library provides access to 155 print and online-accessible periodicals relevant to the proposed program. Of these, 110 (70%) represent core journal titles in the general subject of sports. Overall, Kimbel Library provides

access to 31% of all core journal titles in sports. Specifically, the library provides access to 66% of the core titles in sport economics, 69% of core title in game theory, and 59% of core titles in sport law. Additionally, serial holdings were compared to essential and recommended titles indicated in "Library Collections for the Support of Academic Sport Management Programs" (Sphar). Of 23 recommended journal titles, Kimbel Library provides access to all but three.

Qualitative Analysis of Library Holdings

Use

Use of the monograph collection was derived from circulation statistics available through the library's integrated system. Of 340 *physical* titles (excluding ebooks), 90 (26%) titles have no circulation incidents, 98 have 1-2 circulation incidents, and 154 titles have 3 or more circulation incidents, up to 23 or more uses for 4 titles. High use subjects are college sports, sports marketing, doping in sports and careers in sports. In the last calendar year, 45 (13%) of these titles were checked out from the library, and approximately half of the collection circulated within the last five years.

Age of Collection

The average publication date of the monograph collection is 2005 and 2000 for print titles, which make up 74% of the collection. This reflects a relatively new collection for Kimbel Library, which has an average publication date of 1982 and a median of 1986 for all subjects. The average age for physical titles with recent use (2009-2014) is 2001, and 1999 for titles with higher use (3+ circulation incidents).

Core Titles

A qualitative comparison of Kimbel Library's holdings relevant to sports management was conducted using Bowker's Book Analysis System. This collection tool compares current library holdings against a core list of monographs recommended for academic libraries by subject bibliographers. Comparison with such a list controls for age of collection held by peer libraries and offers a standard by which any library's holdings may be measured.

The library holds approximately 30% of all core titles relevant to sports administration, above average for the library's print collection in all subjects (21%). A few subjects have few core titles as a percentage of 1) available core titles or 2) as a percentage of titles held in the subject area.

Estimate of Acquisitions Needed

Kimbel Library owns approximately 430 titles in sports administration. Of these, 30% are considered "core" titles for an academic collection, and the collection is relatively current. Eight areas of the collection are of interest due to the paucity of core titles held and the number of core titles available. The estimate of need focuses on these areas, as the remaining subjects are well-represented in the collection and will have continued support through anticipated annual library allocations for this program. Still, the successful use of the statewide higher education electronic library (PASCAL) does serve to mitigate some of these thinly-supported areas.

The actual cost of core titles not held in areas of need is \$9,130 (based on 2013 prices.) The Library realizes that acquisition of all core titles not held is based on an ideal collection; however, the numbers reported above are to be considered benchmarks to guide acquisition activities. The departmental faculty may wish to adjust these figures based on curricular needs.

Kimbel Library anticipates a cost of \$9,130.00, or \$1825 per year for five years, based on the actual cost of core titles not owned for monographic acquisitions. The allocation is based on the resources currently available and may change accordingly. The existing Recreation and Sport Management major will also contribute to the support of future acquisitions.

Journal subscriptions are an ongoing cost. The average cost of sports/recreation journals in 2013 was \$539, with an average annual increase of 8%. The library provides access to all but three recommended journals and subscribes to 30% of core journals in this field. At minimum, the library should anticipate increased journal costs of \$1,600 per year for ongoing support of the proposed program, or \$3425 per year for the next five years for materials in both formats. In addition, the University will want to consider subscribed access to *ProQuest Dissertations and Theses (Full Text)* to support the research component of this program.

XIII. Accreditation, Approval, Licensure or Certification

Discussion of the Impact on Program Accreditation

The program's curriculum is aligned with current content standards outlined by The Commission on Sport Management Accreditation (COSMA). COSMA is the only specialized accrediting body that promotes and recognizes excellence in sport management education. The purpose of the COSMA is to promote and recognize excellence in sport management education through specialized accreditation. The accreditation is optional, but once the program is established, Coastal Carolina University will likely seek accreditation through the Commission on Sport Management Accreditation (**COSMA**). Achievement of this accreditation will allow for further program assessment and provide an additional element of quality for the program. After the third year of the program, pursuit of accreditation will require \$1,800 per year in membership dues and an accreditation fee of \$3,500 for a three-year accreditation. Costs for this new program will be covered by tuition generated by the program.

XIV. Articulation

Coastal Carolina University is interested in developing cooperative relationships with other institutions in the state. This includes graduates of the proposed program matriculating into the newly approved Sport, Events and Hospitality doctoral program at the University of South Carolina or other programs that may exist in the future. The current Recreation and Sport Management faculty have established a record of collaborative work with other individuals and programs throughout the state, and this is expected to continue.

XV. Estimated Costs and Sources of Financing

The addition of the Master of Science in Sport Management will require two new faculty hires. In addition, the administrative function of the unit will need to be increased. The need for administrative support is, in part, related to the rapid growth of the home department of Kinesiology, Recreation and Sport Studies at the undergraduate level (highest departmental enrollment at CCU with nearly 1,000 students). With the addition of a graduate program, administrative support will need to be augmented with a .33 hire.

Costs to the Institution and Sources of Financing - Sport Management						
Estimated Costs by Year						
Category	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
Program Administration (1)	\$18,926	\$19,232	\$24,232	\$30,532	\$38,471	\$131,393
Faculty Salaries (2)	\$151,606	\$191,024	\$240,690	\$303,269	\$382,119	\$1,268,708
Graduate Assistants	\$10,000	\$20,000	\$20,000	\$20,000	\$20,000	\$90,000
Clerical/Support Personnel (3)	\$11,180	\$14,087	\$17,750	\$22,365	\$28,180	\$93,563
Supplies and Material	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$10,000
Library Resources	\$3,425	\$3,425	\$3,425	\$3,425	\$3,425	\$17,125
Equipment	\$6,940	\$6,940	\$6,940	\$6,940	\$6,940	\$34,700
Facilities						\$0
Other						\$0
Totals	\$204,078	\$256,708	\$315,037	\$388,532	\$481,135	\$1,645,489
Sources of Financing by Year						
Tuition Funding (all students)	\$173,055	\$327,743	\$439,063	\$506,736	\$566,288	\$2,012,885
Program-Specific Fees						\$0
State Funding						\$0
Reallocation of Existing Funds	\$31,023					\$31,023
Federal Funding						\$0
Other Funding						\$0
Totals	\$204,078	\$327,743	\$439,063	\$506,736	\$566,288	\$2,043,908

Notes:

- (1) Program administration based on .25 of Director's salary plus 24% fringe for year one. Years 2-5 are based on a 2% increase.
- (2) 24% Fringe Benefits included with faculty salaries. Years 2-5 are based on a 2% increase.
- (3) Clerical/Support salary includes 24% fringe for year. Years 2-5 are based on a 2% increase.

Statement about Unique Costs or Other Special State Appropriations

Tuition fees are estimated to cover the cost of this new program. The proposed M.S. in Sport Management program has no unique costs or other special state appropriations associated with it. No funding will be requested from the state.

Information Regarding Estimated Program Costs

Program costs are covered by students' tuition payments. Estimates indicate a potential for sustained growth over the first five years of the program. The program will be self-sustaining within the first five years.