

**PROGRAM MODIFICATION PROPOSAL FORM**

**Name of Institution:** Winthrop University

**Briefly state the nature of the proposed modification (e.g., adding a new concentration, extending the program to a new site, curriculum change, etc.):** Add concentration in Sport Marketing and Revenue Generation to the MBA

**Current Name of Program (include degree designation and all concentrations, options, and tracks):**

Master of Business Administration degree, Business Administration major, with concentrations in General MBA, Accounting, Finance, Software Project Management, Human Resource Management, Marketing, and Strategic Leadership

**Proposed Name of Program (include degree designation and all concentrations, options, and tracks):**

Master of Business Administration degree, Business Administration major, with concentrations in General MBA, Accounting, Finance, Software Project management, Human Resource Management, Marketing, Strategic Leadership, and **Sport Marketing and Revenue Generation**

**Program Designation:**

- |   |  |
|---|--|
| <input type="checkbox"/> Associate's Degree   | <input checked="" type="checkbox"/> Master's Degree                                  |
| <input type="checkbox"/> Bachelor's Degree: 4 Year  | <input type="checkbox"/> Specialist  |
| <input type="checkbox"/> Bachelor's Degree: 5 Year  | <input type="checkbox"/> Doctoral Degree: Research/Scholarship (e.g., Ph.D. and DMA) |
| <input type="checkbox"/> Doctoral Degree: Professional Practice (e.g., Ed.D., D.N.P., J.D., Pharm.D., and M.D.) |  |

Does the program currently qualify for supplemental Palmetto Fellows and LIFE Scholarship awards?

- Yes  
 No

If No, should the program be considered for supplemental Palmetto Fellows and LIFE Scholarship awards?

- Yes  
 No

**Proposed Date of Implementation:** January 2019

**CIP Code:** 52.0201

**Current delivery site(s) and modes:** Winthrop Campus, Online

**Proposed delivery site(s) and modes:** Winthrop Campus, Online (This new concentration will be available online only.)

To clarify, the various concentrations will be offered as follows:

General MBA – Traditional and Online

Accounting Emphasis – Traditional  
Finance –Traditional  
Software Project Management –Traditional  
Human Resource Management – Traditional  
Marketing – Traditional and Online  
Strategic Leadership – Traditional and Online  
Sport Marketing and Revenue Generation – Online

**Program Contact Information (name, title, telephone number, and email address):**

Dr. Keith Benson, Professor of Healthcare Management  
Director of Graduate Programs, College of Business  
(803) 323-2409  
bensonk@winthrop.edu

**Institutional Approvals and Dates of Approval:**

Department of Management and Marketing approval – 1/8/2018  
College of Business Curriculum Committee approval – 1/30/2018  
College of Business Faculty Assembly approval – 2/12/2018  
Dean, College of Business approval – 2/12/2018  
Graduate Council approval – 2/19/2018  
Graduate Faculty Assembly approval – 4/5/2018  
Provost approval – 4/15/2018  
President approval – 4/20/2018

This is a modification to add a new concentration, and Board of Trustees approval is not required. The Board of Trustees was notified of the plan to create this concentration and of its approval through the curriculum process.

**Background Information**

**Provide a detailed description of the proposed modification, including target audience, centrality to institutional mission, and relation to strategic plan.**

This change adds a concentration under the MBA program. Students who pursue the MBA-Sport Marketing and Revenue Generation are required to complete the MBA core and an additional 9 credit hours in sports revenue generation and marketing-focused coursework. These courses focus on Branding and Merchandising in Sport, Development and Sales in Sport, and topics such as global competitiveness, e-commerce, and business analytics. Students may also choose to complete an internship that specializes in sports revenue generation.

The target audiences for this new program are individuals working in or wanting to pursue a career in sports tourism, professional and collegiate sports teams, club sports, or youth travel athletic teams. Part of the mission of Winthrop University is dedicated to public service to the nation and to the State of South Carolina. In South Carolina and the Piedmont region, there has been exponential growth in sports tourism, professional sports teams and venues, and NCAA athletic prominence in the past few years. This new MBA concentration will be the first in the region and only the second in the nation specifically focusing on sport marketing and revenue generation. A component of Winthrop's strategic plan is the identification of new programs in order to better serve our community and state. The Sport Marketing and Revenue Generation concentration within the MBA, developed

through the collaboration of the College of Business Administration and the Division of Athletics, focuses on a growing industry in South Carolina and the region.

**Assessment of Need**

**Provide an assessment of the need for the program modification for the institution, the state, the region, and beyond, if applicable.**

Forbes predicts that by 2019 the North American sports industry alone will reach \$73.5 Billion. This degree program will prepare graduates who understand this business and how it revolves around the movement and acquisition of that money.

Recently the Carolina Panthers sold for \$2.3 Billion. A 2016 report from the South Carolina Department of Parks, Recreation, and Tourism estimated the economic impact of tourism to be \$19.1 Billion in 2014. Some of this impact comes from Sport Tourism. In Rock Hill alone, an April 2016 report stated that Sport Tourism had a \$121.9 Million economic impact from 2006-2015. In 2017, the City of Rock Hill Parks, Recreation, and Tourism Department hosted the 2017 UCI BMX World Championships. This one event had a total economic impact of \$29 Million.

Additionally, South Carolina universities have won NCAA Championships in football, baseball, women’s basketball, (D1) and men’s lacrosse (DII). Collegiate sports programs across the state provide significant economic impact to their communities and employ a large number of South Carolina residents. According to the South Carolina Sports Alliance, “from the coast to the mountains, South Carolina's landscape provides an ideal setting for sporting events. As a coach, athlete and fan-favorite destination, South Carolina is home to top sports venues and gracious hospitality that makes any event a victory” (<https://discoversouthcarolina.com/sports-alliance>). On the webpage there are links to 29 local and regional partners within South Carolina. A local example is that a new indoor sports complex in Rock Hill will attract nearly 200,000 tourists annually and inject \$10 million into the local economy.

This new MBA concentration focuses on the marketing and revenue generation associated with sport tourism and professional and NCAA athletics. This industry is clearly a growing industry, and the number of jobs will be increasing.

**Transfer and Articulation**

**Identify any special articulation agreements for the modified proposed program. Provide the articulation agreement or Memorandum of Agreement/Understanding.**

There are no special agreements with this graduate program. As with all of Winthrop’s graduate programs, students may transfer up to 9 hours from other institutions with proper approvals.

**Description of the Program**

Projected Enrollment						
Year	Fall Headcount		Spring Headcount		Summer Headcount	
	New	Total (MBA)	New	Total	New	Total
2018-2019		120	7	125	10	120
2019-2020	15	140	18	150	20	160
2020-2021	25	175	25	180	25	190

**Explain how the enrollment projections were calculated.**

This new concentration will be part of the online MBA program and will have program recruitment and support from our online partner. It is estimated that, as the program grows, it will reach to capacity of 25 entering students each semester.

**Curriculum**

**Attach a curriculum sheet identifying the courses required for the program.**

**Curriculum Changes**

Courses Eliminated from Program	Courses Added to Program	Core Courses Modified
	MKTG 676 - Branding and Merchandising in Sport	
	MKTG 677 - Development and Sales in Sport	
	Choose one from: BADM561 – Electronic Commerce for Managers, BADM 571 Business Analytics, or BADM 694 - Internship in Business Administration	

Winthrop’s standard MBA program requires 9 hours of electives in business. This concentration designates those 9 hours with the courses listed above.

**New Courses**

List and provide course descriptions for new courses.

**MKTG 676 - Branding and Merchandising in Sport** - This course is designed to explore the constantly changing landscape of branding in sport, as well as the subsequent revenue growth associated with the merchandising of these brands. A specific focus on personal, professional, and organizational brands in the sporting industry, as well as the merchandising industry associated with those brands, will provide the foundation for this course.

**MKTG 677 - Development and Sales in Sport** - This course is designed to allow students to understand how to optimally design and execute a comprehensive development or sales strategy for non-profit sport, intercollegiate athletics, and professional sport. As costs at all levels continue to rise and revenues become increasingly sparse, the need is growing for institutional and organizational leadership to understand how to utilize all necessary measures to support those financial operating needs. This course will explore the skills and techniques needed to identify and acquire that revenue support.

**Similar Programs in South Carolina offered by Public and Independent Institutions**  
**Identify the similar programs offered and describe the similarities and differences for each program.**

<b>Program Name and Designation</b>	<b>Total Credit Hours</b>	<b>Institution</b>	<b>Similarities</b>	<b>Differences</b>
MBA Program		USC, Clemson, College of Charleston, The Citadel, SC State University, Coastal Carolina, Francis Marion, University, and USC Aiken	MBA Programs	None focus on Sport Marketing and Revenue Generation
MS/MA in Sport Management		USC, Winthrop, The Citadel	Focus on sports	Focus is on management of venues and teams and not revenue generation related to branding, royalties, and donations.
MBA – Sport Revenue Generation		Nova Southeastern U.	Only similar program	Located in Florida

### Faculty

**State whether new faculty, staff or administrative personnel are needed to implement the program modification; if so, discuss the plan and timeline for hiring the personnel. Provide a brief explanation of any personnel reassignment as a result of the proposed program modification.**

The core of this new concentration is exactly same as the online MBA, and students are integrated in core courses with other concentrations. There will be no new hires for the core classes. Two of the three concentration elective classes will be covered by Winthrop faculty. The third elective will require the hiring of an adjunct faculty member.

### Resources

**Identify new library, instructional equipment and facilities needed to support the modified program.**

Library Resources: No new resources needed

Equipment: No new resources needed

Facilities: No new resources needed

### Impact on Existing Programs

Will the proposed program impact existing degree programs or services at the institution (e.g., course offerings or enrollment)? If yes, explain

Yes

No

**Financial Support**

<b>Estimated Sources of Financing for the New Costs</b>						
<b>Category</b>	<b>1<sup>st</sup></b>	<b>2<sup>nd</sup></b>	<b>3<sup>rd</sup></b>	<b>4<sup>th</sup></b>	<b>5<sup>th</sup></b>	<b>Total</b>
Tuition Funding	\$ 99,960	\$ 311,640	\$ 441,000	\$ 441,000	\$ 441,000	\$1,734,600
Program-Specific Fees						
Special State Appropriation						
Reallocation of Existing Funds						
Federal, Grant, or Other Funding						
<b>Total</b>	\$ 99,960	\$ 311,640	\$ 441,000	\$ 441,000	\$ 441,000	\$1,734,600
<b>Estimated New Costs by Year</b>						
<b>Category</b>	<b>1<sup>st</sup></b>	<b>2<sup>nd</sup></b>	<b>3<sup>rd</sup></b>	<b>4<sup>th</sup></b>	<b>5<sup>th</sup></b>	<b>Total</b>
Program Administration and Faculty and Staff Salaries	\$0	\$2,500	\$5,000	\$5,000	\$5,000	\$17,500
Online Partnership Costs (Revenue Share)	\$ 59,976	\$ 171,402	242,550	220,500	220,500	914,928
Facilities, Equipment, Supplies, and Materials						
Library Resources						
Other (specify)						
<b>Total</b>	\$ 59,976	\$ 173,902	\$ 247,550	\$ 225,500	\$ 225,500	932,428
<b>Net Total</b> (i.e., Sources of Financing Minus Estimated New Costs)	\$39,984	\$ 137,738	\$ 193,450	\$ 215,500	\$ 215,500	802,172

**Budget Justification**

**Provide a brief explanation for all new costs and sources of financing identified in the Financial Support table.**

Tuition revenue is based on the anticipated new students per semester taking 6 hours at the current online MBA tuition rate of \$980 per credit hour.

New faculty costs are limited to the cost of the additional adjunct faculty teaching in the concentration.

Online partnership costs are related to marketing and recruitment, instructional design, 24x7 customer service for online students, and online retention services.

**Evaluation and Assessment**

<b>Program Objectives</b>	<b>Student Learning Outcomes Aligned to Program Objectives</b>	<b>Methods of Assessment</b>
Prepare students to understand the key functions of a business - accounting, finance, management, marketing, leadership, and operations management.	Critical Thinking Ethics Oral Communication Written Communication Applied Leadership Applied Problem Solving Strategic Management	Established MBA Core Assessment Program  MBA Accounting Ethics Assessment  GR Assessment Test Part 1  GR Assessment Test Part 2  Graduate Applied Problem Solving
Produce graduates ready to enter the Sports and Sporting Industry with foundational skills in sport marketing, branding, merchandising and sales.	Understanding of marketing management in relation to the specific area of sport marketing.  Understand the market analysis process, including segmentation, targeting, and positioning.  Understand the process of shaping and managing a market offering, including pricing, products/services, marketing communication, and distribution.	Examinations  Final project evaluation using oral and written communication rubrics
Produce graduates who understand the relationship between analytics and sport revenue generation.	Understand predictive modeling and analytics techniques in a data-rich sport related industry.  Use results from analytic techniques to create marketing	Examinations  Evaluation of analytic project relating to sports brand

	strategies for customer retention, customer segmentation, and market basket analysis.	
Prepare students to assess the effectiveness of marketing and branding strategies used by sport organizations to enhance organizational success.	<p>Understand the process of leveraging a brand to generate revenue.</p> <p>Understand how a brand can build and enhance long-term customer relationship.</p> <p>Develop strategies to use a brand to generate revenue via sales, royalties, and donations.</p>	<p>Evaluation of client-based project</p> <p>Examinations</p>

Will any the proposed modification impact the way the program is evaluated and assessed? If yes, explain.

- Yes
- No

Will the proposed modification affect or result in program-specific accreditation? If yes, explain; and, if the modification will result in the program seeking program-specific accreditation, provide the institution's plans to seek accreditation, including the expected timeline.

- Yes
- No

Will the proposed modification affect or lead to licensure or certification? If yes, identify the licensure or certification.

- Yes
- No

Explain how the program will prepare students for this licensure or certification.

If the program is an Educator Preparation Program, does the proposed certification area require national recognition from a Specialized Professional Association (SPA)? If yes, describe the institution's plans to seek national recognition, including the expected timeline.

- Yes
- No

## Master of Business Administration with Concentration in Sport Marketing and Revenue Generation

### MBA Core

Required Program	Semester Hours
ACCT 680 Accounting for Managers	3
ECON 680 Managerial Economics	3
FINC 680 Financial Policy Management	3
MGMT 680 Organizational Leadership & Communications	3
MGMT 682 Organizational Behavior/Organizational Development	3
MGMT 683 Sustainable Operations	3
MGMT 684 Strategic & International Issues in Management	3
MKTG 680 Marketing Management	3
QMTH 680 Statistical Methods & Business Research	3

### Concentration

MBA-Sport Marketing & Revenue Generation Program	Semester Hours
MKTG 676 Branding and Merchandising in Sport	3
MKTG 677 Development and Sales in Sport	3
Choose one course from the following:	
BADM 561 Electronic Commerce for Managers	3
BADM 571 Business Analytics	3
BADM 694 Internship in Business Administration	3
<b>Total Hours</b>	<b>36</b>