

PUBLIC

INDEPENDENT

NEW PROGRAM PROPOSAL FOR ROUTINE REVIEW

When finished, please save and email to: he.academicprogramactions@dhe.mo.gov

Sponsoring Institution:

Program Title: Sport Management

Degree/Certificate:

If other, please list:

Options:

Delivery Site: University of Missouri—St. Louis

CIP Classification: 31.0504

Implementation Date: Fall 2019

Is this a new off-site location? Yes No

If yes, is the new location within your institution's current CBHE-approved service region?

**If no, public institutions should consult the comprehensive review process*

Is this a collaborative program? Yes No

**If yes, please complete the collaborative programs form on last page.*

Please list similar or comparable programs at Missouri public institutions of higher education.

**For public institutions only*

There are no programs at UMSL similar in nature to the proposed program, and Sport Management is unduplicated at UMKC or Missouri S&T. The University of Missouri offers a Bachelor of Science in Parks, Recreation, and Sport with an emphasis in Sport Management. The MU and proposed UMSL programs share similarities in terms of general focus, degree requirements, and length, but there are some distinctions.

First, the MU program is a Bachelor of Science in Parks, Recreation, and Sport with Sport Management representing one of four emphasis area options (along with Natural Resource Recreation Management, Recreation Administration, and Tourism Development). It is a nationally accredited program via the Council on Accreditation of Parks, Recreation, Tourism and Related Professions (COAPRT). In contrast, the proposed UMSL program will result in a Bachelor of Science in Sport Management degree that focuses on the business and community-athletics aspects of sport and will be nationally accredited via COSMA.

The location and nature of the student populations represent two other distinctions between the programs. The B.S. in Sport Management degree at UMSL is a direct response to a market need in the Greater St. Louis Metropolitan Region for a nationally-accredited Sport Management program, and the overwhelming majority of UMSL students are St. Louis natives who choose to stay in the area. The large urban setting provides a plethora of internship opportunities. Though the MU program certainly attracts students from the St. Louis area, its status as a SEC Division I Athletics and flagship institution of the UM-System draw students to the university from across the country, often for reasons other than specific degrees. Furthermore, its geographic location in the center of the state provides ready access to the program as well as a wide variety of internship placement options from across Missouri.

In the end, both programs offer flexibility with regard to choice of electives and minors, thus providing graduates with a variety of skillsets. The complementary nature of the two programs' strengths and accreditations speak to the potential for collaboration. To this end, on May 31, 2019, the UMSL Sport Management degree program authors had an in-depth conversation about potential collaborations/course sharing opportunities with the MU Park, Recreation and Sports Interim Associate Director, Dr. Sonja Wilhelm Stanis (see Appendix E). Further explorations to establish mutually beneficial cooperative agreements will ensue upon hiring specialty faculty. Currently, we anticipate that interested students at UMSL will be able to access online sport and recreation courses at MU. Currently, 40% of the courses in the UMSL sport management core have online course offering options

On advice from the System, we consulted again with Dr. Beth Easter, Sport Management Program Director, Southeast Missouri State University (SEMO). Dr. Easter was one of the original consultants recommended by COSMA because SEMO is the only accredited program in the State of Missouri. Thus, we had established a collegial relationship with her. In our most recent correspondences, Dr. Easter pointed out that there is a concentration of programs in the State of Illinois, though Missouri is not as saturated. Dr. Easter was unable to conclude that there were too many programs in the St. Louis area, and she noted that many students in the SEMO program come from the St. Louis Metropolitan Area (see Appendix E).

CERTIFICATIONS:

- The program is within the institution's CBHE approved mission. *(public only)*
- The program will be offered within the institution's CBHE approved service region. *(public only)*
- The program builds upon existing programs and faculty expertise
- The program does not unnecessarily duplicate an existing program in the geographically-applicable area.
- The program can be launched with minimal expense and falls within the institution's current operating budget. *(public only)*

AUTHORIZATION

Name/Title of Institutional Officer	Signature	Date

PROGRAM CHARACTERISTICS AND PERFORMANCE GOALS

Although all of the following guidelines may not be applicable to the proposed program, please carefully consider the elements in each area and respond as completely as possible in the format below.

Quantification of performance goals should be included wherever possible.

1. Student Preparation

- Any special admissions procedures or student qualifications required for this program which exceed regular university admissions, standards, e.g., ACT score, completion of core curriculum, portfolio, personal interview, etc. Please note if no special preparation will be required.

Students seeking to become candidates for the undergraduate degree in Sport Management will need to meet the same admission requirements for incoming freshmen and transfer students at University of Missouri- St. Louis. [These requirements may be found here.](#) No other specific admission requirements exist for this degree nor is the degree designed to serve a specific student population.



- Characteristics of a specific population to be served, if applicable.

The Bachelor of Arts in Organizational Leadership is an interdisciplinary program that will provide students with the knowledge, skills and credentials necessary to advance in a rapidly changing workplace. It is designed specifically for the substantial number of adult learners who are already in the regional workforce but lack the bachelor's degree required to move up in their career.

2. Faculty Characteristics

- Any special requirements (degree status, training, etc.) for assignment of teaching for this degree/certificate.

Upon approval of the program, one non-tenure track clinical faculty and one tenure track faculty member will be added. The non-tenure track faculty member will be hired in Year 1, followed by the tenure-track faculty member in Year 3. Both faculty will have doctoral degrees in Sport Management and be full time (i.e., 2 FTE) to the Sport Management program. One of the two will serve as Program Director and administer the degree.

The two full-time faculty will teach the new SPMGT courses and others as appropriate (based on individual expertise and interest). Given the interdisciplinary nature of the degree, all courses with curricular designations other than SPMGT will be staffed and maintained by the department chairs in the corresponding departments. In addition to these faculty, colleagues from UMSL Athletics and UMSL Recreation and Wellness departments have indicated an interest to teach courses in their areas of expertise (e.g., Sports Administration, Athletic Compliance.).

- Estimated percentage of credit hours that will be assigned to full time faculty. Please use the term "full time faculty" (and not FTE) in your descriptions here.

Faculty assigned solely to the Sport Management degree will be expected to teach between 180-320 student credit hours per semester (depending on their role as tenure track faculty, clinical faculty, and/or program director). Such faculty will be involved in all aspects of the program, including recruitment, advising, assessment/continuous improvement, and obtaining and maintaining COSMA accreditation.

50-100% of courses will likely be taught by full-time faculty members.

- Expectations for professional activities, special student contact, teaching/learning innovation.

Faculty will be involved in all aspects of the program, including recruitment, advising, assessment/continuous improvement, and obtaining and maintaining COSMA accreditation. There are no other explicit professional development requirements at this time.

3. Enrollment Projections

- Student FTE majoring in program by the end of five years.

- Percent of full time and part time enrollment by the end of five years.
Full-time: 100%; Part-time: 0%

STUDENT ENROLLMENT PROJECTIONS

YEAR	1	2	3	4	5
Full Time	25	49	76	107	125
Part Time	0	0	0	0	0
Total	25	49	76	107	125

4. Student and Program Outcomes

- Number of graduates per annum at three and five years after implementation.
Year 3: 0; Year 5: 20
- Special skills specific to the program.

In accordance with the guidelines of the Commission on Sport Management Accreditation (COSMA), the outcomes provide a solid framework and highlight the value of the program content. Specifically, program learning outcomes include:

1. Possessing foundational knowledge in sport management and organization;
2. Possessing foundational knowledge in educational and community athletics;
3. Understanding legal and ethical issues associated with sport management;
4. Demonstrating skills in the applied aspects of sport management in business and/or athletic settings.

Students earning a B.S. in Sport Management degree will:

1. Apply an interdisciplinary foundation of management, sports, and marketing theories to a variety of sports management settings.
 2. Develop a marketing toolbox that integrates theories with the fundamental aspects of sports, sports products, consumer and market research, sponsorship, promotion and media.
 3. Examine and explore the legal environments of amateur, collegiate, and professional sports programs with respect to state and federal legislation, liability, risk management, contracts, and collective bargaining.
 4. Examine and apply the principles of economics including the concepts of supply and demand, economic forecasting, and economic impact of sports programs and products.
 5. Demonstrate the ability to manage sports facilities to apply key concepts of planning, design, and evaluation of a sports program or sports-related event.
 6. Develop and refine leadership and communication skills necessary within a sports organization and team-oriented sports institutions.
 7. Recognize and evaluate ethical decision-making, balancing economic priorities and social responsibilities of sports organizations.
 8. Demonstrate socio-cultural commitment and responsibility in any given sports management environment.
- Proportion of students who will achieve licensing, certification, or registration.
n/a

- Performance on national and/or local assessments, e.g., percent of students scoring above the 50th percentile on normed tests; percent of students achieving minimal cut-scores on criterion-referenced tests. Include expected results on assessments of general education and on exit assessments in a particular discipline as well as the name of any nationally recognized assessments used.
n/a
- Placement rates in related fields, in other fields, unemployed.

The primary analysis conducted to assess a market need for sport management professionals was conducted by Burning Glass. Results are posted in Appendix F. Some of the most pertinent findings of the Burning Glass analysis were:

- In the Greater St. Louis Metropolitan Region, 1,358 sport management-related job postings in the last 12 months.
- The number of jobs in sport management is expected to grow over the next 8 years.
- In a comparison of six major categories of occupational groups, the category with sports-related positions had nearly 45% of positions, higher than any other occupational category.
- The average salary is project to be \$48,925. This salary is above the average living wage for Missouri of \$28,621.
- Degrees conferred in occupations in sport management and related positions increased by 21% from 2013-2017.

According to the U.S. Bureau of Labor Statistics (2018), jobs in sport management will grow faster than average through 2026 due to expansion from multi-billion dollar profits in the sports industry. For example, from 2016-2026, jobs for coaches and scouts are projected to grow by 13%, event planning by 13%, and facility management and sports marketing by 10%.

The UMSL Office of Admissions reports that Sport Management consistently is among the top 5 majors requested by prospective students. Upon learning that UMSL does not offer this degree, many of those students choose to go elsewhere. In addition, UMSL Athletics has found strong interest in a Sport Management degree among student athletes. We anticipate that an interdisciplinary degree combining a traditional Sport Management curriculum with courses geared to athletics and business will fill an important divide between organizational/industry needs and the skillsets of students at graduation.

- Transfer rates, continuous study.
n/a

5. Program Accreditation

As noted earlier, the College of Education (COE) recognizes the value of accreditation and the benefits of meeting the highest national standards of excellence. The COE is currently accredited by the National Council for Accreditation of Teacher Education and recently has applied for continuing accreditation from the Council for the Accreditation of Educator Preparation. In addition, the College has programs with specialized accreditations by the Council for the Accreditation of Counseling and Related Educational Programs and by the National Association of School Psychologists. As previously noted, there are currently no sport management programs in the St. Louis Metropolitan Area accredited by the Commission on Sports Management Accreditation (COSMA), and there is only one COSMA-accredited program in the entire state. The Council of Higher Education Accreditation recognizes COSMA as the national accrediting body for Sport Management. As such, UMSL is well positioned to be the first and only nationally accredited Sport Management program in the St. Louis Metropolitan Area. COSMA accreditation has been a primary goal of the B.S. in Sport Management from the beginning.

As stated previously, in preparing the rationale and justification for this proposal, we consulted with the Executive Director of COSMA as well as the directors of two other accredited sport management programs (i.e., Southeast Missouri State University, Wichita State University). Each of these professionals noted the lack of a COSMA program in St. Louis. Furthermore, they perceived UMSL to be well-situated to secure a market advantage with COSMA accreditation. COSMA does not review new programs for accreditation until after they are fully established and producing graduates. As a result, the UMSL Sport Management Program will apply for accreditation upon eligibility.

6. Program Structure

A. Total credits required for graduation: 120

B. Residency requirements, if any:

UMSL requires 30 out of the last 36 hours to be earned in residency, and at least 15 major hours in residency.

C. General education: Total credits:

42

Courses (specific courses OR distribution area and credits)

Course Number	Credits	Course Title
1100	3	ENG 1100 First Year Writing (Core)
1040	3	COMM 1040 Public Speaking (Core)
1030	3	MATH 1030 College Algebra (Core)
	3	Information Literacy [Elective] (Core)
	3	US History/Govt [Elective] (Core)
1000	3	BUS AD 1000 Introduction to Business (Soc Science Explore)
1001	3	ECON 1001 Microeconomics (Soc Science Explore)
1003	3	PSYCH 1003 General Psychology (Social Science Explore)
	9	History/Fine Arts (Explore)*
	9	Math/Sciences (Explore)

D. Major requirements: Total credits: 39

Course Number	Credits	Course Title
3600	3	MGMT 3600 Management and Organizational Behavior (Core)
3700	3	MKTG 3700 Basic Marketing (Core)
3200	3	PSYCH 3200 Sports Psychology (Core)

1113	3	SPMGT 1113 Intro to Sport Management and Administration (Core)
2200	3	SPMGT 2200 Legal and Ethical Issues in Sports (Core)
4113	3	SPMGT 4113 Educational and Community Athletics (Core)
3600	3	MGMT 3600 Management and Organizational Behavior (Core)
3700	3	MKTG 3700 Basic Marketing (Core)
4999	6	Sport Management Internship (Capstone)

Program core electives:

Course	Hrs
CNS ED 3200 Interpersonal Skills in Helping Relationships	3
COMM 3395 Special Topics: Sports Public Relations	3
ECON 3610 Economics of Sports, Gaming, and Gambling	3
MGMT 3611 Advanced Management and Organizational Behavior	3
MGMT 3621 Human Resource Management	3
MKTG 3721 Introduction to Digital Marketing Strategies	3
MKTG 3765 Sports Marketing	3
PHY ED 2134 Personal Physical Fitness	3
PHY ED 2136 Facilities Management	3

SPMGT 3285 Sports Medicine	3
SPMGT 3380 Sports Nutrition	3
SPMGT 3731 Sports Media & Technology	3
SPMGT 4213 Athletic Compliance	3
SPMGT 4990 Sport Management Field Experience	1-6
Up to six hours from any area as pre-approved by advisor	1-6

E. Free elective credits: 39
(sum of C, D, and E should equal A)

F. Requirements for thesis, internship or other capstone experience:

A minimum of six hours of Sport Management Internship is required as the Capstone experience. The Sport Management Internship provides a capstone experience in Sport Management via placement with sports clubs, sports facilities, or business organizations associated with sports. Students will develop professional skills as they apply knowledge gained throughout the program. May be repeated for credit up to a total of 6 credits (degree requires 300 contact hours).

G. Any unique features such as interdepartmental cooperation:

The degree major curriculum contains eight different curricular designations

7. Need/Demand

Student demand

Market demand

Societal demand

I hereby certify that the institution has conducted research on the feasibility of the proposal and it is likely the program will be successful.

On July 1, 2011, the Coordinating Board for Higher Education began provisionally approving all new programs with a subsequent review and consideration for full approval after five years.

COLLABORATIVE PROGRAMS

- **Sponsoring Institution One:**
- **Sponsoring Institution Two:**
- **Other Collaborative Institutions:**
- **Length of Agreement:**
- **Which institution(s) will have degree-granting authority?**
- **Which institution(s) will have the authority for faculty hiring, course assignment, evaluation and reappointment decisions?**
- **What agreements exist to ensure that faculty from all participating institutions will be involved in decisions about the curriculum, admissions standards, exit requirements?**
- **Which institution(s) will be responsible for academic and student-support services, e.g., registration, advising, library, academic assistance, financial aid, etc.?**
- **What agreements exist to ensure that the academic calendars of the participating institutions have been aligned as needed?**

Please save and email this form to: he.academicprogramactions@dhe.mo.gov

University of Missouri – Saint Louis
Bachelor of Science in Sport Management
New Undergraduate Degree Program Proposal

August 1, 2019

Sponsoring Campus: **St. Louis**

College or School: **Education**

Department: **Education Sciences and Professional Programs**

Program Title: **Bachelor of Science in Sport Management**

Degree: **B.S. in Sport Management**

Options (emphasis areas): **N/A**

Delivery Site(s): **UMSL Campus**

CIP Classification: **31.0504**

Implementation Date: **Fall 2019**

Expected Date of First Graduation: **2023**

Authors of Proposal: **Timothy Makubuya, Ph.D., Donald A. Gouwens, Psy. D., and Michael W. Bahr, Ph.D.**

Name and Phone Number of Person to

Contact for More Information: **Dr. Donald A. Gouwens, Chair,
Department of Education Sciences and Professional
Programs, (314) 516-4773**

Individual(s) Responsible for Success of Program: **Dr. Ann Taylor, Dean,
College of Education;
Dr. Donald A. Gouwens, Chair,
Department of Education Sciences and
Professional Programs**

Bachelor of Science in Sport Management

Cover sheet: New Degree Program Proposal

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- K. Draft of Employer Survey

Executive Summary

As an interdisciplinary and professional degree program, the Bachelor of Science in Sport Management will deliver integrated, specialized training with broadly applicable knowledge and skills. There is strong demand for such a program. Recently, the National Collegiate Athletic Association (NCAA.com, Oct. 15, 2014) noted an all-time high in college sport participation, which was evident in 500,000 college students competing on more than 19,000 teams (NCAA.com, Oct. 10, 2018). The National Federation of State High School Associations ([NFHS News](http://NFHSNews.com), Sep. 11, 2018) noted that nearly 8 million students participated in a sport during 2017-18 academic year. Nationwide participation is exponentially increased when youth, community, and professional sports are included. Given higher participation rates and the need for specialized support for sport-related groups and organizations, the [Bureau of Labor Statistics](http://BureauofLaborStatistics.com) (2018) identified sport management as a field with tremendous growth potential over the next decade. It is unsurprising that Sport Management is one of our most frequently requested majors (UMSL Office of Admissions).

The B.S. in Sport Management will address this growing need by providing a structured degree program predicated on the standards of the Commission on Sport Management Accreditation (COSMA). It is designed for undergraduate students seeking training in the organizational, logistical, and managerial aspects of sports. The program provides students with essential knowledge, skills, and experiences necessary for athletic and management roles in a wide-range of contexts (e.g., professional athletic organizations, intercollegiate athletics, youth sports programs, sports public relations, marketing, media, and merchandising). Currently, the State of Missouri has only one COSMA-accredited program, though it is not located in the St. Louis Metropolitan Region.

The B.S. in Sport Management delivers a balance of the athletic and administrative aspects of sport and allows for further specialization via elective choices and minors. The 120 total credits required is typical of similar degree programs. The degree will be housed in the Department of Education Sciences and Professional Programs in the College of Education.

The College currently has one full-time tenure track faculty member dedicated to health, physical education and exercise science with an established research agenda in sport. A non-tenure track faculty will be hired Year 1, followed by a tenure-track faculty hired in Year 3. Advisement in Years 1 and 2 will be conducted by current staff in the College's Office of Advisement and Student Services, and in Year 3, a part-time advisor will be added to assist with advisement, given increasing enrollment in the program.

UMSL Athletics and other departments with key skillsets will augment delivery of the program. Given the vibrant St. Louis Metropolitan Area, UMSL has ready access to industry-wide professionals who will enrich the experience of Sport Management students through campus visits, part-time instruction, and internship opportunities. Several stakeholders, businesses and organizations, have provided letters of support for the program, interns, and graduates. Collectively, these assets provide the foundation of the program and establish a staging ground to pursue COSMA accreditation.

1. Introduction

In the fall of 2017, the College of Education convened an interdisciplinary advisory group with representation from Education, Business Administration, Marketing, Economics, History, Anthropology, Athletics, and Psychology to discuss the viability and planning for a Bachelor's Degree in Sport Management. The group was initially led by Dr. Timothy Makubuya and supported by Dr. Donald Gouwens, Chair, Department of Education Sciences and Professional Programs, College of Education, and Dr. Michael Bahr, Associate Dean, College of Education. Armed with Bureau of Labor Statistics and reports from professional organizations, all parties acknowledged the value and importance of adding a Bachelor of Science in Sport Management to the degree offerings at UMSL. The rationale, justification, and curriculum for this degree has been greatly enhanced through consultation with the Executive Director of COSMA and two directors of accredited sport management programs. Over the next four months, the group outlined a proposal, identified courses, and developed the degree curriculum. A total of 120 credit hours will be required for graduation with 39 hours for the Sport Management degree major (18-hour core, 15 hours of electives, and a 6-hour capstone internship).

The B.S. in Sport Management degree is designed to prepare graduates as professionals with the essential knowledge, skills, and experiences to be successful in sports-related capacities such as professional athletic organizations, intercollegiate athletics, youth sports programs, recreational facility management, sports public relations, sport marketing and media, as well as sport merchandising. Concepts and competencies are developed through coursework and mastery is assessed through internship requirements. Upon degree completion, graduates will have the necessary preparation to pursue opportunities in administration, event planning, facility management, broadcasting, scouting agencies, athletic directorships, coaching, and community-based athletics.

A report published by the National Collegiate Athletic Association ([NCAA.com, Oct. 15, 2014](#)) indicated that participation in college sports had reached an all-time high. This trend in sport participation has been sustained, and the NCAA reported that, in the 2017-18 academic year, another all-time high had been reached with nearly 500,000 college students competing on more than 19,000 teams ([NCAA.com, Oct. 10, 2018](#)). A recent report by the National Federation of State High School Associations showed that nearly 8 million students participated in a sport during 2017-18 academic year, according to the National Federation of State High School Association ([NFHS News, Sep. 11, 2018](#)). If youth, community, and professional sports are included, nationwide participation in sports is exponentially increased.

With greater participation rates comes higher demand for individuals who can provide specialized logistical support for sport related groups and organizations. Indeed, the [Bureau of Labor Statistics](#) (2018) identified sport management as a field with tremendous growth potential over the next decade. Given these figures, it is not surprising that Sport Management is one of the most frequently requested majors at recruitment events (UMSL Office of Admissions). Based upon our strategic plan, Compact 1, Excellence in Student

Success, UMSL will increase the number of educated students in the St. Louis Region. More precisely, this program will contribute to the campus goal of increasing the enrollment of degree-seeking students from 10,250 to 11,250 by 2023.

Appendix A provides a list of new courses to be developed for the program. Appendix B contains the entire degree plan. To facilitate degree completion, Appendix C lists recommended general education courses. Lastly, Appendix D provides additional coursework and suggested minors for the degree.

With the full support of Academic Affairs, we submitted the pre-proposal for the Bachelor of Science Degree in Sport Management in Fall 2018. We were encouraged by the feedback we received for a “well-written pre-proposal and the rationale for the program.”

2. Fit With University Mission and Other Academic Programs

2.A. Alignment With Mission and Goals

The B.S. in Sport Management aligns with Goal 1 of the 2018-2023 UMSL Strategic Plan. Goal 1 seeks to “Reallocate resources to academic programmatic areas of growth, strength, and excellence.” Evidence from third-party sources make a strong case for the viability and growth potential of this program. As previously noted, the office of the Vice Provost for Enrollment Management has reported that sport management is one of the more frequently requested majors by prospective applicants. Consequently, development of this program directly aligns with our campus goal to increase enrollment. The degree program also takes advantage of existing university strengths including academic and administrative talent as well as regional advantages. Its alignment with COSMA standards helps to ensure that as the program matures, it will become a center of excellence for the campus. The program is distinctive in that the Office of the Provost has been directly involved in providing support for the fast-tracking of this proposal. Our data on prospective enrollment, coupled with the market analysis demonstrating need for sport management majors, have made the creation of this degree a campus priority.

2.B. Duplication and Collaboration Within Campus and Across System

There are no programs at UMSL similar in nature to the proposed program, and Sport Management is unduplicated at UMKC or Missouri S&T. The University of Missouri offers a Bachelor of Science in Parks, Recreation, and Sport with an emphasis in Sport Management. The MU and proposed UMSL programs share similarities in terms of general focus, degree requirements, and length, but there are some distinctions.

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In the end, both programs offer flexibility with regard to choice of electives and minors, thus providing graduates with a variety of skillsets. The complementary nature of the two programs' strengths and accreditations speak to the potential for collaboration. To this end, on May 31, 2019, the UMSL Sport Management degree program authors had an in-depth conversation about potential collaborations/course sharing opportunities with the MU Park, Recreation and Sports Interim Associate Director, Dr. Sonja Wilhelm Stanis (see Appendix E). Further explorations to establish mutually beneficial cooperative agreements will ensue upon hiring specialty faculty. Currently, we anticipate that interested students at UMSL will be able to access online sport and recreation courses at MU. Currently, 40% of the courses in the UMSL sport management core have online course offering options

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3. Business-Related Criteria and Justification

3.A. Market Analysis

The primary analysis conducted to assess a market need for sport management professionals was conducted by Burning Glass. Results are posted in Appendix F. Some of the most pertinent findings of the Burning Glass analysis were:

- In the Greater St. Louis Metropolitan Region, 1,358 sport management-related job postings in the last 12 months.
- The number of jobs in sport management is expected to grow over the next 8 years.
- In a comparison of six major categories of occupational groups, the category with sports-related positions had nearly 45% of positions, higher than any other occupational category.
- The average salary is project to be \$48,925. This salary is above the average living wage for Missouri of \$28,621.
- Degrees conferred in occupations in sport management and related positions increased by 21% from 2013-2017.

3.A.1. Need for Program

The National Collegiate Athletic Association reported that nearly 500,000 students competed on approximately 19,000 teams in 2017-18. The National Federation of High School Associations (NFHS) reported that nearly 8 million students participated in high school sports. This record participation represents a larger trend. For example, when participation in professional, semi-professional, and community sports leagues are included, the number of participants is massive. According to the U.S. Bureau of Labor Statistics (2018), jobs in sport management will grow faster than average through 2026 due to expansion from multi-billion dollar profits in the sports industry. For example, from 2016-2026, jobs for coaches and scouts are projected to grow by 13%, event planning by 13%, and facility management and sports marketing by 10%.

The UMSL Office of Admissions reports that Sport Management consistently is among the top 5 majors requested by prospective students. Upon learning that UMSL does not offer this degree, many of those students choose to go elsewhere. In addition, UMSL Athletics has found strong interest in a Sport Management degree among student athletes. We anticipate that an interdisciplinary degree combining a traditional Sport Management curriculum with courses geared to athletics and business will fill an important divide between organizational/industry needs and the skillsets of students at graduation.

The proposed degree provides a balance between the educational-community emphasis on athletics and the business aspects of sport. This is a unique programmatic feature compared to alternative programs offered in the St. Louis Metropolitan Area. For example, St. Louis University, Missouri Baptist University, and Fontbonne University offer a similar degree but with greater emphasis on the business. Webster University offers a Sports Communication degree, but this program has an entirely different focus with a substantially different curriculum. According to the Educational Advisory Board assessment of current market trends, the B.S. in Sport Management at UMSL will provide students with in-demand skills relevant for future success and employment as reflected in the relevant Burning Glass analyses (see Appendix F).

Perhaps the most distinguishing feature of the proposed program is its commitment to program excellence via pursuit of national accreditation. The College of Education places high value on professional accreditations and the benefits of meeting the highest standards of excellence. Indeed, the College of Education has a long history of national accreditation with the National Council for Accreditation of Teacher Education and recently submitted its application for continued accreditation from the Council for the Accreditation of Educator Preparation (CAEP). The Department of Education Sciences and Professional Programs houses four nationally accredited graduate programs: three in Counseling by the Council for the Accreditation of Counseling and Related Educational Programs and one in School Psychology by the National Association of School Psychologists. In addition, the UMSL College of Business Administration is the only public institution in this region with undergraduate and graduate degree programs in Business and Accounting that are accredited by the Association to Advance Collegiate Schools of Business.

Currently, Southeast Missouri State University is the only institution in the State of Missouri to offer a COSMA accredited program. Consequently, COSMA accreditation is a high priority for the UMSL Sport Management Program as it establishes itself as a high-quality program meeting the unique needs of the region. Given that none of the universities in the St. Louis Metropolitan area have a program that is accredited, COSMA accreditation will give UMSL a market advantage and thus create an opportunity to establish itself as a center of excellence for sport management in St. Louis.

The rationale, justification, and curriculum for this degree have been greatly enhanced through consultation with the Executive Director of COSMA and two directors of accredited sport management programs at Southeast Missouri State University and Wichita State University (see Appendices G and H). Each of these professionals noted the lack of a COSMA program in St. Louis and more generally, the State of Missouri. Furthermore, they remarked that due to its geographical location, UMSL is uniquely situated to take advantage of opportunities and to deliver knowledge and skills that are desperately needed. There are numerous opportunities for the program to partner with business, education, and community sports organizations, and there are a multitude of opportunities for graduates of the program (e.g., school sports leadership, community-based athletics, and coaching, as well as collegiate and professional athletics). With a socially- and culturally-diverse student body, UMSL can help fill clinical internships and secure mutually beneficial business opportunities through organizations such as the St. Louis Cardinals, St. Louis Blues, and the St. Louis Football Club. Appendix I contains representative letters of support from UMSL academic units and from various St. Louis Metropolitan sport businesses and community organizations.

3.A.2. Student Demand for Program

There is strong evidence of student demand for the B.S. in Sport Management. Direct evidence can be derived from two sources: the UMSL Office of Admissions and UMSL Athletics. According to the Office of Admissions, and as noted earlier, Sport Management is one of the top 5 requested majors by prospective applicants. Similarly, UMSL Athletics has

reported that prospective student athletes routinely inquire about the availability of a Sport Management degree. National trends in participation in sport corroborate what has been observed by these units. Our enrollment and student credit hour (SCH) projections are as follows:

Table 1a. Projected New Student Enrollment (Headcount)								
Year	1	2	3	4	5	6	7	8
1st Year	25	30	36	43	49	54	54	54
Continuing from prior years	0	19	40	64	76	89	102	109
Total	25	49	76	107	125	143	156	163

Table 1b. Projected Number of Degrees Awarded								
Year	1	2	3	4	5	6	7	8
# of Degrees	0	0	0	16	20	23	28	31

The student headcount enrollment estimates above are based on the following assumptions:

- Program implementation begins Fall 2019
- No students are cannibalized from other UMSL programs.
- All students enroll as full-time freshman and graduate in four years.
- Enrollment growth rate is 20% annually between years 1 and 3, 15% in year 4, 10% in year 5 and flat afterward.
- Retention is 75% between freshman to sophomore, 90% between sophomore to junior, and 95% between junior to senior. Enrollment management maintains no retention data beyond freshman to sophomore.
- Pro Forma assumes 84% percent of enrolled students are resident or paying a tuition rate equivalent to the resident rate.

Table 1c. Projected Program Specific SCH Generated from New Student Enrollment								
Year	1	2	3	4	5	6	7	8
1st Year	150	180	216	258	294	324	324	324
2nd Year		171	207	243	288	333	369	369
3rd Year			204	252	288	348	396	444
4th Year				192	240	276	336	372
Total	150	351	627	945	1,110	1,281	1,425	1,509

The student SCH estimates above are based on the following assumptions:

- SCH are limited to the 39 SCH which are required for the degree. This represents only one-third of the SCH generated from the 120 SCH graduation requirements.
- Program specific requirements are 39 SCH; per student SCH are as follows
 - Freshman 6 SCH
 - Sophomore 9 SCH
 - Junior 12 SCH
 - Senior 12 SCH
 - No general education required SCH or SCH related to minors are included

Because the SCH projections are limited to the 39 credit hours required for the major, it is noteworthy that enrollment of new students in Sport Management will have a broader impact on institutional enrollment and SCH production.

3.B. Financial Projections

The “Undergraduate Program Pro Forma” required is attached to the electronic submission of the proposal.

3.B.1. Expenses

Resources Needed	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Compensation								
Tenure/Tenure Track Faculty; FT; 9-mon	-	-	83,232	84,897	86,595	88,326	90,093	91,895
Non-Tenure Faculty; FT; 9-mon	60,000	61,200	62,424	63,672	64,946	66,245	67,570	68,921
Non-Tenure Clinical Faculty Internship Supervision; PT; 12-mon	-	-	-	-	-	29,810	30,406	31,015
Non-Tenure Adjunct Instructors; PT; as needed	-	-	3,121	6,367	9,742	13,249	13,514	13,784
Advisor; PT; 12-mon	-	-	-	22,285	22,731	23,186	23,649	24,122
Student Support Specialist; PT: 12-mon	-	-	17,312	17,659	18,012	18,372	18,739	19,114
SubTotal FT Salaries	60,000	61,200	145,656	188,513	192,283	196,129	200,051	204,053
SubTotal PT Salaries	-	-	20,433	6,367	9,742	43,059	43,920	44,799
Total Salaries	60,000	61,200	166,089	194,880	202,025	239,188	243,972	248,851
Benefits	21,420	21,848	53,566	67,788	69,392	73,320	74,786	76,282
Subtotal Salaries and Benefits	81,420	83,048	219,656	262,668	271,417	312,508	318,758	325,133
Operating Expense (Recurring)								
Noncapital Equipment	1,000		2,000	1,000	1,000	1,000	2,000	
Supplies and other operating expenses (\$1400 each fte employee)	1,400	1,400	3,850	4,900	5,250	6,580	6,580	6,580
Recruiting Supplies & Degree Specific Marketing	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Travel & Training	1,100	1,100	2,200	3,700	3,700	3,700	3,700	3,700

Misc. Expenses (Annual Accreditation Dues			2,000	1,000	1,000	1,000	1,000	1,000
Subtotal Operating Expense	7,500	6,500	14,050	14,600	14,950	16,280	17,280	15,280
One-time Expenditures (Startup Costs)								
Commission on Sport Management Accreditation (COSMA) - consulting; process		10,000	5,000					
Marketing Start-Up Costs in addition to on-going marketing	15,000	15,000	15,000	10,000				
Faculty Search costs (\$4000 NTT; \$6000 TT)	4,000	6,000						
Faculty Moving costs (lessor of 5% salary or \$5K)	3,000	4,162						
Subtotal One-time Expense	22,000	35,162	20,000	10,000	-	-	-	-
TOTAL EXPENDITURES	110,920	124,710	253,706	287,268	286,367	328,788	336,038	340,413

The recurring costs include:

- NTT faculty in year 1 and forward; course development, teaching and recruiting in early years; \$60,000 9 month
- T/TT faculty added in year 3 in preparation for accreditation; \$83,232 9 month
- Clinical Educator added in year 6 to coordinate and observe field experiences. \$29,810 annually 70% fte.
- Adjunct faculty as needed.
- Student advisor in year 4 with a 50% fte.
- Student support specialist added in year 3 to coordinate field placement locations and establish relationships with local hosting institutions and businesses.
- Other recurring costs include periodic purchases and replacements of computers, supplies and other standard operating expenses, recruiting and instructional supplies, on-going marketing, professional travel for faculty, and accreditation dues.

The recurring costs include:

- NTT faculty in year 1 and forward; course development, teaching and recruiting in early years; \$60,000 9 month
- T/TT faculty added in year 3 in preparation for accreditation; \$83,232 9 month
- Clinical Educator added in year 6 to coordinate and observe field experiences. \$29,810 annually 70% fte.
- Adjunct faculty as needed.
- Student advisor in year 4 50% fte
- Student support specialist added in year 3 to coordinate field placement locations and establish relationships with local hosting institutions and businesses.
- Other recurring costs include periodic purchases and replacements of computers, supplies and other standard operating expenses, recruiting and instructional supplies, on-going marketing, professional travel for faculty, and accreditation dues.

One-time costs include:

- Consulting in years 2 and 3 to assess program readiness for Commission on Sport Management and to assist in preparation of application documents.
- Marketing in years 1 through 4. The greater spending on marketing in the initial years is intended to create the necessary exposure and momentum for the new program.
- Faculty search costs.
- Faculty moving costs.

UMSL currently has sufficient space needed to accommodate this degree program.

3.B.2. Revenue

Revenue projections are based on the projected student enrollments above. Each student completing a Bachelor of Science in Sport Management completes 120 student credit hours

(SCH). The degree has specific requirements for 39 of those 120 SCH. The revenue projections included in this proposal are only the 39 SCH required by the degree.

These additional assumptions are incorporated in the revenue projection:

- Revenue is limited to the 39 SCH which are required for the degree. This represents only one-third of the tuition revenue generated from the 120 SCH degree program. Per student SCH are Year 1: 6; Year 2: 9; Year 3: 12; Year 4: 12 for a total 39 SCH.
- Eighty-four percent of enrolled students are resident or paying a tuition rate equivalent to the resident rate.
- Discount rate is a weighted average of non-resident discount of 47% and resident discount of 18%. This is based on FY2017 data and provided by UM Academic Affairs.
- Model includes College of Education supplemental fee.
- Model excludes on-line supplemental fee. Some courses will be available on-line.
- Annual increases in tuition and supplemental fees is 2%

Revenue Projections	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Tuition	67,709	161,610	294,459	452,684	542,359	638,427	724,403	782,440
Supplemental & Other Fees	4,376	10,446	19,029	29,257	35,054	41,261	46,811	50,567
Scholarship Allowances	(16,320)	(38,954)	(70,974)	(109,112)	(130,726)	(153,881)	(174,603)	(188,593)
TOTAL PROGRAM REVENUE	55,765	133,103	242,514	372,830	446,687	525,807	596,611	644,414

3.B.3. Net Revenue

The program breaks even in year 4 and reaches economic viability in year 5.

PROGRAM:	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Total Program Revenue	55,765	133,103	242,514	372,830	446,687	525,807	596,611	644,414
Expenses								
Salaries and Benefits	81,420	83,048	219,656	262,668	271,417	312,508	318,758	325,133
Recurring Operating Expense	7,500	6,500	14,050	14,600	14,950	16,280	17,280	15,280
One-time Expense	22,000	35,162	20,000	10,000	-	-	-	-
Total Program Expenses	110,920	124,710	253,706	287,268	286,367	328,788	336,038	340,413
DIRECT MARGIN	(55,155)	8,393	(11,191)	85,562	160,319	197,019	260,573	304,001
CUMULATIVE DIRECT MARGIN	(55,155)	(46,763)	(57,954)	27,608	187,928	384,946	645,519	949,520
Less: Campus Overhead Allocation	5,685	13,303	23,763	35,816	42,069	48,550	54,008	57,191
MARGIN AFTER CAMPUS OVERHEAD	(60,840)	(4,910)	(34,954)	49,746	118,250	148,469	206,566	246,810
CUMULATIVE MARGIN AFTER CAMPUS OVERHEAD	(60,840)	(65,751)	(100,705)	(50,959)	67,292	215,761	422,326	669,136

3.B.4. Financial Viability

The program continues to break even at year 4, including the campus overhead allocation until enrollment falls beneath 90% of that estimated. However, at 90% of projected enrollment, the program's cumulative margin does not reach viability until year 6. The College of Education continues to note that the revenue projections include only the 39 SCH required for the degree.

Based on the financial projections and assumptions made in the previous sections, 92 students represent the minimum enrollment needed at Year 5 for the new degree program to be financially viable. This is a conservative estimate based on the following:

- Program revenue is limited to the 39 SCH which are required for the degree. This represents only one-third of the tuition revenue generated from a 120 SCH degree program.
- Per student annual revenue contribution at year 5 is estimated to be \$3,573. This assumes no revenue from on-line course supplemental fees, 84% resident students, tuition discount rate of 18% for residents and tuition discount rate of 47% for non-residents.
- Financial viability includes \$37.90 per student SCH to accommodate UMSL campus overhead. This amount is based on FY2018 data provided by the UMSL Institutional Research.

The College of Education faculty agree that the program will be academically viable with a minimum of 32 students.

Table 2: Enrollment at the End of Year 5 for the Program to be Financially and Academically Viable

Viability	Minimum enrollment
Financial	92
Academic	32

Table 3: Enrollment at the End of Year 5 for the Program to Be Financially and Academically Viable

Enrollment Status	Full-Time	Part-Time	Total
Number of Students – Financial Viability	92	0	92
Number of Students – Academic Viability	32	0	32

3.C. Business and Marketing Plan: Recruiting and Retaining Students

The program will be marketed through existing avenues currently in use by the College of Education. A primary way that the program will be marketed is through strategically highlighting the program in the College of Education’s (COE) Program Explorer, a web-based system that quickly assesses the interest of prospective students and directs them to information about the program that is tailored to their interests. [See the COE program explorer by click here.](#)

In addition, program flyers can be produced and distributed at modest cost. These will be used for targeted marketing efforts at athletic and recruiting events where potential candidates for the program are attracted and can self-identify through their presence. Faculty will also promote the program and distribute flyers during other campus events. To reach a broader population, the program will also be marketed through traditional media outlets. The COE recently began deploying radio and television advertisements for programs offered by the college, and the B.S. in Sport Management would be prioritized for future campaigns.

4. Institutional Capacity

Although the degree program can be initiated with existing marketing resources, the degree program will require two new faculty with doctoral degrees in Sport Management: a tenure-track faculty with expertise in the business aspects of Sport Management courses, and a non-tenure track clinical faculty with the appropriate expertise and experience needed to teach a variety of physical education, sport management, coaching education, and/or exercise science courses.

5. Program Characteristics

5.A. Program Outcomes

In accordance with the guidelines of the Commission on Sport Management Accreditation (COSMA), the outcomes provide a solid framework and highlight the value of the program content. Specifically, program learning outcomes include:

1. Possessing foundational knowledge in sport management and organization;
2. Possessing foundational knowledge in educational and community athletics;
3. Understanding legal and ethical issues associated with sport management;
4. Demonstrating skills in the applied aspects of sport management in business and/or athletic settings.

Students earning a B.S. in Sport Management degree will:

1. Apply an interdisciplinary foundation of management, sports, and marketing theories to a variety of sports management settings.
2. Develop a marketing toolbox that integrates theories with the fundamental aspects of sports, sports products, consumer and market research, sponsorship, promotion and media.
3. Examine and explore the legal environments of amateur, collegiate, and professional sports programs with respect to state and federal legislation, liability, risk management, contracts, and collective bargaining.
4. Examine and apply the principles of economics including the concepts of supply and demand, economic forecasting, and economic impact of sports programs and products.
5. Demonstrate the ability to manage sports facilities to apply key concepts of planning, design, and evaluation of a sports program or sports-related event.
6. Develop and refine leadership and communication skills necessary within a sports organization and team-oriented sports institutions.
7. Recognize and evaluate ethical decision-making, balancing economic priorities and social responsibilities of sports organizations.
8. Demonstrate socio-cultural commitment and responsibility in any given sports management environment.

5.B. Program Design and Content

The UMSL Bachelor of Science in Sport Management curriculum was created following extensive review of COSMA accredited programs. The resulting program consists of an 18-hour core, 15 hours of electives, and a 6-hour Internship that together provide a balance of application in educational- and community-athletics and the management and administration of sports. The 15 hours of electives include up to 6 hours from any relevant curriculum chosen by the student and approved in consultation with an academic advisor. This allows students to tailor their program based on their goals, interests, and desired

applications. It also increases the visibility of the program to students who may wish to double major while creating a more nimble program.

The interdisciplinary nature of the degree is evident by the representation of eight curricular areas across campus in the original committee and in the final curriculum. There are four unique disciplines represented in the core and four more among electives. The six General Education courses listed in the Program Structure table (see below) satisfy prerequisites for all of the Core Sport Management courses. Likewise, the six core courses in Sport Management meet the prerequisites for all Sport Management Electives.

To the extent possible, the degree program was developed using existing courses. However, new or rebranded courses will be needed to fully implement the program. To facilitate this, a new curricular designation has been created for courses specific to the Sport Management degree program (SPMGT) and eight new courses and an internship have been created by the COE's Department of Education Sciences and Professional Programs and successfully completed the UMSL curricular approval process. The Department of Psychology and the Department of Marketing have also created courses focusing on Sports Psychology and Sports Marketing. These courses also successfully obtain curricular approval and will be staffed by their respective units. Both courses are expected to serve as electives within the disciplinary majors as well as support the B.S. in Sport Management degree.

5.C. Program Structure

1. Total credits required for graduation: 120

2. Residency requirements, if any: As per UMSL policy, students must complete 30 of their final 36 credits hours at UMSL.

3. General education: Total credits for general education courses: **42**

Courses (specific course or distribution area and credit hours):

Course (42 hours)	Hrs
ENG 1100 First Year Writing (Core)	3
COMM 1040 Public Speaking (Core)	3
MATH 1030 College Algebra (Core)	3
Information Literacy [Elective] (Core)	3
US History/Govt [Elective] (Core)	3
BUS AD 1000 Introduction to Business (Soc Science Explore)	3
ECON 1001 Microeconomics (Soc Science Explore)	3
PSYCH 1003 General Psychology (Social Science Explore)	3
History/Fine Arts (Explore)*	9
Math/Sciences (Explore)	9

**typically satisfies the Cultural Diversity requirement*

4. Major requirements

Total credits specific to degree: **39**

Courses (specific course or distribution area and credit hours):

Program Core (18 hours)

Course	Hrs
MGMT 3600 Management and Organizational Behavior (Core)	3
MKTG 3700 Basic Marketing (Core)	3
PSYCH 3200 Sports Psychology (Core)	3
SPMGT 1113 Intro to Sport Management and Administration (Core)	3
SPMGT 2200 Legal and Ethical Issues in Sports (Core)	3
SPMGT 4113 Educational and Community Athletics (Core)	3

Program Electives (15 hours)

Course	Hrs
CNS ED 3200 Interpersonal Skills in Helping Relationships	3
COMM 3395 Special Topics: Sports Public Relations	3
ECON 3610 Economics of Sports, Gaming, and Gambling	3
MGMT 3611 Advanced Management and Organizational Behavior	3
MGMT 3621 Human Resource Management	3
MKTG 3721 Introduction to Digital Marketing Strategies	3
MKTG 3765 Sports Marketing	3
PHY ED 2134 Personal Physical Fitness	3
PHY ED 2136 Facilities Management	3
SPMGT 3285 Sports Medicine	3
SPMGT 3380 Sports Nutrition	3
SPMGT 3731 Sports Media & Technology	3
SPMGT 4213 Athletic Compliance	3
SPMGT 4990 Sport Management Field Experience	1-6
Up to six hours from any area as pre-approved by advisor	1-6

Capstone (6 hours)

Course	Hrs
SPMGT 4999 Sport Management Internship	6

5. Free elective credits/Degree Minor

Total free elective credits: **39**

The sum of hours required for general education, major requirements and free electives should equal the total credits required for graduation.

6. Requirement for thesis, internship or other capstone experience:

A minimum of six hours of Sport Management Internship is required as the Capstone experience. The Sport Management Internship provides a capstone experience in Sport Management via placement with sports clubs, sports facilities, or business organizations associated with sports. Students will develop professional skills as they apply knowledge gained throughout the program. May be repeated for credit up to a total of 6 credits (degree requires 300 contact hours).

7. Any unique features such as interdepartmental cooperation:

The degree major curriculum contains eight different curricular designations

5.D. Program Goals and Assessment

Program goals will be assessed by examining the nature of the program in relation to student demographics and outcomes (admission, retention and graduation rates). In accordance with the University of Missouri System's commitment to serving Missourians, local placement of graduates from this program will be assessed on a regular basis to determine how many of our graduates remain in the Greater St. Louis Metropolitan Area. Alumni surveys will be used for this purpose.

Our goal is to retain approximately 75% of students between their freshman and sophomore years, 90% between sophomore to junior, and 95% between junior to senior. Enrollment growth rate is 20% annually between years 1 and 3, 15% in year 4, 10% in year 5, and flat afterward.

Students in this degree program will not be required to pursue any local, state or national assessments. We anticipate that approximately 85% of program graduates will find employment in a field engaging sport management related careers. The ability for our students to pursue a minor in their degree plan, will increase their employability. According to the U.S. Bureau of Labor Statistics and as noted earlier, jobs for coaches,

scouts and sports facility managers are projected to increase by 10% -13% from 2016 - 2026.

Evaluation of the program's success will be based on core course enrollments, declared majors, degrees granted, and surveys of graduating majors and alumni. Job placements will also be considered measures of success.

Students will be asked to complete a satisfaction survey at the conclusion of each semester in the academic year. Course and instructor evaluations will be administered at mid-semester and end-of-semester to establish richer longitudinal data. Feedback from these evaluations will enable instructors and the department to make necessary adjustments to improve outcomes.

5.E. Student Preparation

Students seeking to become candidates for the undergraduate degree in Sport Management will need to meet the same admission requirements for incoming freshmen and transfer students at University of Missouri- St. Louis. [These requirements may be found here.](#) No other specific admission requirements exist for this degree nor is the degree designed to serve a specific student population.

5.F. Faculty and Administration

Upon approval of the program, one non-tenure track clinical faculty and one tenure track faculty member will be added. The non-tenure track faculty member will be hired in Year 1, followed by the tenure-track faculty member in Year 3. Both faculty will have doctoral degrees in Sport Management and be full time (i.e., 2 FTE) to the Sport Management program. One of the two will serve as Program Director and administer the degree.

The two full-time faculty will teach the new SPMGT courses and others as appropriate (based on individual expertise and interest). Given the interdisciplinary nature of the degree, all courses with curricular designations other than SPMGT will be staffed and maintained by the department chairs in the corresponding departments. In addition to these faculty, colleagues from UMSL Athletics and UMSL Recreation and Wellness departments have indicated an interest to teach courses in their areas of expertise (e.g., Sports Administration, Athletic Compliance.).

Faculty assigned solely to the Sport Management degree will be expected to teach between 180-320 student credit hours per semester (depending on their role as tenure track faculty, clinical faculty, and/or program director). Such faculty will be involved in all aspects of the program, including recruitment, advising, assessment/continuous improvement, and obtaining and maintaining COSMA accreditation.

5.G. Alumni and Employer Survey

Two key assessments in the Sport Management Program will be alumni and employer data. Feedback from alumni regarding the quality of their preparation to enter the field will be collected annually to ensure that program objectives align with program outcomes. Feedback from those employers who have had direct interactions and opportunities to observe the early career professionals who graduate from UMSL will be collected on a bi-annual basis. Appendices J and K contain drafts of program evaluations to be completed by alumni and employers, respectively. The information generated from these surveys will be a key source of quality control to maintain high standards of professional preparation. The program director, upon be hired, will be tasked with the creation and maintenance of an advisory board consisting of all stakeholders, including potential internship hosts and potential employers.

5.H. Program Accreditation

As noted earlier, the College of Education (COE) recognizes the value of accreditation and the benefits of meeting the highest national standards of excellence. The COE is currently accredited by the National Council for Accreditation of Teacher Education and recently has applied for continuing accreditation from the Council for the Accreditation of Educator Preparation. In addition, the College has programs with specialized accreditations by the Council for the Accreditation of Counseling and Related Educational Programs and by the National Association of School Psychologists. As previously noted, there are currently no sport management programs in the St. Louis Metropolitan Area accredited by the Commission on Sports Management Accreditation (COSMA), and there is only one COSMA-accredited program in the entire state. The Council of Higher Education Accreditation recognizes COSMA as the national accrediting body for Sport Management. As such, UMSL is well positioned to be the first and only nationally accredited Sport Management program in the St. Louis Metropolitan Area. COSMA accreditation has been a primary goal of the B.S. in Sport Management from the beginning.

As stated previously, in preparing the rationale and justification for this proposal, we consulted with the Executive Director of COSMA as well as the directors of two other accredited sport management programs (i.e., Southeast Missouri State University, Wichita State University). Each of these professionals noted the lack of a COSMA program in St. Louis. Furthermore, they perceived UMSL to be well-situated to secure a market advantage with COSMA accreditation. COSMA does not review new programs for accreditation until after they are fully established and producing graduates. As a result, the UMSL Sport Management Program will apply for accreditation upon eligibility.

Appendix A
New Courses in Sport Management

College of Education

SPMGT 1113: Introduction to Sports Management and Administration (3 credits)
SPMGT 2200: Legal and Ethical Issues in Sports (3 credits)
SPMGT 3285: Sports Medicine (3 Credits)
SPMGT 3380: Sports Nutrition (3 credits)
SPMGT 3731: Sports Media & Technology (3 credits)
SPMGT 4113: Educational & Community Athletics (3 credits)
SPMGT 4213: Athletic Compliance (3 credits)
SPMGT 4990: Sport Management Field Experience (1-6 credits)
SPMGT 4999: Sport Management Internship (1-6)

College of Arts & Sciences

PSYCH 3200: Sports Psychology (3 credits)

College of Business Administration

MKTG 3765: Sports Marketing (3 credits)

**Appendix B:
Sport Management Degree Plan**

GENERAL EDUCATION (42 hours)	42
ADDITIONAL COURSEWORK/MINOR (39 hours)	39
SPORT MANAGEMENT CORE (15 hours)	
SPMGT 1113 Intro to Sports Management and Administration	3
SPMGT 2200 Legal and Ethical Issues in Sports*	3
MGMT 3600 Management and Organizational Behavior*	3
SPMGT 4113 Educational and Community Athletics	3
PSYCH 3200 Sports Psychology	3
Core	15
SPORT MANAGEMENT ELECTIVES (18 hours)	
ECON 3610 Economics of Sports, Gaming, and Gambling	3
MKTG 3700 Basic Marketing	3
MKTG 3721 Introduction to Digital Marketing Strategies	3
MGMT 3621 Human Resource Management	3

PHY ED 2134	Personal Physical Fitness	3
MKTG 3765	Sports Marketing	3
SPMGT 3285	Sports Medicine	3
SPMGT 3380	Sports Nutrition	3
SPMGT 3731	Sports Media & Technology	3
SPMGT 4213	Athletic Compliance	3
COMM 3395	Special Topics: Sports Public Relations	3
SPMGT 4990	Sport Management Field Experience (1-6 credits/repeat)	0-6

Electives 18

CAPSTONE (6 hours)

SPMGT 4999	Sport Management Internship (1-6 credits/repeat)	
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Capstone 6

BACHELOR'S IN SPORT MANAGEMENT DEGREE Total 39

Grand Total 120

***Online options**

**Appendix C:
Recommended General Education Courses**

BUS AD 1000	Introduction to Business	3
COMM 1040	Public Speaking	3
ECON 1001	Principles of Microeconomics	3
ED TECH 2230 or INFSYS 1800	Information Literacy	3
	Computers and Information Systems	
ENGL 1100	First-Year Writing Core	3
MATH 1030	Mathematics Core	3
	American History and Government Core	3
ENGL 2120	Humanities and Fine Arts General Education	3
HIST	Humanities and Fine Arts General Education	3
	Humanities and Fine Arts General Education	3
ANTHRO 1021 or ANTHRO/SOC 1051	Social Science General Education	3
	Mathematics and Sciences General Education	3
	Mathematics and Sciences General Education	3
	Mathematics and Sciences General Education	3
	Total	42

**Appendix D:
Additional Coursework/Suggested Minors for Sport Management Majors**

ECON 3610	Economics of Sports, Gaming, and Gambling	3
MGMT 3600	Management and Organizational Behavior	3
MGMT 3621	Human Resource Management	3
MKTG 3700	Basic Marketing	3
MKTG 3721	Introduction to Digital Marketing Strategies	3
CNS ED 3200	Interpersonal Skills in Helping Relationships	3
PHY ED 2136	Facilities Management	3
COMM 3395	Special Topics: Sports Public Relations	3
PHY ED 2134	Personal Physical Fitness	3
MKTG 3765	Sports Marketing	3
PSYCH 3200	Sports Psychology	3
SPMGT 1113	Intro to Sports Management and Administration	3
SPMGT 2200	Legal and Ethical Issues in Sports	3
SPMGT 3285	Sports Medicine	3
SPMGT 3380	Sports Nutrition	3

SPMGT 3731	Sports Media & Technology	3
SPMGT 4113	Educational and Community Athletics	3
SPMGT 4213	Athletic Compliance	3
SPMGT 4990	Sport Management Internship (1-6 credits/repeat)	3
COMM 3395	Special Topics: Sports Public Relations	3

Suggested Minors from UMSL

- Athletic Coaching
- Communication
- Exercise Science
- Finance
- General Business
- Marketing
- Media Studies

Suggested Park and Recreation Emphases from UM

- Recreation Administration

Appendix E

Communications with Sport Management Program Leaders at the University of Missouri and Southeast Missouri State University

Communications with Dr. Sonja Wilhelm Stanis,
University of Missouri



University of Missouri-St. Louis
Education Sciences and Professional Programs
One University Boulevard
468 Marillac Hall
St. Louis, Missouri 63121

Donald A. Gouwens, Psy. D.
Department Chair
Phone: 314-516-4773
gouwens@umsl.edu

June 3, 2019

Dr. Sonja Wilhelm Stanis
Interim Associate Director
University of Missouri School of Natural Resources

RE: UMSL BS in Sport Management Degree Proposal

Dr. Wilhelm-Stanis,

I am writing to document our recent conversation regarding the UMSL Bachelor of Science in Sport Management degree program proposal. As we discussed, the UMSL Education Sciences and Professional Programs Department is committed to developing a strong strategic partnership with Mizzou's Parks, Recreation, and Sport Program. Initially this will entail collaborative efforts between our Sport Management faculty to identify and develop online courses for students in both programs. Similar opportunities for collaboration exist with our Bachelor of Educational Studies with an emphasis in Park and Museum Programs as well. Tapping into the collective expertise of our faculty will strengthen programs at both institutions and will help guide future faculty searches.

Longer term, tremendous potential exists for a joint eLearning program involving a Commission on Sport Management Accreditation (COSMA) accredited Bachelor of Science in Sport Management degree at UMSL and Mizzou's Council on Accreditation of Parks, Recreation, Tourism and Related Professions (COAPRT) accredited Bachelor of Science in Parks, Recreation, and Sport with an emphasis in Sport Management degree. Given the different populations served, I fully expect both institutions will have robust on-campus enrollments; however, the nature of online education suggests that a collaborative effort will provide a much stronger and more efficient eLearning program than a standalone program at either institution. Our initial work on course sharing will lay the groundwork for future collaboration.

Thanks again for your input regarding our proposal and ongoing willingness to work with us on this degree. We are looking forward to our partnership in the years to come.

Sincerely,

A handwritten signature in black ink that reads "Donald A. Gouwens".

Donald A. Gouwens, Psy. D.
Chair, Education Sciences and Professional Programs

Innovative Education. Engaged Educators.

From: Wilhelm Stanis, Sonja A. <sonjaws@missouri.edu>
Sent: Wednesday, June 5, 2019 12:54 PM
To: Gouwens, Donald A. <gouwens@umsl.edu>
Cc: Makubuya, Timothy <makubuyat@umsl.edu>; Bahr, Michael <bahrmi@umsl.edu>
Subject: RE: Phone Conversation

Hello Don,

Thank you for this letter of intent to collaborate. We have reviewed the letter, and would like to express our interest and willingness to collaborate as well. Indeed, I would be happy to meet for a face-to-face meeting at some point to discuss these opportunities in more depth.

If you need anything further, please let me know.

Best wishes,
Sonja

--

Sonja A. Wilhelm Stanis, Ph.D.
Associate Professor
Interim Associate Director
School of Natural Resources
University of Missouri
<https://cafnr.missouri.edu/person/sonja-a-wilhelm-stanis/>

From: Gouwens, Donald A. <gouwens@umsl.edu>
Sent: Monday, June 3, 2019 8:49 PM
To: Wilhelm Stanis, Sonja A. <sonjaws@missouri.edu>
Cc: Makubuya, Timothy <makubuyat@umsl.edu>; Bahr, Michael <bahrmi@umsl.edu>; Gouwens, Donald A. <gouwens@umsl.edu>
Subject: Re: Phone Conversation

Hi Sonja,

It was nice talking with you on Friday. We appreciate you taking the time to discuss your comments with us regarding our BS in Sport Management degree proposal. As promised, I have drafted the attached letter to document our intent to collaborate with your Sport Management faculty on the development of online courses to address our mutual short term needs and eventually to explore development of a joint Sport Management program for the eLearning initiative.

I also included a reference to our Bachelor of Educational Studies degree with an emphasis in Parks and Museum Programs, as this potentially may be an area of collaboration for the other emphasis areas of your BS in Parks, Recreation, and Sport degree.

Please review the attached letter and let me know if any edits are indicated. At your convenience, we would appreciate a reply to verify your willingness to explore areas of

collaboration with us or perhaps even a brief letter of support for our program. Thanks again for your time and assistance as we move this proposal through the approval process!

Don

Donald A. Gouwens, Psy. D.
Associate Clinical Professor
Chair, Education Sciences and Professional Programs
School Psychology Program Coordinator

University of Missouri-St. Louis
One University Blvd.
459A Marillac Hall
St. Louis, MO 63121

Phone: (314) 516-4773
Fax: (314) 516-5784

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**Communications with Dr. Beth Easter,
Southeast Missouri State University**



Michael W. Bahr, Ph.D.
School Psychology Program

Associate Dean
College of Education

University of Missouri-St. Louis
Department of Education Sciences and
Professional Programs
One University Boulevard, 461 **Woozle** Hall
St. Louis, MO 63121

Telephone: (314) 516-4734
email: bahm@umsl.edu

July 12, 2019

Beth Easter, Ph.D.
Department of Kinesiology, Nutrition, and Recreation
Southeast Missouri State University
One University Plaza, MS 7850
Cape Girardeau, Missouri 63701

Dear Beth,

Greetings from St. Louis. I enjoyed talking with you today. Thank you for your assistance over the past year in discussing the viability of our institution creating a program in Sport Management. As I mentioned during our phone conversation, this letter is designed to confirm some of the major points we have discussed in developing a program.

UMSL has developed a proposal for a Bachelor's Degree in Sport Management. The proposal and its curriculum was approved at all levels of our institution in the spring. It has now moved to the University of Missouri System for review and, contingent upon approval, will then move to the Missouri Department of Higher Education.

I'm writing this letter to confirm our conversations from last summer as well as today's regarding the viability of UMSL creating and maintaining this degree. In our conversations, you have noted the need for sport management professionals and the lack of accredited programs in the State. I recently rechecked the website for the Commission on Sport Management Accreditation and confirmed that your institution, Southeast Missouri State University (SEMO), remains the only accredited sport management program in the State. UMSL is proceeding with an assumption that we will pursue accreditation and join our colleagues at SEMO in meeting the highest standards in the field.

In addition to noting the need for sport management professionals, you have noted that SEMO recruits students from the Southeast Missouri Region as well as from the St. Louis Metropolitan Area. You have discussed the overconcentration of programs in some areas (e.g., Illinois, specifically the Chicago region), but that is not the case in the State of Missouri at this time.

With a confirmatory email or letter from you, I hope to include this letter and your response in our proposal. Thank you again for your consultation—we profited from your suggestions in our proposal development.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael W. Bahr".

Michael W. Bahr, PhD
Associate Professor & Associate Dean

From: Easter, Beth A <baeaster@semo.edu>
Sent: Wednesday, July 17, 2019 9:27 AM
To: Bahr, Michael <bahrmi@umsl.edu>
Subject: RE: UMSL Proposal for Sport Management Proposal

Mike,

You summarized the points fairly. I would give the best listing of academic programs in sport management that I know is through the North American Society for Sport Management at https://nassm.com/Programs/AcademicPrograms/United_States.

That list shows 27 sport management programs in IL, 15 in MO, 10 in KS, and 13 in IA and 5 in AK. Whether there are too many in the STL area, I couldn't say. IL has greater saturation than MO. I haven't looked at a comparison of public vs. private in each state or metro area. Clearly the private schools have a different target market than to public institutions.

I would say that over 50% of the sport management students at SEMO come from STL. It is certainly a unique time in higher education with the decreasing birthrate and declining number of high school graduates.

All the best.

Beth

From: Bahr, Michael [mailto:bahrmi@umsl.edu]
Sent: Monday, July 15, 2019 4:29 PM
To: Easter, Beth A <baeaster@semo.edu>
Subject: UMSL Proposal for Sport Management Proposal

Dear Beth,

Good talking with you today. I've drafted a letter—see attached—that summarizes the points we discussed. If you're comfortable doing so, we'd like to include your response to this letter in our proposal. This provides assurance that there remains a need for sport management programs.

Thanks again for your assistance, and I look forward to hearing from you.

Best—

Mike

Michael W. Bahr, PhD, Associate Professor &
Associate Dean, College of Education
Department of Education Sciences and Professional Programs
University of Missouri—St. Louis
One University Boulevard

St. Louis, MO 63121
314/516-4734
bahrmi@umsl.edu

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Appendix F Burning Glass Analyses

Burning Glass Report for review of UMSL SPORT MANAGEMENT (1 of 2)

This includes programs beyond what is explicitly covered by the UMSL and MU programs. It includes all programs fitting the 4-digit CIP code of 31.05. Therefore, estimates here may be generous.

Project Criteria

Validate	Programs
States	Missouri
Degree Level	Bachelor's degree
Time Period	5/1/2018 - 4/30/2019
Selected Programs	Health and Physical Education/Fitness, General (31.0501), Health and Physical Education/Fitness, Other (31.0599), Kinesiology and Exercise Science (31.0505), Physical Fitness Technician (31.0507), Sport and Fitness Administration/Management (31.0504), Sports Studies (31.0508), Parks, Recreation and Leisure Studies (31.0101)
Career Outcomes mapped to Selected Programs of Study	Health Educators, Recreation Workers, Fitness Trainers and Aerobics Instructors, Coaches and Scouts, Fitness and Wellness Coordinators, Exercise Physiologists, Athletic Trainers

How Many Jobs are there for your Graduates?

For your project criteria, there were **1,358** job postings in the last 12 months.

Compared to:

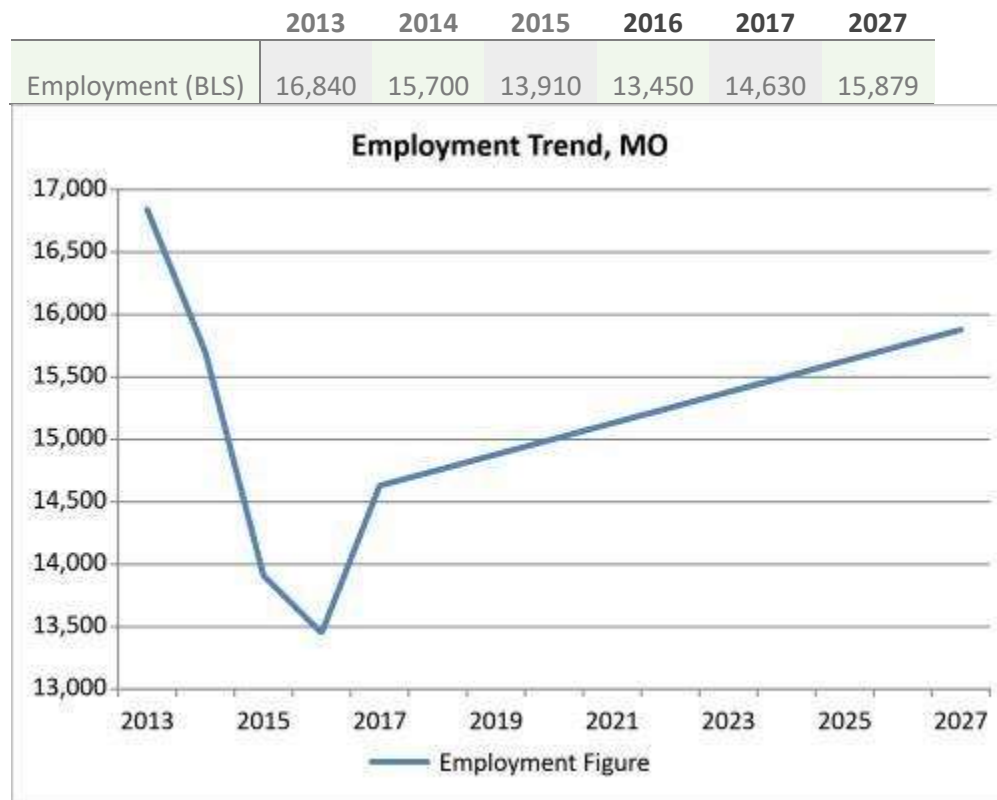
- 562,453 total job postings in your selected location
- 152,849 total job postings requesting a Bachelor's degree in your selected location

The number of jobs is expected to **grow** over the next 8 years.

Growth by Geography

Geography	Selected Occupations	Total Labor Market	Relative Growth
Missouri	8.54%	7.30%	Average
Nationwide	8.88%	7.40%	Average

How has Employment Changed for Career Outcomes of your Program?



Employment data between years 2018 and 2027 are projected figures.

Details by Occupation

Occupation Group	Postings	LQ	Employment (2017)	Employment Growth (2016 - 2017)	Projected Employment Growth (2018-2027)
Entertainers and Performers, Sports and Related Workers	592	1.2	3,110	4.7%	5.5%
Counselors, Social Workers, and Other Community and Social Service Specialists	344	1.1	1,230	7.0%	10.3%
Other Personal Care and Service Workers	271	0.7	9,290	10.6%	8.7%
Other Healthcare Practitioners and Technical Occupations	90	1.1	530	10.4%	24.0%
Other Management Occupations	41	0.7	360	2.9%	3.3%
Health Diagnosing and Treating Practitioners	20	0.9	110	10.0%	0.0%

How Versatile is my Program?

Graduates of this program usually transition into any of the 6 different occupation groups:

Occupations Group	Market Size (postings)	Percentage of Career Outcome demand
Entertainers and Performers, Sports and Related Workers	592	43.6%
Counselors, Social Workers, and Other Community and Social Service Specialists	344	25.3%
Other Personal Care and Service Workers	271	20.0%
Other Healthcare Practitioners and Technical Occupations	90	6.6%
Other Management Occupations	41	3.0%
Health Diagnosing and Treating Practitioners	20	1.5%

What Salary will my graduates make?

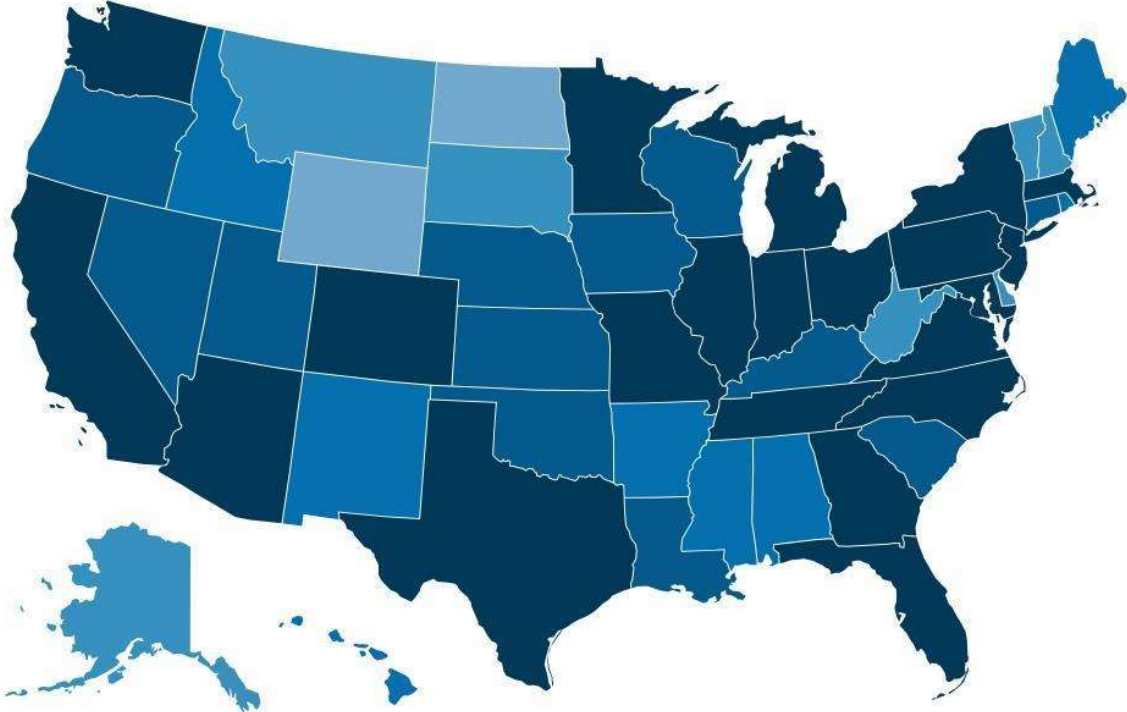
The average salary in Missouri for graduates of your program is **\$48,925**. This average salary is **Above** the average living wage for Missouri of \$28,621.



Salary numbers are based on Burning Glass models that consider advertised job posting salary, BLS data, and other proprietary and public sources of information.

Occupation Group	25th Percentile	Average	75th Percentile
Entertainers and Performers, Sports and Related Workers	\$39,691	\$61,628	\$78,565
Counselors, Social Workers, and Other Community and Social Service Specialists	\$57,742	\$59,924	\$0
Other Personal Care and Service Workers	\$37,121	\$43,100	\$0
Other Healthcare Practitioners and Technical Occupations	\$48,938	\$52,782	\$0
Other Management Occupations	\$45,110	\$43,012	\$0
Health Diagnosing and Treating Practitioners	\$0	\$0	\$0

Where is the Demand for my Graduates?



Top Locations by Posting Demand

Location	Postings
California	8,754
Texas	5,790
New York	3,862
Florida	3,029
Massachusetts	2,899
Pennsylvania	2,843
North Carolina	2,420
Illinois	2,389
Michigan	2,296
Ohio	2,130

Validate: Competitive Landscape

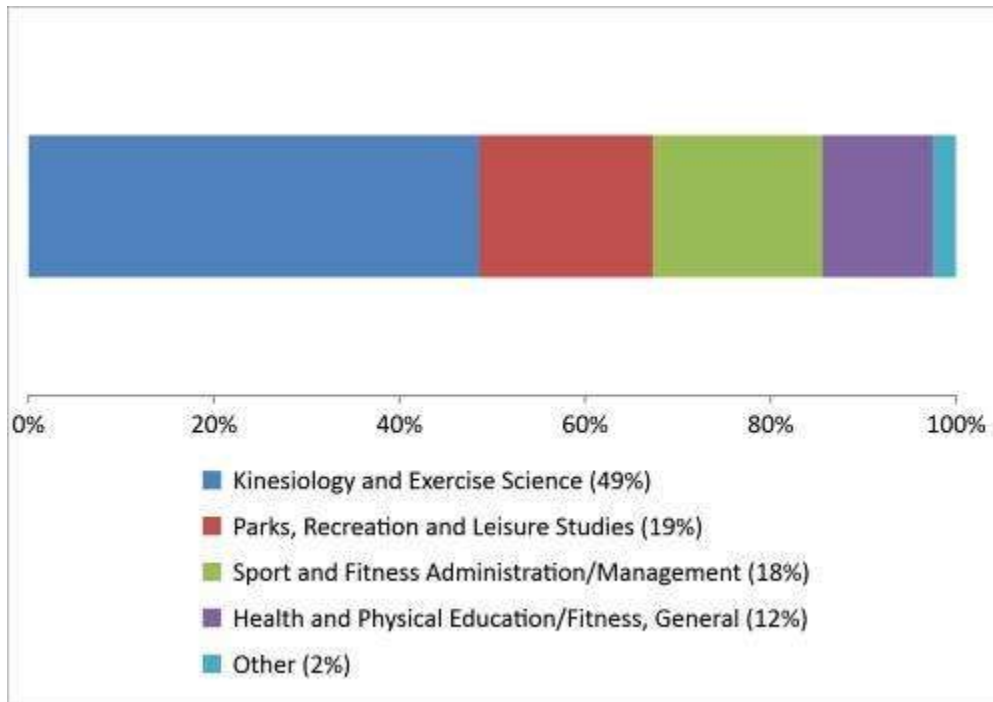
Project Criteria

Validate	Programs
States	Missouri
Degree Level	Bachelor's degree
Time Period	5/1/2018 - 4/30/2019
Selected Programs	Health and Physical Education/Fitness, General (31.0501), Health and Physical Education/Fitness, Other (31.0599), Kinesiology and Exercise Science (31.0505), Physical Fitness Technician (31.0507), Sport and Fitness Administration/Management (31.0504), Sports Studies (31.0508), Parks, Recreation and Leisure Studies (31.0101)
Career Outcomes mapped to Selected Programs of Study	Health Educators, Recreation Workers, Fitness Trainers and Aerobics Instructors, Coaches and Scouts, Fitness and Wellness Coordinators, Exercise Physiologists, Athletic Trainers

Overview

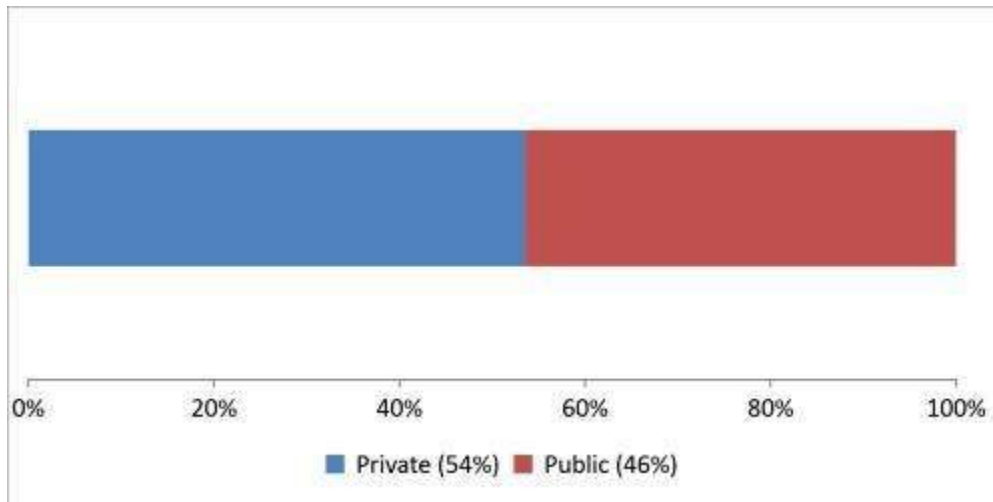
	#	% Change (2013-2017)
Degrees Conferred	1,040	21%
Number of Institutions	27	12%
Average Conferrals by Institution	39	8.30%
Median Conferrals by Institution	20	42.90%

Market Share by Program



Program	Conferrals (2017)	Market Share (%)
Kinesiology and Exercise Science	505	48.56%
Parks, Recreation and Leisure Studies	195	18.75%
Sport and Fitness Administration/Management	190	18.27%
Health and Physical Education/Fitness, General	124	11.92%
Other	26	2.50%

Market Share by INSTITUTION Type



Institution Type	Conferrals (2017)	Market Share (%)
Private	557	53.56%
Public	483	46.44%

Top 10 Institutions

Institution	School Type	Market Share (2017)	Market Share Change	Conferrals (2017)	Conferrals Change (2013-2017)
Lindenwood University	Private	13.56%	2.03%	141	42.40%
University of Missouri-Columbia	Public	11.92%	6.80%	124	181.80%
Missouri State University-Springfield	Public	10.10%	-1.19%	105	8.20%
Saint Louis University	Private	9.42%	-0.48%	98	15.30%
Truman State University	Public	7.88%	-11.44%	82	-50.60%

Southeast Missouri State University	Public	7.69%	-0.46%	80	14.30%
Missouri Baptist University	Private	3.85%	-1.04%	40	-4.80%
Missouri Valley College	Private	3.85%	-1.27%	40	-9.10%
Missouri Western State University	Public	3.56%	-1.80%	37	-19.60%
University of Central Missouri	Public	3.17%	2.82%	33	1,000.00%

Top 10 Programs

Program	Market Share (2017)	Market Share Change	Conferrals (2017)	Conferrals Change (2013-2017)
Kinesiology and Exercise Science	48.56%	-1.03%	505	18.50%
Parks, Recreation and Leisure Studies	18.75%	7.92%	195	109.70%
Sport and Fitness Administration/Management	18.27%	3.60%	190	50.80%
Health and Physical Education/Fitness, General	11.92%	-9.50%	124	-32.60%
Health and Physical Education/Fitness, Other	2.12%	-1.37%	22	-26.70%
Physical Fitness Technician	0.38%	0.38%	4	100.00%
Sports Studies	0.00%	0.00%	0	0.00%

Active Competitors

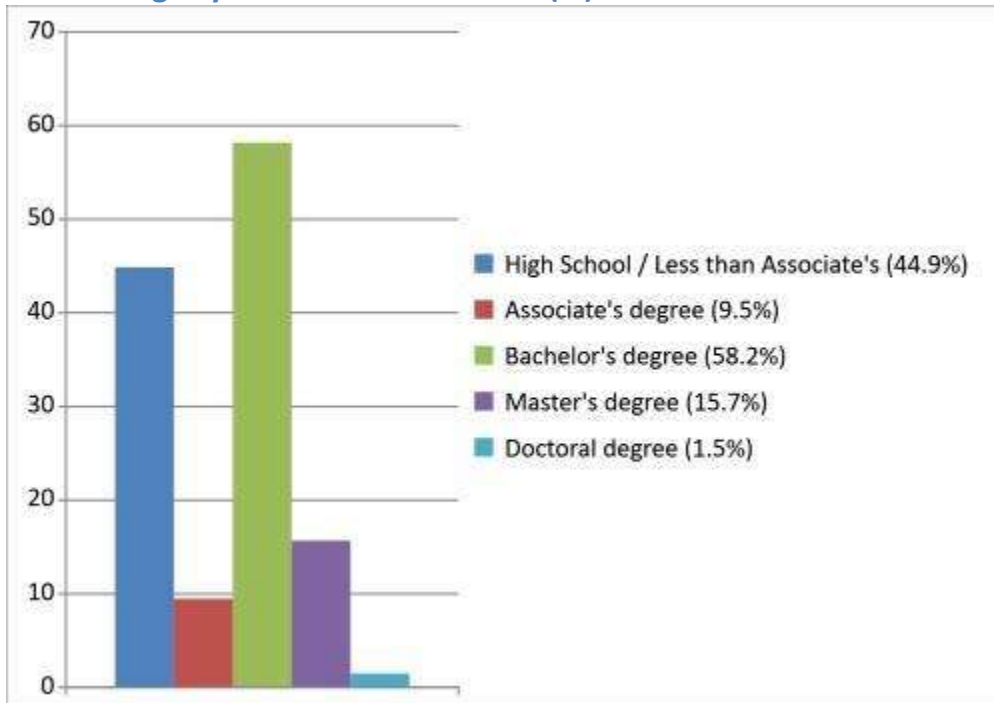
Institution	School Type	Market Share (2017)	Market Share Change	Conferrals (2017)	Conferrals Change (2013-2017)
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Validate: Market Alignment

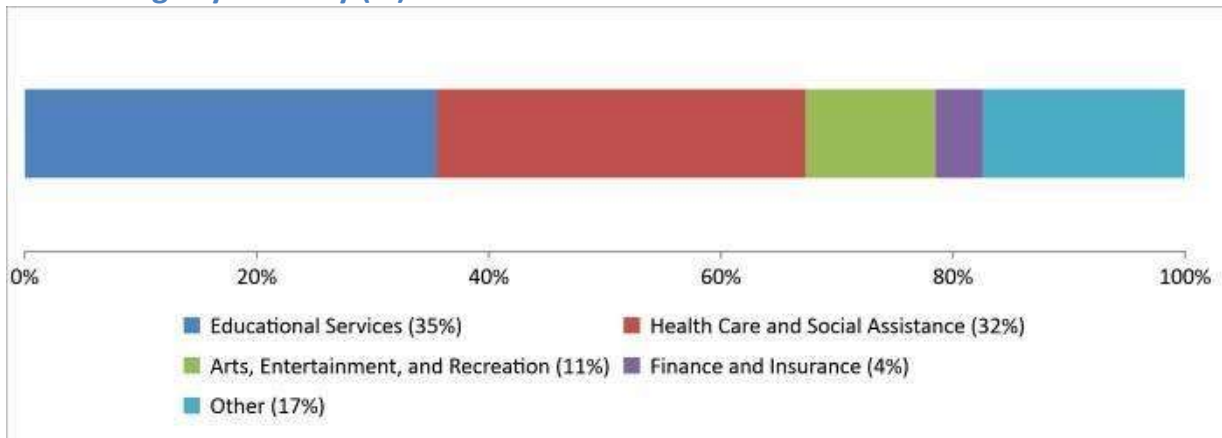
Project Criteria

Explore	Programs
States	Missouri
Degree Level	Bachelor's degree
Time Period	5/1/2018 - 4/30/2019
Selected Programs	Health and Physical Education/Fitness, General (31.0501), Health and Physical Education/Fitness, Other (31.0599), Kinesiology and Exercise Science (31.0505), Physical Fitness Technician (31.0507), Sport and Fitness Administration/Management (31.0504), Sports Studies (31.0508), Parks, Recreation and Leisure Studies (31.0101)
Career Outcomes mapped to Selected Programs of Study	Health Educators, Recreation Workers, Fitness Trainers and Aerobics Instructors, Coaches and Scouts, Fitness and Wellness Coordinators, Exercise Physiologists, Athletic Trainers

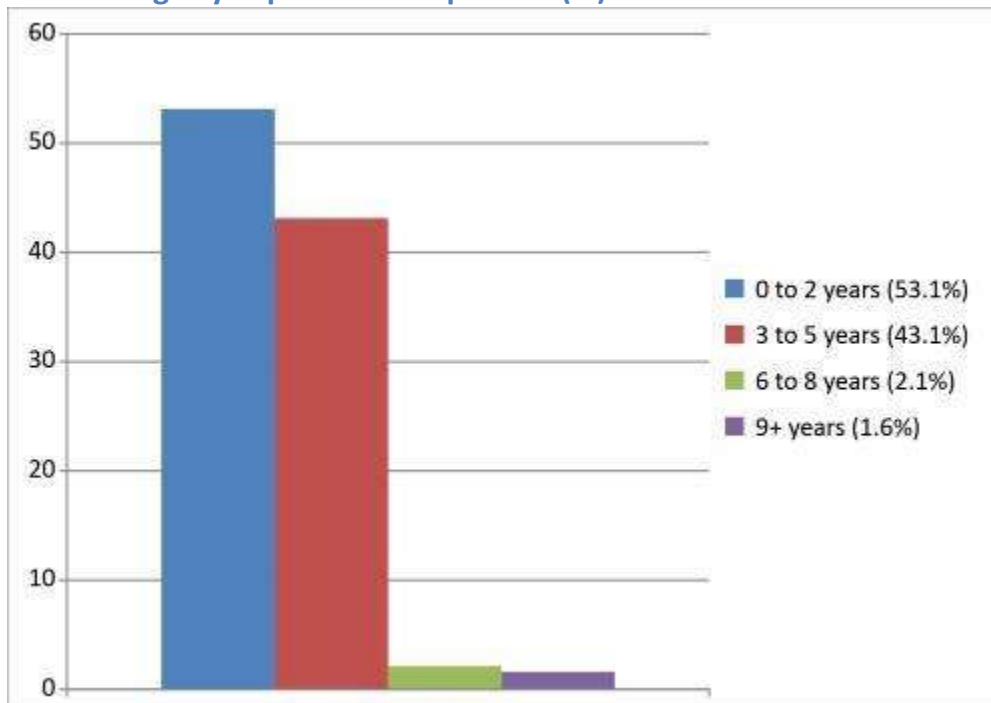
Job Postings by Advertised Education (%)



Job Postings by Industry (%)



Job Postings by Experience Requested (%)



Top Titles

Experience Level: All Experience

Title	Postings	Market Share (%)
Athletic Trainer	80	5.89%
Personal Trainer	73	5.38%
Coach	42	3.09%
Fitness Specialist	40	2.95%
Basketball Coach	37	2.72%
Registered Nurse	37	2.72%
Football Coach	32	2.36%
Head Coach	32	2.36%
Volleyball Coach	24	1.77%
Nurse Educator	23	1.69%
Health Educator	22	1.62%

Exercise Physiologist	20	1.47%
Fitness Manager	20	1.47%
Clinical Educator	19	1.40%
Cross Country Coach	18	1.33%

Top Employers Hiring

Experience Level: All Experience

Employer	Postings	Market Share (%)
Truman Medical Centers	51	3.76%
BJC Healthcare	50	3.68%
Kansas City Public Schools	47	3.46%
Gold's Gym	43	3.17%
Mercy	41	3.02%
YMCA	31	2.28%
Hospital Corporation of America	30	2.21%
Anthem Blue Cross	25	1.84%
Lindenwood University	24	1.77%
Springfield Public Schools	22	1.62%
Saint Luke's Health System	21	1.55%
National Collegiate Athletic Association	20	1.47%
Missouri State University	18	1.33%
University of Missouri	17	1.25%
St Louis College Pharmacy	16	1.18%

Validate: Key Competencies

Project Criteria

Validate	Programs
States	Missouri
Degree Level	Bachelor's degree
Time Period	5/1/2018 - 4/30/2019
Selected Programs	Health and Physical Education/Fitness, General (31.0501), Health and Physical Education/Fitness, Other (31.0599), Kinesiology and Exercise Science (31.0505), Physical Fitness Technician (31.0507), Sport and Fitness Administration/Management (31.0504), Sports Studies (31.0508), Parks, Recreation and Leisure Studies (31.0101)
Career Outcomes mapped to Selected Programs of Study	Health Educators, Recreation Workers, Fitness Trainers and Aerobics Instructors, Coaches and Scouts, Fitness and Wellness Coordinators, Exercise Physiologists, Athletic Trainers

Top 15 Specialized Skills

Skill	Postings	Projected Growth	Salary Premium	Competitive Advantage
Cardiopulmonary Resuscitation (CPR)	313 (23%)	-4.18%	No	No
Teaching	302 (22%)	-12.75%	No	No
Scheduling	263 (19%)	1.88%	No	No

Budgeting	224 (16%)	-10.04%	No	No
Customer Service	201 (15%)	1.05%	No	No
Patient/Family Education and Instruction	102 (8%)	11.82%	No	No
Staff Management	92 (7%)	-13.84%	No	No
Patient Care	91 (7%)	15.79%	No	No
Fitness	89 (7%)	-26.21%	No	No
Fundraising	87 (6%)	-33.9%	No	No
Physiology	86 (6%)	-18.05%	No	No
Exercise Programs	82 (6%)	4.98%	No	No
Rehabilitation	71 (5%)	-7.58%	No	No
Mental Health	70 (5%)	-13.8%	No	No
Lifting Ability	68 (5%)	15.64%	No	No

Top 15 Baselines Skills

Skill	Postings
Communication Skills	515 (38%)
Teamwork / Collaboration	315 (23%)
Physical Abilities	289 (21%)
Planning	273 (20%)
Organizational Skills	243 (18%)
Building Effective Relationships	176 (13%)
Problem Solving	157 (12%)
Written Communication	146 (11%)
Microsoft Excel	146 (11%)

Microsoft Office	136 (10%)
Writing	116 (9%)
Computer Literacy	109 (8%)
Research	103 (8%)
Creativity	95 (7%)
Microsoft PowerPoint	92 (7%)

Top 15 Software Programming Skills

Skill	Postings	Projected Growth	Salary Premium	Competitive Advantage
Microsoft Excel	146 (11%)	17.03%	No	No
Microsoft Office	136 (10%)	-10.2%	No	No
Microsoft Powerpoint	92 (7%)	-8.52%	No	No

Microsoft Word	73 (5%)	-13.39%	No	No
Word Processing	35 (3%)	-19.34%	No	No
Scrum	25 (2%)	39.96%	No	No
Software Development	18 (1%)	5.78%	No	No
Microsoft Outlook	17 (1%)	-1.45%	No	No
Salesforce	7 (1%)	46.69%	No	No
Microsoft Access	7 (1%)	-57.74%	No	No
Customer Relationship Management (CRM)	5 (0%)	15.03%	No	No
Cerner	5 (0%)	-6.59%	No	No
SAP	4 (0%)	33.72%	No	No
Public administration	4 (0%)	-30.37%	No	No
Database Software	4 (0%)	-14.04%	No	No

Top 15 Skill Clusters

Skill	Postings
Emergency and Intensive Care	373 (27%)
Teaching	353 (26%)
Basic Customer Service	286 (21%)
Exercise Training	226 (17%)
Coaching and Athletic Training	174 (13%)
People Management	158 (12%)
General Medicine	146 (11%)
Basic Patient Care	145 (11%)
Patient Education and Support	127 (9%)
Public Health and Disease Prevention	118 (9%)

Rehabilitation	118 (9%)
Mental and Behavioral Health Specialties	99 (7%)
Occupational Health and Safety	95 (7%)
Physical Abilities	95 (7%)
Training Programs	88 (6%)

Top 15 Salary Premium Skills

Skill	Postings	Projected Growth	Salary Premium	Competitive Advantage
No skills available				

Top 15 Competitive Advantage Skills

Skill	Postings	Projected Growth	Salary Premium	Competitive Advantage
No skills available				

Top 15 Certifications

Skill	Postings	Salary Premium	Competitive Advantage
First Aid Cpr Aed	193 (14%)	No	No
Driver's License	122 (9%)	No	No
Registered Nurse	119 (9%)	No	No
Athletic Trainer Certification	59 (4%)	No	No
Certified Teacher	37 (3%)	No	No
Basic Life Saving (BLS)	34 (3%)	No	No
Personal Fitness Trainer Certification	32 (2%)	No	No
Certified Health Education Specialist	29 (2%)	No	No
Certified Diabetes Educator (CDE)	20 (1%)	No	No
Basic Cardiac Life Support Certification	17 (1%)	No	No
Registered Dietitian	15 (1%)	No	No

Security Clearance	14 (1%)	No	No
Advanced Cardiac Life Support (ACLS) Certification	12 (1%)	No	No
Exercise Science	11 (1%)	No	No
Group Exercise Instructor	10 (1%)	No	No

Top 15 Salary Premium Certifications

Skill	Postings	Salary Premium	Competitive Advantage
No certificates available			

Top 15 Competitive Advantage Certifications

Skill	Postings	Salary Premium	Competitive Advantage
No certificates available			

BURNING GLASS REPORT FOR REVIEW OF UMSL SPORT MANAGEMENT (2 OF 2)

This includes only programs fitting the CIP codes of the two programs under consideration (31.0101 and 31.0504). Therefore, estimates here may be conservative.

PROJECT CRITERIA

Validate	Programs
States	Missouri
Degree Level	Bachelor's degree
Time Period	5/1/2018 - 4/30/2019
Selected Programs	Parks, Recreation and Leisure Studies (31.0101), Sport and Fitness Administration/Management (31.0504)
Career Outcomes mapped to Selected Programs of Study	Fitness and Wellness Coordinators, Recreation Workers

HOW MANY JOBS ARE THERE FOR YOUR GRADUATES?

For your project criteria, there were **123** job postings in the last 12 months. Compared to:

- 562,453 total job postings in your selected location
- 152,849 total job postings requesting a Bachelor's degree in your selected location

The number of jobs is expected to **grow** over the next 8 years.

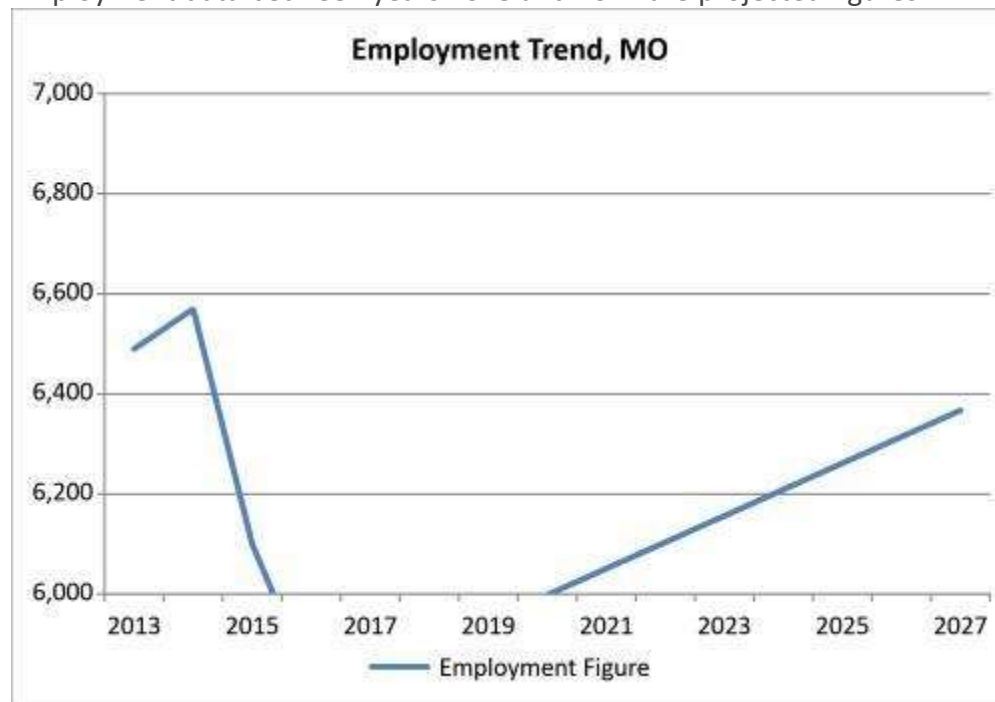
GROWTH BY GEOGRAPHY

<i>Geography</i>	<i>Selected Occupations</i>	<i>Total Labor Market</i>	<i>Relative Growth</i>
<i>Missouri</i>	9.02%	7.30%	Average
<i>Nationwide</i>	9.71%	7.40%	Average

HOW HAS EMPLOYMENT CHANGED FOR CAREER OUTCOMES OF YOUR PROGRAM?

	2013	2014	2015	2016	2017	2027
Employment (BLS)	6,490	6,570	6,100	5,820	5,840	6,367

Employment data between years 2018 and 2027 are projected figures.



DETAILS BY OCCUPATION

<i>Occupation Group</i>	<i>Postings</i>	<i>LQ</i>	<i>Employment (2017)</i>	<i>Employment Growth (2016 - 2017)</i>	<i>Projected Employment Growth (2018-2027)</i>
<i>Other Personal Care and Service Workers</i>	82	0.5	5,480	0.2%	9.4%
<i>Other Management Occupations</i>	41	0.7	360	2.9%	3.3%

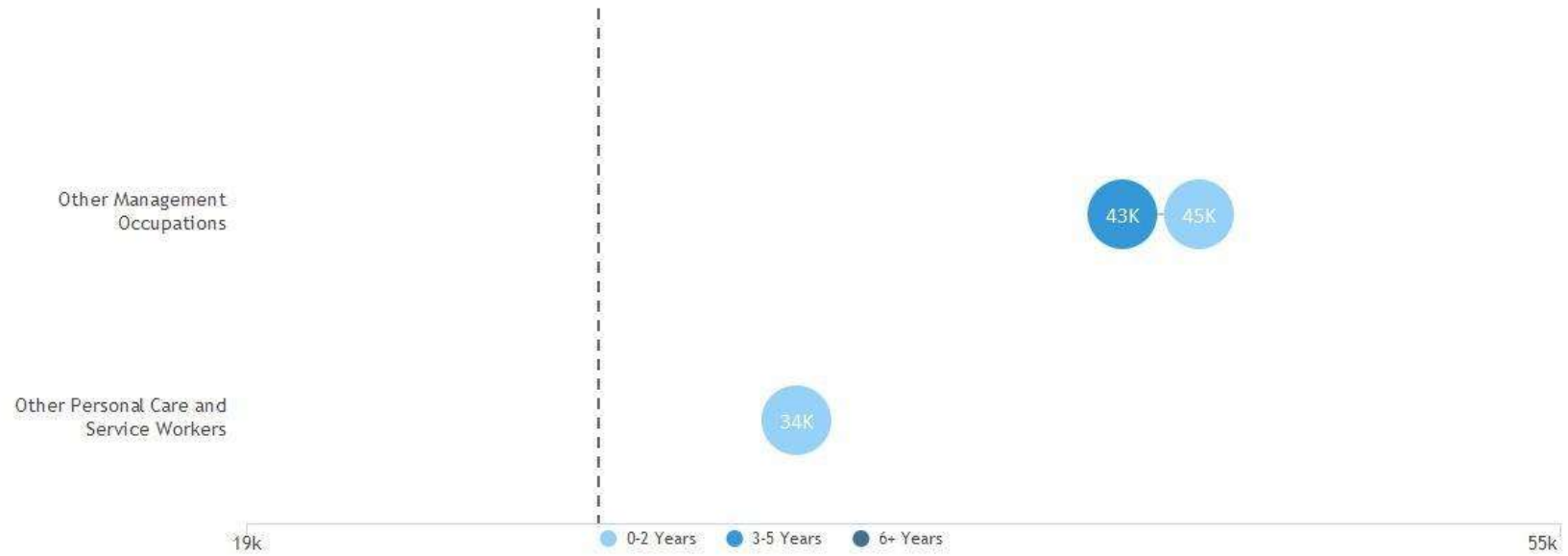
HOW VERSATILE IS MY PROGRAM?

Graduates of this program usually transition into any of the 2 different occupation groups:

<i>Occupations Group</i>	<i>Market Size (postings)</i>	<i>Percentage of Career Outcome demand</i>
<i>Other Personal Care and Service Workers</i>	82	66.7%
<i>Other Management Occupations</i>	41	33.3%

WHAT SALARY WILL MY GRADUATES MAKE?

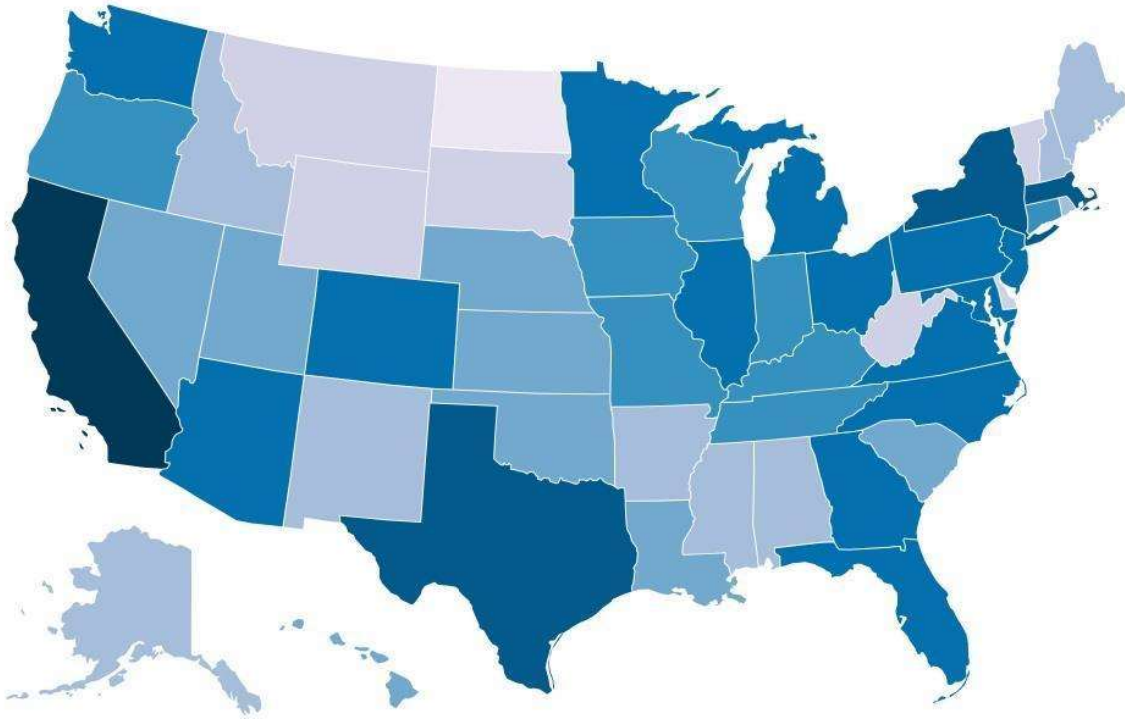
The average salary in Missouri for graduates of your program is **\$38,972**. This average salary is **Above** the average living wage for Missouri of \$28,621.



Salary numbers are based on Burning Glass models that consider advertised job posting salary, BLS data, and other proprietary and public sources of information.

<i>Occupation Group</i>	<i>25th Percentile</i>	<i>Average</i>	<i>75th Percentile</i>
<i>Other Personal Care and Service Workers</i>	\$34,063	\$0	\$0
<i>Other Management Occupations</i>	\$45,110	\$43,012	\$0

WHERE IS THE DEMAND FOR MY GRADUATES?



TOP LOCATIONS BY POSTING DEMAND

Location	Postings
California	2,088
Texas	881
New York	855
Massachusetts	501
Pennsylvania	488
Florida	482
Michigan	378
Illinois	376

New Jersey	345
Virginia	332

VALIDATE: COMPETITIVE LANDSCAPE

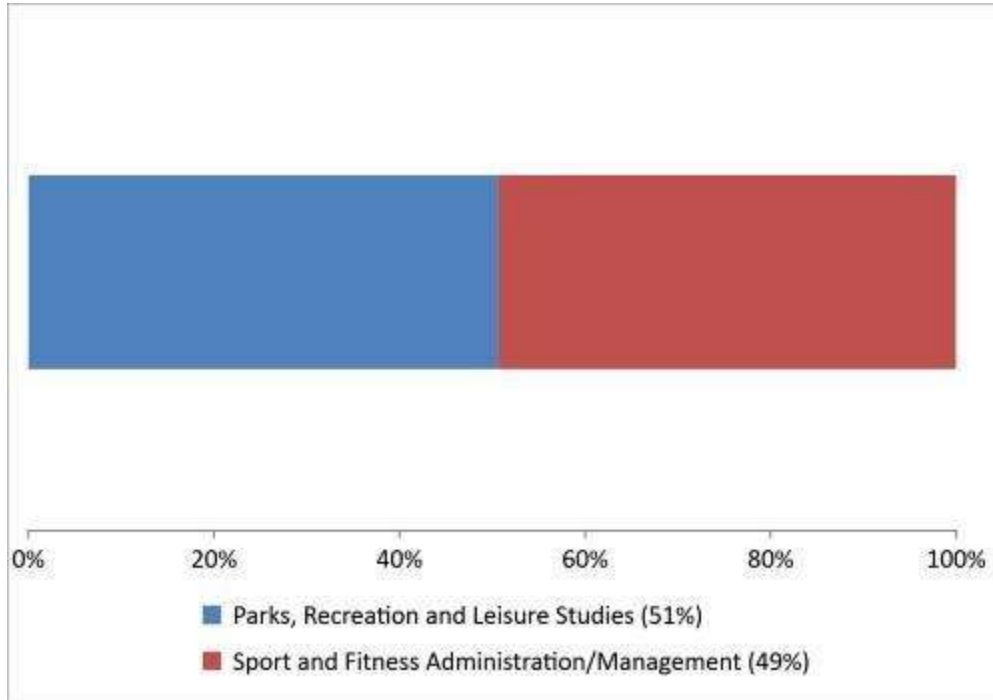
PROJECT CRITERIA

Validate	Programs
States	Missouri
Degree Level	Bachelor's degree
Time Period	5/1/2018 - 4/30/2019
Selected Programs	Parks, Recreation and Leisure Studies (31.0101), Sport and Fitness Administration/Management (31.0504)
Career Outcomes mapped to Selected Programs of Study	Fitness and Wellness Coordinators, Recreation Workers

OVERVIEW

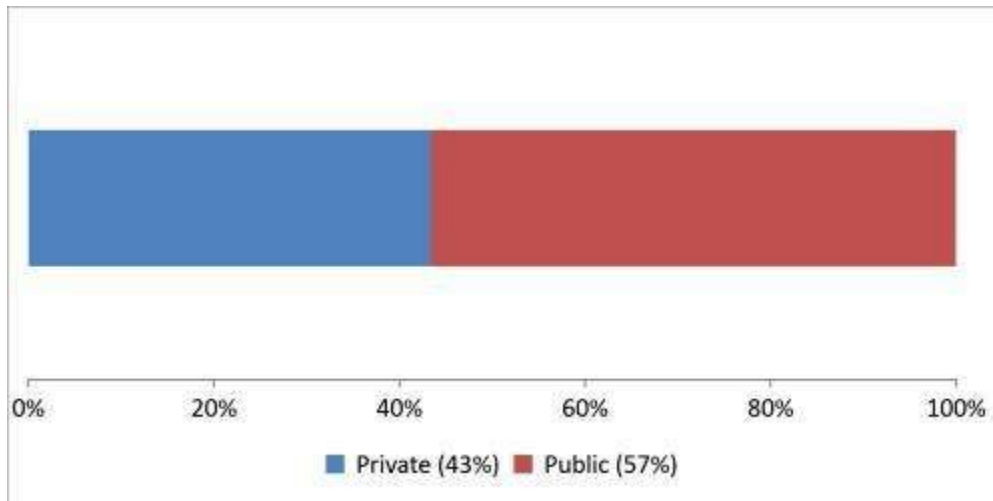
	#	% Change (2013-2017)
Degrees Conferred	385	75%
Number of Institutions	15	7%
Average Conferrals by Institution	26	62.50%
Median Conferrals by Institution	18	100.00%

MARKET SHARE BY PROGRAM



<i>Program</i>	<i>Conferrals (2017)</i>	<i>Market Share (%)</i>
<i>Parks, Recreation and Leisure Studies</i>	195	50.65%
<i>Sport and Fitness Administration/Management</i>	190	49.35%

MARKET SHARE BY INSTITUTION TYPE



<i>Institution Type</i>	<i>Conferrals (2017)</i>	<i>Market Share (%)</i>
<i>Private</i>	167	43.38%
<i>Public</i>	218	56.62%

TOP 10 INSTITUTIONS

<i>Institution</i>	<i>School Type</i>	<i>Market Share (2017)</i>	<i>Market Share Change</i>	<i>Conferrals (2017)</i>	<i>Conferrals Change (2013-2017)</i>
<i>University of Missouri-Columbia</i>	Public	32.21%	12.12%	124	181.80%
<i>Lindenwood University</i>	Private	10.65%	-11.27%	41	-14.60%
<i>University of Central Missouri</i>	Public	8.57%	7.20%	33	1,000.00%
<i>Southeast Missouri State University</i>	Public	8.05%	-4.28%	31	14.80%

<i>Missouri State University-Springfield</i>	Public	7.79%	-2.26%	30	36.40%
<i>Maryville University of Saint Louis</i>	Private	7.27%	4.07%	28	300.00%
<i>Missouri Baptist University</i>	Private	5.19%	-5.31%	20	-13.00%
<i>Columbia College (MO)</i>	Private	4.68%	3.31%	18	500.00%
<i>William Jewell College</i>	Private	3.64%	1.36%	14	180.00%
<i>Fontbonne University</i>	Private	2.86%	-2.16%	11	0.00%

TOP 10 PROGRAMS

<i>Program</i>	<i>Market Share (2017)</i>	<i>Market Share Change</i>	<i>Conferrals (2017)</i>	<i>Conferrals Change (2013-2017)</i>
<i>Parks, Recreation and Leisure Studies</i>	50.65%	8.18%	195	109.70%
<i>Sport and Fitness Administration/Management</i>	49.35%	-8.18%	190	50.80%

ACTIVE COMPETITORS

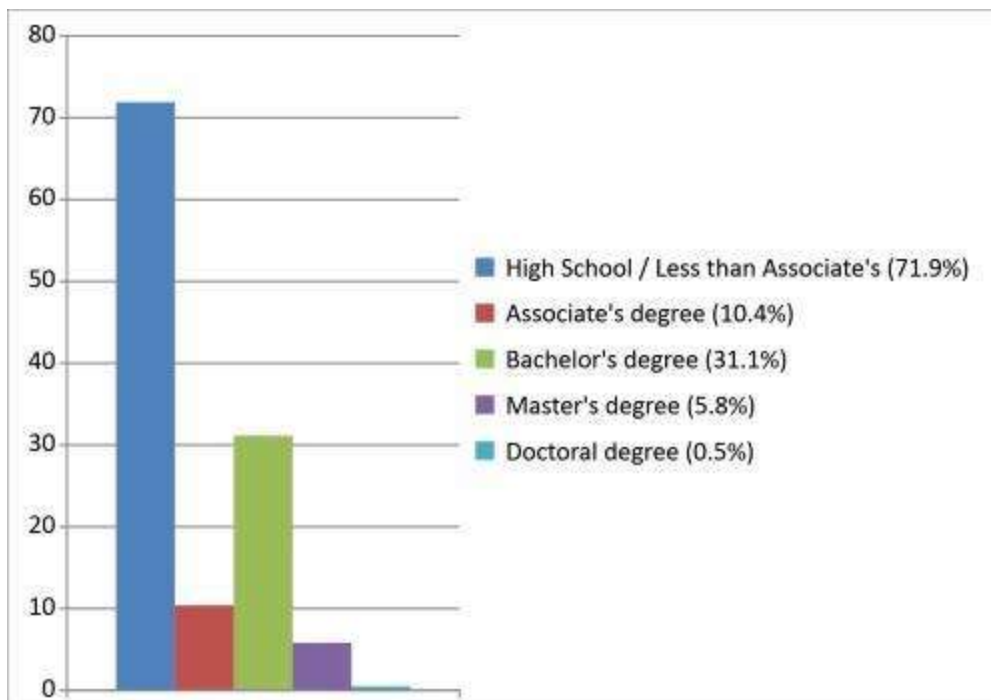
<i>Institution</i>	<i>School Type</i>	<i>Market Share (2017)</i>	<i>Market Share Change</i>	<i>Conferrals (2017)</i>	<i>Conferrals Change (2013-2017)</i>
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VALIDATE: MARKET ALIGNMENT

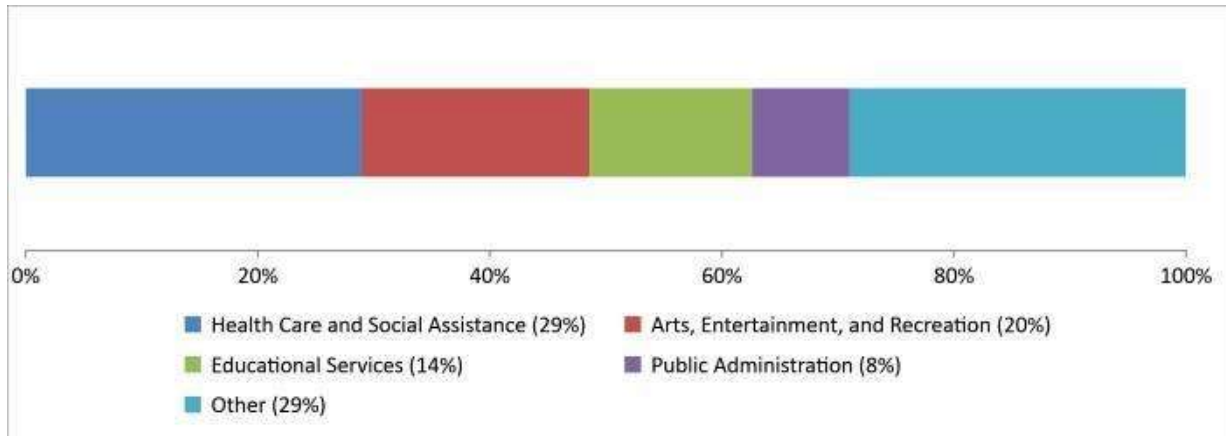
PROJECT CRITERIA

Explore	Programs
States	Missouri
Degree Level	Bachelor's degree
Time Period	5/1/2018 - 4/30/2019
Selected Programs	Parks, Recreation and Leisure Studies (31.0101), Sport and Fitness Administration/Management (31.0504)
Career Outcomes mapped to Selected Programs of Study	Fitness and Wellness Coordinators, Recreation Workers

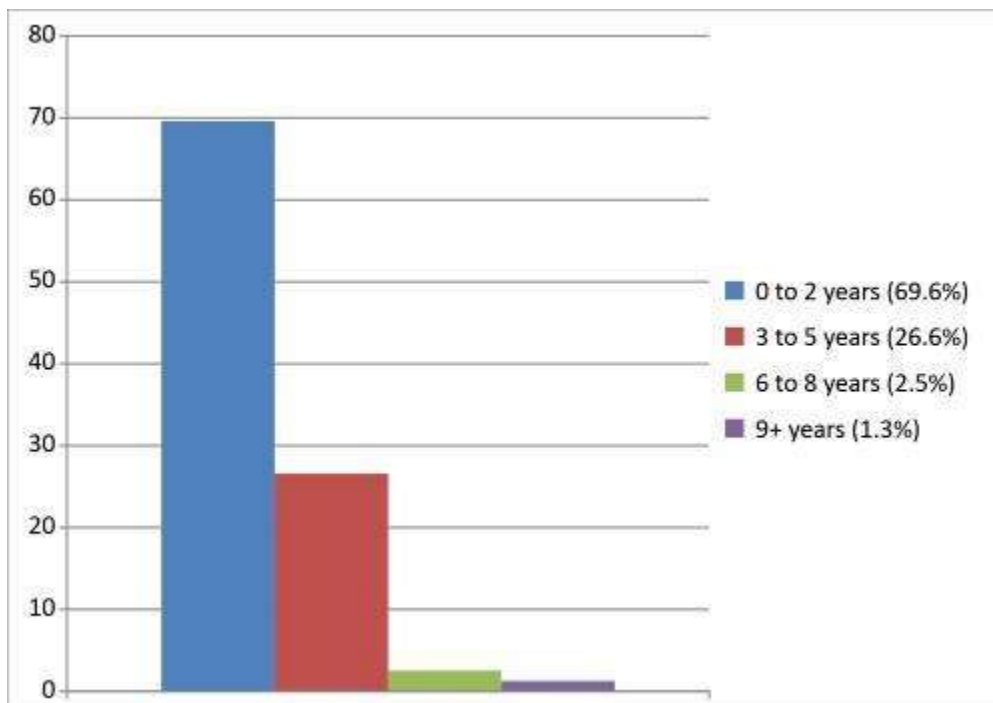
JOB POSTINGS BY ADVERTISED EDUCATION (%)



JOB POSTINGS BY INDUSTRY (%)



JOB POSTINGS BY EXPERIENCE REQUESTED (%)



TOP TITLES

Experience Level: All Experience

<i>Title</i>	<i>Postings</i>	<i>Market Share (%)</i>
<i>Fitness Manager</i>	20	16.26%
<i>Activities Coordinator</i>	17	13.82%
<i>Director of Wellness</i>	7	5.69%
<i>Wellness Coordinator</i>	6	4.88%
<i>Activities Assistant</i>	5	4.07%
<i>Recreation Coordinator</i>	5	4.07%
<i>Activities Director</i>	4	3.25%
<i>Camp Director</i>	4	3.25%
<i>Recreation Assistant</i>	4	3.25%
<i>Behavioral Therapy Lead</i>	3	2.44%
<i>Camp Instructor Seasonal</i>	2	1.63%
<i>Coordinator</i>	2	1.63%
<i>Director of Campus Recreation</i>	2	1.63%
<i>Group Leader</i>	2	1.63%
<i>Health Director</i>	2	1.63%

TOP EMPLOYERS HIRING

Experience Level: All Experience

<i>Employer</i>	<i>Postings</i>	<i>Market Share (%)</i>
<i>Gold's Gym</i>	12	9.76%
<i>Aegis Therapies</i>	9	7.32%
<i>Gold's Holding</i>	5	4.07%
<i>Sunrise Senior Living, Inc.</i>	5	4.07%
<i>YMCA</i>	5	4.07%
<i>Anthem Blue Cross</i>	4	3.25%
<i>Kansas City Zoo</i>	3	2.44%
<i>Mercy</i>	3	2.44%
<i>Missouri University of Science and Technology</i>	3	2.44%
<i>St Louis Jewish Community Center</i>	3	2.44%
<i>Cedarhurst Living, Llc</i>	2	1.63%
<i>City Chesterfield</i>	2	1.63%
<i>Johnson & Johnson</i>	2	1.63%
<i>Life Care Centers of America</i>	2	1.63%
<i>Mercy Health</i>	2	1.63%

VALIDATE: KEY COMPETENCIES

PROJECT CRITERIA

Validate	Programs
States	Missouri
Degree Level	Bachelor's degree
Time Period	5/1/2018 - 4/30/2019
Selected Programs	Parks, Recreation and Leisure Studies (31.0101), Sport and Fitness Administration/Management (31.0504)
Career Outcomes mapped to Selected Programs of Study	Fitness and Wellness Coordinators, Recreation Workers

TOP 15 SPECIALIZED SKILLS

<i>Skill</i>	<i>Postings</i>	<i>Projected Growth</i>	<i>Salary Premium</i>	<i>Competitive Advantage</i>
<i>Customer Service</i>	46 (37%)	1.05%	No	No
<i>Scheduling</i>	45 (37%)	1.88%	No	No
<i>Cardiopulmonary Resuscitation (CPR)</i>	41 (33%)	-4.18%	No	No
<i>Budgeting</i>	31 (25%)	-10.04%	No	No

<i>Fitness</i>	25 (20%)	-26.21%	No	No
<i>Administrative Functions</i>	19 (15%)	3.87%	No	No
<i>Staff Management</i>	18 (15%)	-13.84%	No	No
<i>Equipment Inventory</i>	18 (15%)	-7.58%	No	No
<i>Group Fitness</i>	17 (14%)	14.15%	No	No
<i>Assisted Living</i>	17 (14%)	13.26%	No	Yes
<i>Supervisory Skills</i>	16 (13%)	-51.48%	No	Yes
<i>Physiology</i>	13 (11%)	-18.05%	No	No
<i>Teaching</i>	11 (9%)	-12.75%	No	No
<i>Geriatrics</i>	11 (9%)	-1.71%	No	No
<i>Patient Transportation and Transfer</i>	10 (8%)	7.82%	No	No

TOP 15 BASELINES SKILLS

<i>Skill</i>	<i>Postings</i>
<i>Communication Skills</i>	53 (43%)
<i>Physical Abilities</i>	38 (31%)
<i>Organizational Skills</i>	29 (24%)
<i>Planning</i>	28 (23%)
<i>Microsoft Excel</i>	24 (20%)
<i>Microsoft Office</i>	23 (19%)
<i>Written Communication</i>	22 (18%)
<i>Teamwork / Collaboration</i>	19 (15%)
<i>Microsoft Word</i>	18 (15%)

<i>Building Effective Relationships</i>	16 (13%)
<i>Creativity</i>	14 (11%)
<i>Computer Literacy</i>	14 (11%)
<i>Microsoft Powerpoint</i>	11 (9%)
<i>Microsoft Outlook</i>	11 (9%)
<i>Energetic</i>	10 (8%)

TOP 15 SOFTWARE PROGRAMMING SKILLS

<i>Skill</i>	<i>Postings</i>	<i>Projected Growth</i>	<i>Salary Premium</i>	<i>Competitive Advantage</i>
<i>Microsoft Excel</i>	24 (20%)	17.03%	No	No
<i>Microsoft Office</i>	23 (19%)	-10.2%	No	No
<i>Microsoft Word</i>	18 (15%)	-13.39%	No	No

<i>Microsoft Powerpoint</i>	11 (9%)	-8.52%	No	No
<i>Microsoft Outlook</i>	11 (9%)	-1.45%	No	No
<i>Word Processing</i>	5 (4%)	-19.34%	No	No
<i>Microsoft Access</i>	4 (3%)	-57.74%	No	No
<i>Public administration</i>	3 (2%)	-30.37%	No	No
<i>Kronos Software</i>	2 (2%)	-43.03%	No	No
<i>Social Media Platforms</i>	2 (2%)	38.85%	No	No
<i>Salesforce</i>	2 (2%)	46.69%	No	No
<i>Lotus Applications</i>	1 (1%)	-100%	No	No
<i>WordPerfect</i>	1 (1%)	-100%	No	No
<i>Microsoft Publisher</i>	1 (1%)	-54.24%	No	No
<i>Lotus Notes</i>	1 (1%)	-100%	No	No

TOP 15 SKILL CLUSTERS

<i>Skill</i>	<i>Postings</i>
<i>Exercise Training</i>	29 (24%)
<i>People Management</i>	26 (21%)
<i>Basic Living Activities Support</i>	19 (15%)
<i>Medical Support</i>	15 (12%)
<i>Teaching</i>	13 (11%)
<i>Public Health and Disease Prevention</i>	7 (6%)
<i>Mental Health Diseases and Disorders</i>	6 (5%)
<i>Project Management</i>	6 (5%)
<i>Event Planning and Management</i>	4 (3%)
<i>Music</i>	4 (3%)

<i>Employee Training</i>	3 (2%)
<i>Performance Management</i>	3 (2%)
<i>Quality Assurance and Control</i>	2 (2%)
<i>Rehabilitation</i>	2 (2%)
<i>Marketing Strategy</i>	2 (2%)

TOP 15 SALARY PREMIUM SKILLS

<i>Skill</i>	<i>Postings</i>	<i>Projected Growth</i>	<i>Salary Premium</i>	<i>Competitive Advantage</i>
<i>Music</i>	4 (3%)	-13.98%	Yes	Yes
<i>Rehabilitation</i>	1 (1%)	-7.58%	Yes	No
<i>Dementia knowledge</i>	1 (1%)	15.39%	Yes	No

TOP 15 COMPETITIVE ADVANTAGE SKILLS

<i>Skill</i>	<i>Postings</i>	<i>Projected Growth</i>	<i>Salary Premium</i>	<i>Competitive Advantage</i>
<i>Assisted Living</i>	17 (14%)	13.26%	No	Yes
<i>Supervisory Skills</i>	16 (13%)	-51.48%	No	Yes
<i>Music</i>	4 (3%)	-13.98%	Yes	Yes
<i>Event Planning</i>	4 (3%)	-29.8%	No	Yes
<i>Employee Training</i>	3 (2%)	-5.44%	No	Yes
<i>Quality Assurance and Control</i>	1 (1%)	39.46%	No	Yes

TOP 15 CERTIFICATIONS

<i>Skill</i>	<i>Postings</i>	<i>Salary Premium</i>	<i>Competitive Advantage</i>
<i>Driver's License</i>	23 (19%)	No	No
<i>First Aid Cpr Aed</i>	11 (9%)	No	Yes

<i>Water Safety Instructor</i>	4 (3%)	No	No
<i>Certified Therapeutic Recreation Specialist (CTRS)</i>	3 (2%)	No	No
<i>Certified Teacher</i>	3 (2%)	No	No
<i>Certified Parks and Recreation Professional (CPRP)</i>	3 (2%)	No	No
<i>ServSafe</i>	2 (2%)	No	No
<i>Certified Satellite Installer (CSI)</i>	2 (2%)	No	No
<i>Certified Recreational Therapist</i>	2 (2%)	No	No
<i>Certified Psychiatric Rehabilitation Practitioner</i>	2 (2%)	No	No
<i>Activity Director Certified (ADC)</i>	2 (2%)	No	No
<i>Licensed Vocational Nurse (LVN)</i>	1 (1%)	No	No
<i>Certified Pool/Spa Operator</i>	1 (1%)	No	No
<i>Certified Nephrology Nurse</i>	1 (1%)	No	No

<i>Certified Health Education Specialist</i>	1 (1%)	No	No
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TOP 15 SALARY PREMIUM CERTIFICATIONS

Skill Postings Salary Premium Competitive Advantage

No certificates available

TOP 15 COMPETITIVE ADVANTAGE CERTIFICATIONS

<i>Skill</i>	<i>Postings</i>	<i>Salary Premium</i>	<i>Competitive Advantage</i>
<i>First Aid Cpr Aed</i>	11 (9%)	No	Yes

Appendix G
Phone Conversation with Dr. Beth Easter
Southeast Missouri State University
August 15, 2018

What considerations should we have?

- STL is a great sport community—this is a significant advantage for UMSL.
- Need to decide on emphasis of program (e.g., preparing candidates for schools vs. broader community-based settings).
- The history of SM is rooted in the 1980's when universities addressed the need to fill baseball-related positions—thus, SM had a business orientation.
- We could focus on adding a SM track at the graduate level in our M.Ed. in Adult and Higher Education. Many of these students are working as graduate assistants in Athletics.
- If we go with BS degree, consider a minor in business administration.

Staffing

- There are usually large pools of applicants for SM positions. Consequently, SEMO has 2.5 FTE faculty with one of them (1 FTE) at the instructor level teaching undergraduate courses.
- Having at least 2 FTE faculty for beginning a program sounds appropriate.

Need for SM in Missouri?

- Missouri programs:
 - Central Missouri State U: online grad program
 - Northwest MO State: SM is a minor within a degree in either business or health science/wellness
 - Missouri State U: event management, undergrad.
 - Maryville U: undergrad in SM
 - Lindenwood: master's degree
 - MO Baptist: undergrad and grad
 - SLU: sport business master's
 - SIU-E: undergrad?
 - SIU-C:PE/exercise science/sport leadership/SM
- St. Louis Sports Commission—lots of summer internships for students returning to STL for summer.

Too much supply?

- Many programs are on the east or west coasts and in the South
- SM programs attract students, but can the program place them?
- Needed areas: statistics, analysis, event management, multimedia communications
- Note: Salaries remain low

Recruitment

- Identify your niche. What emphasis does your program have? This should differentiate from other programs in the area.
- COSMA accreditation has helped SEMO attract students.
- SEMO actually targets STL area and southeast Missouri for students
- SEMO faculty have built relationship with a network of sport-related agencies and businesses

What haven't we asked?

- Set a direction.
- Establish interdisciplinary connections within your University—this helps to assure you have faculty in place. For example, at SEMO, they need sport business/finance courses taught—always a need. Get your connections in place as you begin your program at UMSL.

Appendix H
Phone Conversation with Dr. Clayton Stoldt
Associate Dean and Professor of Sport Management
Wichita State University
August 9, 2018

What should we be considering in establishing a bachelor's in sport management (SM)?

- Consider the full scope of the program. What courses will be dedicated to SM? What specialized courses can you offer that will take the general information in other SM courses and allow for deeper study/understanding or practice.
- Partnerships: This is huge in SM and makes a competitive difference in programs. What are the opportunities for applied learning and partnerships? Being a major sport market will be an advantage.
- Need for an advisory council. The council can assist with continuous improvement. The council members are critical for good placements.
- Strong need for experiential learning.

How should we proceed on developing a bachelor's degree?

- Good start by looking at materials from the Commission on Sport Management Accreditation (COSMA).
- Focus on COSMA's eight principles (even if you don't pursue specialized accreditation).

What's the importance of the strategic plan in COSMA's materials?

- COSMA emphasizes a written plan that guides all operations and functions of a program.
- Align the plan with the strategic plan in the COE and the University.
- The strategic plan should give quality assurances and need for attainment of quality.
- Tangential note: COSMA feels more manageable than CAEP.

Emphasis of the bachelor's degree?

- A more general emphasis for the bachelor's degree is a good approach.
- Suggestion: Look at other programs in STL (Fontbonne, MO Baptist, and Lindenwood) and differentiate yourself from them.
- Establish a solid core of course and let electives allows students to specialize in their area of interest. For example, Wichita State (WSU) has many grads in fitness service and recreation commissions, and electives allows students to seek these areas.

Sport Management as a hot major

- The field of SM is still a “hot major,” and it's more competitive now than 5 years ago—many new institutions and fully online programs.
- WSU's bachelor's is not online because their students prefer hybrid courses (at both the bachelor's and master's levels). At the grad level, there a few online courses.
- Recruitment: WSU recruitment is aided by a strong market presence and a good reputation. WSU still does local marketing.
- Recruiting success has been predicated on the high participation of faculty, and this obviously helps retention as well. WSU is very intentional in getting faculty involved in recruitment. Most of the SP faculty were practitioners prior to joining the academy.

Resources

Planning to begin the program with two faculty is appropriate.

What haven't I asked?

- Keep focused on COSMA materials even if you're not going to be COSMA-accredited.
- Build partnerships—this is critical at the program's outset. WSU student sometimes have 2-3 internships when they graduate, and this makes them attractive candidates.

Appendix I
Letters of Support

April 11, 2019

Dr. Mun Choi, President
UM System – Office of the President
321 University Hall
Columbia, MO 65211

President Choi,

The University of Missouri – St. Louis requests approval for a new degree program in Sport Management. The program capitalizes on the needs, opportunities, and assets of the St. Louis metropolitan area and emerging trends. The B.S. in Sport Management has been reviewed and approved by the appropriate campus committees. Importantly, it has the endorsement of campus leadership.

It is anticipated that this program, when fully enrolled, will generate sufficient funds through tuition and fees to cover expenses associated with the delivery of the program while leaving noteworthy revenue sharing to offset campus costs associated with new student enrollments.

Sincerely,



Kristin Sobolik
Provost and Executive Vice Chancellor for Academic Affairs



Office of the Dean
College of Education

University of Missouri-St. Louis
201 Education Administration Bldg.
1 University Boulevard
St. Louis, MO 63121-4400
Phone: 314-516-5109
Fax: 314-516-5227

January 25, 2019

Re: Proposal for new degree in Sport Management

Colleagues:

I am delighted to offer my full support for the proposed Sport Management degree. I am excited by the prospect of UMSL through the College of Education offering our community a pathway to study a strong mix of business and education courses culminating in a Bachelor's degree in Sport Management.

The College's existing programming is of the highest quality and provides local educators with required and sought after state and national professional licensing and certification. The college is proud to hold current full accreditation from three prestigious national professional accrediting bodies. The bulk of the college offerings for K-12 educators fall within the purview of the Council for the Accreditation of Educator Preparation (CAEP was formerly the National Council for the Accreditation of Teacher Education or NCATE), their next accreditation visit will occur later this year. Our advanced programs in school and mental health counseling have recently been re-accredited by the Council for Accreditation of Counseling and Related Educational Programs (CACREP), and our school psychology educational specialist degree and licensing program is accredited by the National Association of School Psychologists (NASP). Additionally, all these programs have recently been approved by Missouri's Department of Elementary and Secondary Education to provide state certification and licensure. As UMSL grows the Sport Management program, the college faculty are committed to continue this record of nationally recognized programming by seeking accreditation from the Commission on Sport Management Accreditation (COSMA). When this is achieved, the UMSL program will be the only COSMA accredited program in the St. Louis area. UMSL and the COE's existing deep and extensive community partnerships will ensure the necessary internship sites and practical experience essential to the success of sport management graduates.

Initially the development of this degree has been led by COE faculty from the associated curricular area of health and physical education and supported through the chair of our Department of Education Sciences and Professional Programs. As this degree moves forward we support the need for two additional specialist faculty who will direct and coordinate the program's growth, development and success.

Sincerely,

Ann Taylor, Ph.D.
Dean and Professor

Innovative Education. Engaged Educators.

February 20, 2019

TO:

From: Charles Hoffman, Dean, College of Business
UMSL

RE: Sport Management program at UMSL

The College of Business Administration at UMSL has collaborated with the College of Education to create a Sport Management degree to be run out of the College of Ed. Our research into competing programs in the region has led to our belief that a niche is available and demand exists in the market. The leading program is at Maryville University and sponsored by Rawlings Sporting Goods. Yet, they don't provide enough graduates to meet the need in the St. Louis region, and of course their accreditation does not meet our standards.

The College of Business will grow our expertise in sports marketing along with this program. Analytics and big data are becoming a part of the curriculum in the college in each discipline. Thus sports analytics will be part of the sports marketing component of the degree. The professional sports teams in St. Louis all need fresh talent in this area, and there are internship opportunities for the students.

We are looking forward to exploiting the potential of these related programs on behalf of our current and future students.

Sincerely,



Charles Hoffman



an equal opportunity institution

UMSL | Psychological
Sciences
University of Missouri-St. Louis

Department of Psychological Sciences
Office of the Chair

325 Stadler Hall
One University Boulevard
St. Louis, Missouri 63121-4400
Telephone: 314-516-7123
Fax: 314-516-5392
e-mail: griffinm@umsl.edu

January 25, 2019

Donald Gouwens, Psy.D.
Associate Clinical Professor
Chair, Department of Education Sciences and Professional Programs

Dear Don:

This letter serves to show my support for the new program that you are developing as a Bachelor of Science in Sport Management. Specifically, we agree to develop and staff a course at the undergraduate level in the area of Sport Psychology. I believe that both this course and the degree program will be a very popular choice for our undergraduate students. Thanks for working to pull this degree together and best wishes.

Sincerely,



Michael G. Griffin, Ph.D.
Associate Professor & Chair,
Department of Psychological Sciences
University of Missouri-St. Louis
One University Boulevard
St. Louis, MO 63121


an equal opportunity institution



University of Missouri-St. Louis

Memorandum

To: Donald Gouwens, Psy.D.
Associate Clinical Professor
Chair, Education Sciences and Professional Programs

From: Lori Flanagan 
Director of Athletics

Date: January 28, 2019

RE: Bachelor of Science in Sport Management

Please accept this letter of our *highest* support for the design and development for the Bachelor of Science in Sport Management. Since 2009, when I became the Director of Athletics, our coaches and student-athletes have inquired as to the possibility of Sport Management as a degree program. Not only does this create an avenue for student-athletes to pursue a continued degree in the world of sports, it also will provide teaching opportunities for our full-time support staff and coaching staffs.

Over the past 10 years, as our Athletic program has grown and flourished, the demands of running a program have also grown. We welcome a possibility of creating internships to allow students real time experience, while supporting our needs of a work force to execute and run our day to day operations.

We anxiously await the formal approval in which the Bachelor of Science in Sport Management has been officially designated a degree program at UMSL.

Bahr, Michael
David Frazier <DFrazier@StlBlues.com>
Friday, December 21, 2018 2:26 PM
To: Bahr, Michael
Subject: RE: Support for UMSL Sport Management Program

Hi Mike,

Happy to hop on a call with you and discuss the exciting possibility of adding a sport management degree at UMSL.

On behalf of the St. Louis Blues we would be thrilled to give UMSL Sport Management students the opportunity to intern for the St. Louis Blues to gain some real world experience. The Blues are excited about this new program, and we would be more than happy to assist wherever needed.

Thank you so much, and please let me know if you need anything additional from me.

-David

David Frazier | St. Louis Blues
Manager, Corporate Partnerships
O. 314-589-5811 M. 636-399-0825

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Dr. Makubuya,

My name is David Schmoll and I am the General Manager with the River City Rascals. Carrie Green, our business manager, forwarded over an email from you regarding internship opportunities with the Rascals. We have internship opportunities for each semester and would love to be able to get those in front of UMSL students.

We are in the process of hiring for both spring and summer interns. We post all opportunities on TeamworkOnline (https://www.teamworkonline.com/jobs-in-sports?utf8=%E2%9C%93&employment_opportunity_search%5Bquery%5D=river+city+rascals&employment_opportunity_search%5Blocation%5D%5Bname%5D=&employment_opportunity_search%5Blocation%5D%5Badministrative_division%5D=&employment_opportunity_search%5Blocation%5D%5Blatitude%5D=&employment_opportunity_search%5Blocation%5D%5Blongitude%5D=&employment_opportunity_search%5Bexclude_united_states_opportunities%5D=0&employment_opportunity_search%5Bcategory_id%5D=&commit=Search).

Would there be another way we can get the internships in front of UMSL students?

Thanks for your help!

David Schmoll
Senior Vice President & General Manager
River City Rascals Professional Baseball
900 T.R. Hughes Blvd. | O' Fallon, MO 63366
636-240-2287 x242 | dschmoll@rivercityrascals.com

From: Gayle Lymer <glymer@gatewaygrizzlies.com>
Sent: Wednesday, December 5, 2018 3:47 PM
To: Makubuya, Timothy
Subject: Re: Internship Support

Good afternoon,

We appreciate you reaching out. We would be more than happy to support and explore a working relationship with the University of Missouri- St. Louis within the Sports Management department. We are actually wrapping up our interviews with potential interns for our 2019 season. Most of which are from sports management programs within the St. Louis/ Metro-East area.

Please let me know if there is anything you need from us. Happy to be on board.

Best,

Gayle Lymer

DIRECTOR OF COMMUNITY RELATIONS & MERCHANDISE

Gateway Grizzlies Professional Baseball

2301 Grizzlie Bear Blvd. | Sauget, IL 62206

Ph:(618) 337-3000 ext. 26 | Fax: (618)332-3625

December 10, 2018

To whom it may concern,

I write this letter in support of the creation of a Sports Management program through the College of Education and College of Business. This program will provide much needed support for those students on campus pursuing a career in the sport management field. We believe we will be able to assist with providing internships for this academic program through the department of Campus Recreation. This will provide a practical setting for students to practice the skills they learn in the classroom.

Campus Recreation is very excited to be a part of this new degree program and will assist in providing support in any way we are able.

If you require further information, please feel free to contact me.

Yvette Kell
Director of Campus Recreation
kellyv@umsl.edu
314-516-6682

Dear Michael,

As a professional in the race management industry here in St. Louis, I believe that a degree program in Sport Management would be highly beneficial to our professional community in the race industry and in other sports related fields in St. Louis. I fully support UMSL offering such a program. To that end, GO! St. Louis would be very open to accepting an intern from the program to work with our team here on the running events we organize.

I look forward to hearing more about UMSL's efforts to add the program to its offerings!

Best,

Mona Vespa
President

GO! St. Louis
gostlouis.org
314.727.0800 office
314.705.2270 mobile



#1 Soccer Park Road
Fenton MO 63026
636.680.0999

January 14, 2019

April Regester
University of Missouri St. Louis
359A Marillac Hall
One University Boulevard
St. Louis MO 63121

Dear Mrs. Regester:

Saint Louis FC, and our parent company St. Louis Scott Gallagher Soccer Club, would wholeheartedly support the creation of a Sports Management program at your university. We currently have excellent, productive relationships with all other programs in the area and would immediately look to do the same with UMSL. From internship opportunities to full-time employment openings, our organization has placed a priority on working with local institutions to build our staff and create learning pathways for area students.

Please let me know how we can assist further.

Sincerely,

A handwritten signature in black ink, appearing to read "Patrick Barry". The signature is fluid and cursive, with a large loop at the end.

Patrick Barry
President
Saint Louis FC &
St. Louis Scott Gallagher SC

Appendix J
Draft of Alumni Survey

Sport Management Program
University of Missouri—St. Louis
Alumni Survey

Thank you for taking a few minutes to provide feedback on your experience in the UMSL Sport Management Program.

Please tell us the title of the position you currently hold with your organization? (Please, no employee names.)

My Job Title: _____

Please rate questions 1-16 using the following descriptors:

- 5 = Strongly agree
- 4 = Agree
- 3 = Uncertain
- 2 = Disagree
- 1 = Strongly Disagree

1. I was well-prepared to enter the workforce.
2. I possessed well-developed knowledge of the industry.
3. I quickly adapted to work tasks.
4. I was able to learn new tasks proficiently.
5. I possessed relevant skills for this position.
6. I possessed a good mix of theory and practice.
7. The skills I learned at UMSL help me with my current job.
8. I was able to effectively integrate into the workplace.
9. I work effectively with other employees in our organization.
10. I was prepared to face the demands of work.
11. I accept feedback for improvement.
12. I am flexible in meeting work tasks.
13. I gained the knowledge I needed from the UMSL sport management program.
14. I would recommend UMSL sport management program to prospective students.
15. Overall, I am satisfied with the preparation the UMSL sport management program provided to me.

16. What are 1-2 strengths of the UMSL sport management program?
17. What are 1-2 areas of improvement for the UMSL sport management program?
18. Please provide any other information that would assist us in improving the UMSL sport management program.

Thank you again for providing this feedback.

Appendix K
Draft of Employer Survey

Sport Management Program
University of Missouri—St. Louis
Employer Survey

Thank you for taking a few minutes to provide feedback on your employee who is a graduate of the UMSL Sport Management Program.

Please tell us the title of the position the UMSL alum holds with your organization? (Please, no employee names.)

Title: _____

Please rate questions 1-16 using the following descriptors:

- 5 = Strongly agree
- 4 = Agree
- 3 = Uncertain
- 2 = Disagree
- 1 = Strongly Disagree

1. Your employee was well-prepared to enter the workforce.
2. Your employee possesses well-developed knowledge of the industry.
3. Your employee quickly adapts to work tasks.
4. Your employee is able to learn new tasks proficiently.
5. Your employee possesses relevant skills for this position.
6. Your employee possesses a good mix of theory and practice.
7. The skills demonstrated by your employee reflect current practice.
8. Your employee has effectively integrated into the workplace.
9. Your employee works effectively with other employees in our organization.
10. Your employee was prepared to face the demands of work.
11. Your employee accepts feedback for improvement.
12. Your employee is flexible in meeting work tasks.
13. Your employee gained the knowledge they needed from the UMSL sport management program.
14. We would recommend UMSL sport management alumni to other organizations.
15. This employee is an effective investment for our organization.
16. Overall, we are satisfied with the preparation of the UMSL sport management alum.

17. What are 1-2 strengths this employee possesses?

18. What are 1-2 areas of improvement for this employee?

19. Please provide any other information that would assist us in improving our program.

Your job title: _____

Thank you again for providing this feedback?