



## **USF SYSTEM**

### **New Academic Degree Program Authorization**

### **Pre-Proposal Form**

#### **New Academic Program Pre-Proposal Process**

New academic program pre-proposals are initiated and developed by the faculty. Approval of the pre-proposal must be obtained from department chairs and college deans or equivalent administrators before submission for USF System level review and consideration for inclusion in the USF Annual Work Plan. Details of the pre-proposal [\*\*\*process and a timeline\*\*\*](#) can be found on the [\*\*Office of Institutional Effectiveness, Academic Program Planning and Review\*\*](#) website.

Original copies of completed pre-proposals (including required signatures) must be submitted by **October 1<sup>st</sup>** to Dr. Sondra J. Fogel, BEH 339. (For questions: [sfogel@usf.edu](mailto:sfogel@usf.edu); 4-5078)

#### **Pre-proposal Application Form**

PROGRAM PROPOSAL INFORMATION	TYPE/PRINT CLEARLY
Degree Program (Major) Name (e.g. M.A. in Biology)	MBA/MS in Sports and Entertainment Management
CIP Code	MBA: 52.0101 MS Sports and Entertainment Management: 31.0504
Are any other academic programs at USF offered under this CIP code? If yes, list them:	None
USF Institution	USF Tampa
College/ Division	College of Business
Department	Management/Interdisciplinary Business
Target date for first admission (e.g. Fall 2012)	Fall 2013

**Please provide a succinct, thorough response to each of the following:**

1. Describe the need and demand for this program. In the narrative, include data that will support your request.

The economic impact of the sports and entertainment industry, growing enrollments in professional and specialized master's programs, and a specific request for and support of the program by Tampa Bay Sports and Entertainment/Tampa Bay Lightning (TBSE) provide evidence of need and demand for this program.

The sports and entertainment industry is an important and growing segment of the economy at both the global and local levels. A.T. Kearney has estimated the annual economic impact of the global sports industry—from infrastructure and sporting goods to licensed products, events, media rights and sponsorships—at as much as \$620 billion. ([http://www.atkearney.com/content/misc/wrapper.php?name=file\\_eaxiv-a-wider-world-of-sports\\_1309260070b4fc.pdf](http://www.atkearney.com/content/misc/wrapper.php?name=file_eaxiv-a-wider-world-of-sports_1309260070b4fc.pdf)) The global sports industry is growing faster than national GDP rates around the world and that the global sports value chain—its size, makeup, and revenues—has significant growth prospects for the future. Sports and the business of sports have a major economic and social impact on communities across Florida and the region. In addition to the economic activity generated by professional, amateur, intercollegiate, interscholastic, intramural and community sport organizations, hosting sporting events, from the USSSA Boys Middle School National Championship (Brevard County) and the Judo Federation World Cup (Miami) to fifteen Super Bowls (Tampa, Miami, and Jacksonville) is big business for Florida communities.

The master's is now the fastest-growing academic degree. The number of master's degrees awarded, approximately 675,000 in 2009, has more than doubled since the 1980s. Dr. Debra Stewart, president of the Council of Graduate Schools, noted in a recent New York Times article that master's education is moving very rapidly to become the entry degree in many professions. According to Carol Lynch, Director of professional master's programs for the Council, there is a strong trend toward 'professionalizing' master's degrees across disciplines by integrating internships, mentorships, and hands-on learning. (<http://www.nytimes.com/2011/07/24/education/edlife/edl-24masters-t.html?r=3&scp=1&sq=Education%20Life%20July%202011&st=cse>)

The proposed MBA/MSSEM is the direct result of a series of discussions initiated by Tampa Bay Sports and Entertainment/Tampa Bay Lightning (TBSE) that focused on the need for an innovative program to educate the next generation of global sport business leaders. TBSE has agreed to collaborate on program development (providing mentors and internships, arranging for guest speakers, recruiting other prospective local partners) and financial support (underwriting salary and other costs for two new faculty.)

As competition for the most attractive positions in sports and entertainment management increases, potential employers will choose the best-prepared, most qualified applicants and will favor candidates with an understanding of the industry structure and culture, strong business skills, and the kind of hands-on experience that characterize the proposed MBA/MSSEM. The TBSE/Tampa Bay Lightning partnership will provide instant credibility and differentiate the program from existing graduate programs. The only similar master's program in sports management created in partnership with a professional sports franchise is the Sports MBA at San Diego State University developed with the San Diego Padres.

2. Provide information on the available resources and capacity for your program. In your response, include faculty availability and student support resources including the library. How will department/college resources be shifted to support the program?

The proposed MBA/MSSEM would combine an existing, fully-accredited MBA program with an innovative, highly specialized master's degree structured for relevance to existing and emerging markets and challenges across industry segments. There is adequate capacity in MBA classes; no new resources would be required to increase MBA enrollments by 30-40 students per year. No existing resources would be shifted to the specialized MS in sports and Entertainment Management. The MSSEM would require three to four new faculty positions, two of which will be underwritten by private funds with the remaining position(s) funded from incremental E&G.

3. What are the primary goals of the new academic program?

The proposed 60 credit hour MBA/MSSEM will prepare graduates to contribute to and take leading positions in the global sports and entertainment industry. It will provide a solid grounding in the applied fundamentals of accounting, economics, finance, information systems, management and marketing; a breadth of curriculum options in advertising and branding, consumer behavior, communication and media, global sustainability and public policy; and an emphasis on ethics. Coursework focused on the business of sport—human capital, organization resources and development, innovation and technology in sport, culture and business relationships, sport and law and emerging issues in global sport—complemented by internships, mentorships, professional seminars, guest speakers and networking opportunities provide graduates the tools and skills to function effectively in the competitive global environment of sport management.

A key feature of the dual degree is that the business/management knowledge, skills, and abilities gained in the program are readily transferrable, allowing graduates to apply learning to problems and opportunities in both sports-related and unrelated industries, providing a degree of flexibility unmatched by traditional sports management MS or MA degree programs.

4. What is distinctive about this program within the USF System and the State University System? Address any duplication issues.

Of the seven master's programs preparing students for some aspect of sports management offered within the SUS, five are based in colleges of education or comprise an element of health, leisure, or recreation programs; only the FAU and UCF programs are based in colleges of business. The MS program offered by Barry University and the M.S. Ed. Offered by the University of Miami are the only sports-related master's program offered by private institutions in Florida.

No existing program in the state was conceived as or operates as an ongoing partnership with a nationally recognized professional sports and entertainment organization; none includes immersion in the global sports industry via a summer study abroad program. Because the proposed program focuses on the business of sport in a global environment, it should have no impact on enrollment in the four programs based in colleges other than business. The FAU program is structured as an MBA program with nine hours of sports management core coursework plus one two-hour elective; these eleven hours substitute for MBA elective credit. The FAU program will be attractive to students who want a shorter program and prefer not to pursue a dual degree program. Other MBA programs are more likely competitors for the FAU program. The UCF Master in Sports Business Management + MBA is a 48 hour program vs. the proposed 60 hour program, has a single internship, and includes no study abroad experience. Both the UCF program and the proposed program target similar students; however, the UCF program will be more attractive to students whose focus is not the global sports industry and who want a shorter program.

The global sports industry focus and multiple internship requirement of the proposed dual degree program were developed with considerable input from industry and designed to provide graduates the knowledge, skills, and ability to contribute to and lead globally competitive sports organizations.

- 4a. List any other state institutions that have similar programs.

The table below lists similar public and private programs offered in Florida:		
University	College/Department	Graduate Degree(s) Granted
Florida A&M	Health, Physical Education, Recreation	MS Sport Management (1)
Florida Atlantic	College of Business	MBA in Sports Management
Florida International	College of Education	MS Recreation and Sport Management
Florida State	College of Education	MS Sport Management (2)
University of Central Florida	College of Business	M Sports Business Management + MBA (3)
University of Florida	Health and Human Performance	MS Sport Management
Barry University	Human Performance/Leisure Science	MS Sport Management
University of Miami	College of Education	MS Ed. Sports Administration
<ul style="list-style-type: none"> <li>(1) Requires supporting coursework in the College of Education</li> <li>(2) Can be combined with the Coaching Certificate Program</li> <li>(3) Students who complete requirements for the Masters in Sports Business Management may also earn the MBA by completing two additional MBA courses</li> </ul>		

5. Does this program offer collaborative and/or interdisciplinary opportunities at other institutions in the USF and SUS systems? If so, what efforts have been made to initiate collaboration?

Because of the specialized nature of the program, no collaborative and/or interdisciplinary opportunities at other institutions in the USF system are readily apparent. Only two other SUS institutions have similar programs based in colleges of business. Because a key element of the proposed program is strong industry/community partnerships within the Tampa Bay area, cross-institution collaborations may not be feasible.

6. Please list the Learning Outcomes for the program (undergraduate programs must comply with BOG Regulation 8.016 "Academic Learning Compacts").

Upon completion of the coursework and internships for the MBA/MSSEM, students should be able to:

**MBA**

- Demonstrate an understanding of the global economic, socio-cultural, political, legal, technological, and competitive environments in which organizations seek to gain competitive advantage
- Demonstrate the ability to critically analyze an organization from various stakeholder perspectives and to develop strategic and operating plans under conditions of dynamic change and competitive uncertainty
- Demonstrate the ability to integrate and apply business concepts and quantitative and financial tools and techniques in a problem-solving environment
- Understand and incorporate into their decision making the social, ethical, and legal responsibilities of organizations as they pursue economic goals and objectives
- Demonstrate effective leadership and collaboration skills both in classroom settings and in project/internship environments
- Demonstrate oral and written communication competencies that support and enhance managerial effectiveness
- Effectively use financial, quantitative, and qualitative tools to identify business problems and opportunities, analyze performance, formulate appropriate and workable strategies and plans, and devise comprehensive evaluation measures

**MSSEM**

- Demonstrate an understanding of organizational dynamics of leisure, amateur and professional sport, and athletic organizations and how they address strategic and operating issues in a global environment
- Demonstrate an understanding of how human capital influences a sports organization's ability to establish and sustain a competitive advantage in a global environment
- Demonstrate an understanding of how organizational resources and physical capital, including competitive balance, branding, and ownership structure, facilities and events issues, and public private partnerships influence strategic and operating decisions
- Demonstrate an understanding of financial resources in sport including revenue sharing, incremental revenue sources, salary structure in professional sports, and contracting issues
- Demonstrate an understanding of the relationships between professional and amateur sports enterprises and the media, sponsors, and manufacturers
- Demonstrate an understanding of how sports organizations can manage technology and innovation for competitive advantage
- Demonstrate an understanding of the ethical and legal issues in global sports

7. How does this program support the institutional, USF System, and SUS Strategic Plans?

The proposed program is consistent with and supportive of the current State University System (SUS) Strategic Planning Goals:

**Goal 1: Access to and Production of Degrees**

The proposed MBA/MSSEM program directly supports access to and production of graduate degrees. The 60 credit hour program, designed as an academic-industry partnership, will provide an opportunity for entry level and experienced professionals in a variety of industries to gain the knowledge, skills, abilities, and hands-on experience to succeed in the competitive arena of sports and entertainment management.

**Goal 2: Meeting statewide professional and workforce needs**

The proposed program directly supports the SUS goal of meeting professional and workforce needs across the state and region. As noted by the Florida Sports Foundation, Florida's climate and environment create an ideal venue for a year-round mix of professional, amateur, and recreational sporting activities as well as intercollegiate, interscholastic, intramural and community sports programs ([http://flasports.org/page\\_sportsindustry.shtml](http://flasports.org/page_sportsindustry.shtml).) The state's 21 regional sports commissions are testament to the importance of sports to Florida's growth and economic development. Florida is home to an extraordinary number of professional sports franchises in football (3), hockey (2), basketball (2), and baseball (2), while 13 additional major league baseball teams hold their spring training in Florida and 28 minor league baseball clubs are based in Florida. Florida has hosted playoff games in all major sports as well as 15 Super Bowls—more than any other state. Intercollegiate, interscholastic, and intramural sports have a significant social and economic impact on the state, creating jobs and generating positive public perception.

**Goal 3: Building world-class academic programs and research capacity**

The proposed will support the SUS goal of building world-class academic programs and research capacity both directly and indirectly. Research capacity will be enhanced by the addition of four new faculty positions, two underwritten by private funds and two funded by E&G. The positions underwritten by private funds will be senior level tenured/tenure-earning positions and are expected to attract experienced/mid-career scholars with established streams of research. The E&G funded positions are expected to be at the Assistant/Associate levels and should attract both new and experienced scholars. The critical mass of four faculty with complementary research agendas and the opportunity to collaborate with community partners including professional sports teams, USF Athletics, the Tampa Sports Authority, the Tampa Bay Sports Commission, media and other sports/business/entertainment-focused organizations should lead to relevant research and the ability to attract additional private funding for scholarly activity and student scholarships.

**Goal 4: Meeting community needs by fulfilling unique institutional responsibilities**

The proposed degree program is aligned with USF's strategic priorities:

- **Expanding world-class interdisciplinary research, creative, and scholarly endeavors**—the MBA/MSSEM is structured as a collaborative, interdisciplinary program. As noted under SUS Goal 3, above, the proposed program will create opportunities to expand the University's research capacity.
- **Promoting globally competitive undergraduate, graduate, and professional programs that support interdisciplinary inquiry, intellectual development, knowledge and skill acquisition, and student success through a diverse, fully-engaged, learner-centered campus environment**—the MBA/MSSEM will be a highly-differentiated, competitive program characterized by strong industry partnerships, a rigorous curriculum, a global emphasis, internships, and mentorships. Internships will insure graduates' ability to apply knowledge and skills in a problem-solving environment. The cohort structure of the program will encourage a high level of student interaction and engagement.
- **Expanding local and global engagement initiatives to strengthen and sustain healthy communities and to improve the quality of life**—the proposed program will enhance community engagement via multiple partnerships with professional, amateur, collegiate, scholastic, and community sport organizations.