

**COMPREHENSIVE PROGRAM  
REVIEW (CPR)  
FOLLOW-UP REPORT**

**EXERCISE AND HEALTH SCIENCE PROGRAM**

**Department of Health, Physical Education,  
and Sport Science  
Wellstar College of Health and Human Services**

**December 4, 2007**

**Prepared by**

**Dr. Bernie Goldfine  
Program Coordinator**

### ***1. Provide Evidence of quality enhancement of the program since 2003.***

There are plethora of significant improvements that have occurred within the Sport Management undergraduate program since 2003. Below are some of the most notable accomplishments, listed in no particular order of importance:

- The number of full-time faculty dedicated to Sport Management was 1.5 in 2002. As of Fall 2007, there are now 4 full-time Sport Management Faculty with another to be added in either Spring or Fall of 2008.
- Faculty have been hired with very specific areas of expertise (e.g. Sport Finance and Sport Economics), which has allowed for exceptional depth of teaching in courses and lines of research to be developed congruent with the faculty member's area of expertise.
- In the Spring of 2007, the Sport Management program applied for and achieved Program Approval under the NASSM-NASPE guidelines. This is not a designation that is easily achieved, and is an indication of the *quality* of the KSU Sport Management Program.
- The variety of course offerings has improved vastly since 2003. Examples of core Sport Management courses that were not offered 4-5 years ago are:
  - Legal Aspects of Sport
  - Sports Information (Communications)
  - Sport Economics
  - Sport Finance
- Additionally, courses are being offered in the concentration areas were not available to students in 2002-2003 (e.g. Sport Broadcasting and Foundations of Recreation).
- Internship opportunities and partnerships with Atlanta-based organizations have continued to blossom and mature. For example, the KSU Sport Management Program has a sales training partnership with the Atlanta Spirit (the managing entity of the Atlanta Hawks Professional Basketball Team and the Atlanta Thrashers Professional Hockey Team). Sport Management seniors work on actual ticket sales projects with this organization. This is just one example of the quality experiential learning experiences that students are afforded.
- The Sport Management Faculty continue to be very productive in their scholarship pursuits, publishing regularly in highly reputed scholarly journals and making a multitude of excellent presentations at learned societies. Among the many accomplishments are:
  - i. Authorship in leading textbooks in the Sport Management Field.
  - ii. Authorship in highly renowned popular publications (e.g. Wall Street Journal).
  - iii. Co-Principal Investigator on a \$200,000 FIPSE Grant that will result in a minimum of 32 student exchanges between KSU, California State University at Long Beach State in the United States and the Federal University of Santa Catarina and the University of Pernambuco in Brazil over the next four years.
  - iv. A competitive internal grant allowing for an investigation of prayer practices in interscholastic athletics throughout the United States.
- Admission and retention criteria for students have been raised significantly since 2003. Before the Fall semester of 2005, students were required to have a 2.5 adjusted grade point average for admission to the program; additionally, they were required to maintain a 2.5 adjusted grade point average to remain in the program. As of Fall 2005, students were required to have a 2.75 adjusted grade point average and to maintain at least this

standard to remain in the program. This increase in this standards has resulted in higher quality students, in general.

## **2. Provide evidence of productivity enhancement of the program since 2003.**

There are a number of significant improvements that have occurred within the Sport Management undergraduate program since 2003. Below are some of the most notable accomplishments, listed in no particular order of importance:

- In 2002, approximately 20 undergraduate Sport Management degrees were conferred; in 2007, there were 50 undergraduate degrees conferred. In other words, in the last five years, the number of students graduating from this program on a yearly basis has more than doubled. On this measure of undergraduate degree productivity, the Sport Management Program ranks 15<sup>th</sup> overall out of 43 total undergraduate programs at KSU. In terms of undergraduate programs and their 5-year change in number of undergraduates, Sport Management ranks 11<sup>th</sup> out of 43 total undergraduate programs at KSU.
- In 2002, it is estimated that there were approximately 150 Sport Management undergraduates in the program. In 2007, it is estimated that there are approximately 310 students in this program, a 106% increase in the number of Sport Management undergraduates at KSU over the last 5 years.
- Due to the increase in growth, more sections of Sport Management core courses are offered on a much more frequent basis (e.g. twice per year versus one time per year in – as was the case in 2002-2003).
- We have been exploring class sizes to improved program efficiency. Instead of using a fixed size for all classes, we might utilize more seats in courses such as HPS 2200 (our Introduction to Sport Management) and limit seats in upper-level classes such as HPS 4710, where there is a field-based component.

## **3. Identify the action plans and priorities from the 2003 Follow-Up Report that have been accomplished:**

- It was stated in the 2003 Follow-Up Report that : *“The quality of the program will be significantly improved when the current national search for another SM faculty is successful. This will allow two tenure-track faculty to be dedicated to improving program quality.* This goal has obviously been accomplished, especially considering that an additional two new faculty members have been added subsequent to 2003.
- It was suggested in the 2003 Follow-Up Report that: *“Add additional content courses so that students have a greater variety of experiences before entering their internships and graduating.”* This priority has been addressed with the addition of several courses that have been integrated in the curriculum (e.g. Sports Information, Sport Finance, Sport Economics, and Legal Aspects of Sport).
- It was suggested in the 2003 Follow-Up Report that the Sport Management Program: *“Seek North American Society for Sport Management (NASSM) certification....and that this should increase the number of students wanting to enroll and graduate from this*

*program.*” This priority (NASSM Certification) has been accomplished as of the Spring semester of 2007. Concerning the number of students wanting to enroll and graduate from the program, the NASSM certification might not be that key of a variable in growth, given the substantial growth this program has experienced prior to this certification.

- It was suggested in the 2003 Follow-Up Report that the Sport Management Program: “*As the enrollment increases, offer all courses more frequently. This will expedite the progress of students through the program.*” As aforementioned, core courses are being offered on a more frequent basis and this has helped expedite the progress of students through the program as evidenced by the program’s outstanding graduation rates.
- It was suggested in the 2003 Follow-Up Report that the Sport Management Program: “*Begin exploring, within the next five years, an interdisciplinary MBA in Sport Management.*” This goal of graduate education in Sport Management has taken on a bit different direction. Currently, there is some formal exploration into adding a graduate program in International Sport Science that will most likely have a strong Sport Management component. A collaboration with the Coles College of Business in graduate education, as in the undergraduate Sport Management Program is also being explored.

***4. Identify the action plans and priorities from the 2003 Follow-Up Report that still need to be addressed and indicate a timeline for their completion. If specific action plans and priorities have changed since 2003, please explain.***

- One of the specific recommendations of the 2003 Follow-Up Report was to establish a formal Academic Advisory Board. This goal has not been realized completely. There are a wide-array of Sport Management Professionals (including KSU Sport Management Alumni) who have provided curricular feedback about the Sport Management Program, because of the frequent communication with these individuals. However, a more formal Board that meets periodically could help to provide additional input to improve the program. This will be accomplished within the next two years, by the Spring Semester of 2010.
- The concentration areas within the Sport Management program (Sport Marketing, Recreation Management, Sport Communication, and Fitness Management) need to be re-examined to see if they need to be reconfigured to strengthen the curriculum in these respective areas. This will be accomplished within the next two years, by the Spring Semester of 2010.
- A graduate program with an International focus and enough Sport Management content to qualify for NASPE-NASSM program approval is currently being explored. It is hoped that such a program will be on the books by Spring Semester of 2011.

***5. Address the current status of the program’s viability. If viable, justify whether the program should be sustained, reconfigured, or enhanced.***

Based upon the evidence of quality and productivity, the undergraduate Sport Management program is considered highly viable and thriving.

***a. Indicate how the program advances specific goals and actions steps of KSU's Strategic Plan.***

Below are a few example of how the Sport Management Program advances specific goals of the KSU's Strategic Plan:

- The Sport Management Program advances one of the most important goals of the KSU Strategic Plan - the centrality of teaching. The Sport Management Faculty are dedicated to: (1) upholding high performance standards for their students; (2) maintaining a pedagogy that is highly interactive and experiential in nature and; (3) personal, so that the students feel connected to the program (e.g. involvement in Faculty Firesides with students). Additionally, faculty searches have placed the highest priority on finding faculty who are exceptional teachers.
- The Sport Management Program also strives diligently toward the KSU Strategic Goal of working hard to a part of rather than apart from the communities it services. This is evidenced by the partnerships that have blossomed between the KSU Sport Management Program and the local Parks and Recreation Programs, YMCAs, and Professional Sports Teams in addition to the monies raised by Sport Management Majors for worthwhile charitable causes on an annual basis.
- The Sport Management Program's faculty has also been highly productive in their applied research and service, one of the key goals of the KSU Strategic Plan.

***b. Identify resources need to strengthen the program's ability to meet the goals of KSU's Quality Enhancement Plan.***

Currently, the Sport Management Program has relationships with three different institutions in three different countries: (1) Federal University of Santa Catarina, Brazil; (2) The Hogeschool, Amsterdam, Netherlands and; (3) The University of Pretoria, South Africa. These relationships provide international opportunities for KSU's Sport Management Students. First, students who have come to KSU and taken course work in the Sport Management program have opened KSU Sport Management students to the world outside of the United States. These foreign students' contributions to classroom dialogue is invaluable – as KSU students gain insights to the discipline and life beyond Georgia and the United States. Second, students who travel to these programs (thus far, only one has ventured abroad), come back with significantly broader views. Additionally, the awarding of the \$200,000 FIPSE grant that will send KSU students abroad and bring Brazilian students here over the next 4 years.

Although, the Sport Management Program has some great resources at its disposal and is maintaining some very good relationships with foreign partners, additional resources are needed for centralized services to assist students with cost effective international travel.

***c. If the program is delivered off-campus, please provide a cost analysis of the off-site delivery.***

Not applicable to the undergraduate Sport Management Program.

***d. Indicate the resources needed to sustain, reconfigure, or enhance the program's quality and productivity:***

- Having additional monies to hire qualified adjuncts would be desirable to attract and retain individuals with highly specialized credentials. For example, the program had an individual with incredible qualifications to teach the Sport Broadcasting Course (e.g. he was formerly a broadcaster for the New York Yankees) and the program could not retain him. The money offered to him was paltry and there was very little money available at the time to buy the necessary equipment for this course. This was a shame, because KSU could have built one of the most desirable programs in the country (similar to Syracuse University) had the funds been available. The program would benefit if there were some latitude to negotiate beyond the tight formulaic approach to funding that currently exists.
- Additional faculty lines will be necessary to bring an International Sport Management/Science on line within the next three years.
- Having a centralized advising system in place with someone hired to do the advisement for incoming students. Faculty should still do the mentoring, but there should be additional resources to help students. As of right now, faculty are overburdened with this responsibility.

In summary, the program should simply be enhanced, with the implementation of the aforementioned changes.