Wichita State University

COLLEGE OF EDUCATION

KANSAS BOARD OF REGENTS PROGRAM REVIEW
AY 2008-09

Department of Sport Management

Discipline:
Sport and Fitness Administration/Management (CIP Code: 310504)

B.A. Sport Management

Wichita State University
COLLEGE OF EDUCATION

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			2002	2003	2004	2005	2006	2007	2008
KINESIOLOGY AND SPORT STUDIES	**Section I: Part A: Academic Instruction Expenditures**	1. Salaries/Benefits	$818,903	$826,011	$741,993	$816,335	$825,979	$958,461	$1,045,345
		2. Other Operating Exp.	$32,823	$36,739	$32,505	$31,260	$28,755	$29,774	$31,691
		3. Total	$851,726	$862,750	$774,498	$847,595	$854,734	$988,235	$1,077,036
	Section I: Part B: Student Credit Hour Production	1. Lower Division	3,807	4,344	4,441	4,148	3,817	3,603	3,817
		2. Upper Division	3,605	3,825	3,852	4,333	4,639	4,530	4,918
		3. Masters	1,594	1,423	1,277	1,274	1,486	1,291	1,549
		4. Doctoral	0	0	0	0	0	0	0
		5.Total	9,006	9,592	9,570	9,755	9,942	9,424	10,284
	Section I: Part D: Percentage of Departmental SCH taken by:	1. Their Undergraduate Majors	38.9	37.6	35.3	42.3	39.4	44.4	44.6
		2. Their Graduate Majors	16.6	12.8	12.7	12.9	14.6	14	15.1
		3. Non-Majors	44.5	49.6	52	44.8	46	41.6	40.3
	Section I: Part E: Departmental Faculty	1. Tenured/Tenure Track Faculty Head Count	8	7	6	6	5	4	7
		2. Tenured/Tenure Track Faculty with Terminal Degrees	6	5	5	5	4	3	5
		3. Total Tenured Faculty	3	3	4	4	4	3	5
		Total Instructional Faculty FTE in Department	8	10	8	10	9	7	11

				2002	2003	2004	2005	2006	2007	2008
KINESIOLOGY AND SPORT STUDIES	**Section I: Part F: Actual Instructional FTE**		1. Tenured/Tenure Track Faculty	8.5	7	5.25	6	5	7	7
			2a. Instructor of Record (IOR)	0.5	0.63	0	0	0	0	0
			2b. Not Instructor of Record	0	0	0	0.25	0	0	0
			3. Other Instructional FTE	7.79	11.02	12.62	12.63	13.61	13.11	13.7
			4.Total FTE	16.79	18.65	17.87	18.88	18.61	20.11	20.7
			5. SCH generated by Tenured/Tenure Track Faculty	1,821	1,419	1,102	1,347	1,281	1,491	1,338
			6. SCH generated by GTA's (IOR)	171	78	0	0	0	0	0
			7. SCH generated by Other Instructional Faculty	1,832	2,678	3,121	3,155	3,248	2,807	3,106
			8. Total SCH	3,824	4,175	4,223	4,502	4,529	4,298	4,444
			9. Average SCH per Tenured/Tenure Track Faculty	214.24	202.71	209.90	224.50	256.20	213.00	191.11
			10. Average SCH per GTA (IOR only)	342	123.81	0	0	0	0	0
			11. Average SCH per Other Instructional Faculty	235.17	243.01	247.31	249.80	238.65	214.11	226.73
			12. Average Overall SCH per FTE	227.75	223.86	236.32	238.45	243.36	213.72	214.69
	Section II: Part A: Majors in the Discipline	**SPORT ADMINI-STRATION**	1. Freshmen/Sophomores (optional)	25	27	19	22	22	32	47
			2. Jrs., Srs., 5th Year Majors	56	46	60	78	59	69	74
			3. Masters	96	74	62	68	73	62	63
			4. 1st Prof / Specialist / Certif.	0	0	0	0	0	0	0
			5. Doctoral	0	0	0	0	0	0	0

				2002	2003	2004	2005	2006	2007	2008
KINESIOLOGY AND SPORT STUDIES	**Section II: Part B: ACT Scores of Undergraduate Jrs.,Srs**	**SPORT ADMINI-STRATION**	1. Average ACT Composite	22	20.7	22.2	22.1	21.1	21.6	21.6
			2. Low ACT	15	15	17	12	12	17	14
			3. High ACT	32	26	33	29	29	29	31
			4. Number Reporting an ACT Score	27	22	34	51	35	46	47
			5. Percent Reporting ACT Score	48.21%	47.83%	56.67%	65.38%	59.32%	66.67%	63.51%
	Section II: Part C: Degrees Conferred	**SPORT ADMINI-STRATION**	1. Associate	0	0	0	0	0	0	0
			2. Baccalaureate	20	24	25	34	36	33	35
			3. Masters	46	36	28	27	31	18	34
			4. First Prof / Specialist / Certificate	0	0	0	0	0	0	0
			5. Doctorate	0	0	0	0	0	0	0

II. A statement that describes how the program relates to the mission and role of the college and university.

Overview

The Department of Sport Management was established in 2008 after previously having its B.A.-Sport Management degree housed in the Department of Kinesiology and Sport Studies. The Board of Regents formally recognized the B.A.-Sport Management degree (then Sport Administration) in 1998, although program development and planning began many years earlier. Today, the program represents one of 53 programs in the United States that has received approval by its governing organizations for having an approved and certified curriculum. The B.A.-Sport Management program is the only comprehensive, approved program in the state of Kansas. And, because of program quality, it is recognized as the premier sport management program within the region.

The B.A.-Sport Management program represents an academic discipline with a business foundation tailored to the sport industry. Core course offerings include, for example, Legal Aspects of Sport and Physical Activity, Organization and Administration of Sport, Marketing Sport and Physical Activity, Economics of Sport, Sport Finance, Sport Facility Management, and Sport in American Culture. Students complete either a two-semester internship or a practicum and internship combination as part of their culminating degree experience. Sport management graduates secure careers in intercollegiate athletic programs (e.g., marketing, development, facility management), professional sport programs (e.g., NHL, NFL, NBA, MLB, minor league teams), park and recreation facilities, health clubs, and other for-profit sport entities (e.g., sport retail stores, golf clubs).

WSU, COE, and Sport Management Degree Program Mission Statements

Sport management degree opportunities complement both the missions of Wichita State University (WSU) and the College of Education (COE). The mission of the sport management program is "to provide students with knowledge, understanding, and an appreciation of the sport industry that will provide career advancement opportunities. The tools and resources provided to the students will occur in a positive learning environment combining both theory and practice." WSU's mission is "to provide comprehensive educational opportunities in an urban setting . . .

[seeking] to equip both its students and the larger community with the educational and cultural tools needed to thrive in a complex world, and to achieve both individual responsibility and effective citizenship in the local, national, and global community."

The sport management undergraduate program provides superior career opportunities. Students gain both the academic knowledge and experiential learning that provide the tools necessary for them to succeed. The curriculum is specifically designed to prepare students for professional practice, and the sport industry provides a breadth of career opportunities for interested students. The Wichita and surrounding community provides numerous pre-employment field experiences, and the sport management curriculum allows students to capitalize on those opportunities. In turn, employers directly benefit as they are provided with an educated work force necessary to maintain the goals of their own sport organizations. Interns and graduating students have secured positions in urban (e.g. Wichita Wingnuts, Greater Wichita Area Sports Commission, Wichita YMCA [multiple branches], New Balance), suburban (e.g., Wichita Thunder, Wichita Wild, Maize Recreation Commission), and rural (e.g., Butler County Community College, Moundridge High School) settings. Undergraduate sport management students are also employed in national and international sport organizations.

The COE's stated mission is "to prepare professionals to benefit society and its institutions through the understanding, the facilitation and the illumination of the learning process." As mentioned above, WSU's B.A.-Sport Management program is one of only 53 such programs that have received program certification approval by the sport management governing organizations. It is a quality program built upon a comprehensive curriculum with courses taught by talented faculty who excel in research, teaching, and service initiatives. As evident throughout the remainder of the document, the sport management degree program complements the mission of both WSU and the COE while also serving multiple constituencies.

III. A statement that analyses the quality of the program as assessed by the strengths, productivity and qualifications of the faculty.

All faculty members teaching in the core sport management curriculum have graduate degrees and are well established in their profession (please see Table III.1). Full-time faculty possesses expertise in the areas of sport management, sport public relations, sport marketing, sport law, sport sociology, ethics in sport, and sport finance.

Table III.1: Department of Sport Management faculty

Faculty Member	Academic Rank	Highest Degree, Date Earned
Lori K. Miller	Professor	Ed.D.,1989; J.D., 2002
Jeffrey Noble	Instructor	Ed.D., 2004
G. Clayton Stoldt	Associate Professor	Ed.D., 1998
Mark Vermillion	Assistant Professor	Ph.D., 2006

Research Productivity

Table III.2 summarizes the scholarship productivity of faculty teaching in the sport management program.

Table III.2: Sport management faculty publications and presentations

	Publications						Presentations					
Name	2003	2004	2005	2006	2007	2008	2003	2004	2005	2006	2007	2008
Miller	-	-	2	3	1	4	-	-	-	1	2	-
Noble	-	-	-	-	-	-	1	-	1	-	1	1
Stoldt	7	-	4	2	4	4	3	1	2	1	4	1
Vermillion	-	-	1	1	5	-	-	3	2	1	5	3

As indicated, the sport management faculty members are well published and respected in the sport management discipline. Dr. Miller, who returned to a faculty in role in AY06 after a three-year assignment as associate dean, is one of the field's leading experts in sport law. She holds "Research Fellow" status with the premier sport management academic organization, the North American Society for Sport Management (NASSM). She was also awarded the University of Louisville Young Investigator Award in 1993 and the WSU COE Researcher Award in 1998. Dr. Stoldt is recognized as a leading authority in the area of sport public relations, serving as the

lead author on a textbook on the subject and publishing and presenting for both academic and professional audiences in the field. Dr. Vermillion is establishing an impressive research record, earning the WSU COE Research Award in 2008 and securing an URCA grant the same year. A socio-cultural specialist, Dr. Vermillion commonly collaborates on interdisciplinary projects. Dr. Noble does not have research responsibilities; however, he is active as a scholar and had made valuable contributions as a co-investigator on several papers and articles. Faculty publications have appeared in the premier sport management journals including *Sport Marketing Quarterly, Journal of Sport Management, Journal of Legal Aspects of Sport, International Journal of Sport Management,* and the *Smart Management and Related Topics* journal.

Sport management faculty members have also been successful in attracting grant money. Over the last five years, they have secured $139,000 in grants supporting research initiatives or student experiential learning assignments.

The faculty's scholarship capabilities and established expertise is further recognized by three of its members' roles on editorial review boards. Sport management faculty members serve/have served as editorial reviewers for a variety of journals including *Journal of Legal Aspects of Sport, Sport Marketing Quarterly, International Journal of Sport Management, Journal of Sport Management, Journal of Sport Media,* and *International Journal of Sport Communication.*

Teaching

The sport management faculty members are recognized for their quality teaching, in addition to their superior scholarship. Dr. Miller and Dr. Stoldt have both been recognized with teaching awards. Dr. Miller was recognized as University of Louisville's School of Education Teacher of the Year in 1996. Dr. Stoldt was recognized as the WSU Cooperative Education Faculty Advisor of the Year in 2002 and the 2006 WSU COE Teaching Award. All four of the department's faculty members consistently receive ratings in the "very good" and "excellent" ranges on SPTE evaluations. Student comments on the SPTEs also reflect high levels of satisfaction with their class experiences. Students describe Dr. Miller as a "great instructor" and "exceptionally well versed in law." One simply said of her class, "Loved it." Students describe Dr. Noble as an "enthusiastic professor," "very interesting," and "down to earth." One student liked "the way he made us think." Students describe Dr. Stoldt as "engaging and interesting"

and “an authority on the material.” One student said Dr. Stoldt’s class “helped me see the other side of sports.” Students describe Dr. Vemillion as “awesome,” “funny,” and “personable.” One student observed, “He made sure everyone was involved in class.”

Sport management faculty commonly utilize technology online and in the classroom. All four faculty members utilize the BlackBoard course Web site to post class presentations, supplemental information, assignment information, and grade data. Several also utilize podcasts as instructional tools. All four faculty members utilize classroom technologies such as PowerPoint, Web links and/or digital video.

Additional WSU faculty and a number of lecturers also teach classes in the B.A.-Sport Management program, and their contributions are invaluable. Dr. Alan Aagaard, assistant professor in Curriculum and Instruction, teaches the required Desktop Publishing class. Dr. Aagaard has a wealth of information teaching computer education classes and serves on the executive board of the MidAmerica Association for Computers in Education. Dr. Martin Perline, professor of economics and Bloomfield Foundation Faculty Fellow, teaches the Economics of Sport class. Dr. Perline has received multiple teaching awards during his tenure at WSU and has served as the faculty athletic representative for WSU Athletics for 32 years.

WSU’s location in a metropolitan setting enables it to draw on a wide range of qualified, talented lecturers teaching in the undergraduate sport management degree program. Lecturers all possess advanced degrees and/or valuable years of experience as practitioners in a variety of sport businesses. Please see Table III.3.

Table III.3: Sport Management Lecturers

Sport Admin. Lecturers	Education	Years Practitioner/Sport Business Experience	Content Taught
G. Buell	Ph.D.-Clinical Psychology	33 years	Psychology of sport
S. Crawford	Ph.D-Educ. Leadership	13 years	Sport public relations
J. Lee	M.Ed. Sport Admin.	21 years	Sport facility management
M. McCoy	M.S.-Health & PE	24 years	Sport finance
D. Moses	J.D.	19 years	Legal aspects of sport
C. Presson	B.S.-Journalism	16 years	Marketing sport
S. Shaad	B.A. Liberal Arts	18 years	Sport event management / Selling in Sport

For example, Scott Crawford is the commissioner of the Kansas Collegiate Athletic Conference. Mike McCoy is general manager of the Wichita Wild football franchise. Steve Shaad’s professional background includes serving as the general manager of a minor league baseball

team and a sport marketing consultant. John Lee is the Heskett Center Associate Facility Director, and Chris Presson is the manager of Wichita's new downtown sports and entertainment venue. The knowledge and wisdom possessed by these individuals combines both academic background and years of valuable experience in the sport industry.

Professional Involvement

The sport management faculty members are involved with professional associations and have occupied, and currently hold, a variety of leadership roles. Specifically, faculty have served or are serving their professional constituencies as president of the Society of the Study of Legal Aspects of Sport (now the Sport and Recreation Law Association [SRLA]), SRLA executive director, conference manager for the North American Society for Sport Management (NASSM), NASSM treasurer, NASSM promotions committee chair, and official at NCAA swimming and diving championships. In addition, the sport management faculty served as hosts for the 2006 NASSM Conference in Kansas City. As evident through these leadership roles, the sport management faculty has earned respect and credibility within the larger sport management academic and professional communities.

Professional Development

Members of sport management faculty are also committed to ongoing professional development activities that allow them to stay current in their field. These activities have included attendance at academic conferences hosted by NASSM, SRLA, the North American Society for the Sociology of Sport (NASSS), the American Alliance for Health, Physical Education, Recreation and Dance (AAHPERD) and the Kansas Alliance for Health, Physical Education, Recreation and Dance (KAHPERD). They have attended professional conferences hosted by the College Sports Information Directors of America (CoSIDA) and the Kansas Park and Recreation Association. In addition to involvement and attendance with the professional conferences, sport management faculty have attended various other professional development offerings facilitated by the WSU's University Computing and Media Resources Centers, and the COE's Technology Center.

IV. Program quality as assessed by curriculum and effect of curriculum on students.

Sport Management Program Certification/Accreditation

The B.A.-Sport Management curriculum is designed in accordance with the professional standards of the leading academic bodies in the sport management. WSU is one of 53 schools in North America that has been recognized as an "approved" undergraduate degree program, meeting all Sport Management Program Review Council (SMPRC) criteria established by NASSM and the National Association of Sport and Physical Education (NASPE). Further, WSU is among the first 12 institutions to join as members with the new Council of Sport Management Accreditation (COSMA). Sport management's first full accrediting body, COSMA became active in July 2008, and WSU plans to seek accreditation as soon as possible.

Curricula Description

The B.A.-Sport Management curriculum is built on the general education foundation. In addition, students are required to successfully complete 55 credit hours of core sport management course work and 30 hours of elective credit (please see Table IV.1). Core course work includes, for example, sport public relations, sport sociology, sport economics, sport finance, sport management, sport law, and sport marketing. Sport management students are strongly encouraged to develop an area of specialization through the elective credit hours that are built into their program. Students may choose to complement their degree with a minor in one of the following: exercise science, business management, accounting, economics, entrepreneurship, management communications, or marketing. As a culminating educational experience, each student completes either (a) a two-semester internship or (b) a practicum experience and an internship prior to graduation. The internship provides students the opportunity to apply learned knowledge in a practical, professional setting while also establishing valuable professional networks. Graduating sport management students must have an overall grade point average of 2.50 and a minimum of 124 total credit hours.

Table IV.1. B.A. in Sport Management Curriculum

REQUIRED MAJOR COURSES (55 HOURS)

__ 3 SMGT 112 Intro to Sport Management
__ 1 LAS I 150U Career Network Experience
__ 3 SMGT 210 *Practicum – Sport Management
__ 3 SMGT 426 Sport Public Relations
__ 3 SMGT 428 Sport Finance
__ 3 SMGT 461 Legal Aspects Sport & Physical Activity I
__ 3 SMGT 462 Legal Aspects Sport & Physical Activity II
__ 3 SMGT 465 Psychology of Sport
__ 3 SMGT 466 Marketing Sport & Physical Activity
__ 3 SMGT 475 Sport in American Culture
__ 3 SMGT 520 Sport Tournament & Event Mgmt
__ 3 SMGT 525 Sport Facility Management
__ 3 SMGT 545 Organization & Admin of Sport & PE
__ 12 SMGT 547A Internship – Sport Management
__ 3 CI 541 Desktop Publishing
__ 3 ECON 611 Econ of Sport

* ___ 12 SMGT 447B Internship – Sport Management
* [This can be taken in place of SMGT 210, with a corresponding nine-credit adjustment in elective hours]

ELECTIVES (30 hour minimum)

Student may satisfy elective requirement by selecting courses with the consent of the program advisor and/or by pursuing a minor degree in Exercise Science, Communications, or one of seven minors available through the Barton School of Business.

*** As of Fall 2003, all incoming freshmen will be required to have 45 hours of courses numbered 300 or above.*

Admission standards

Candidates seeking to enter the Sport Management program must first be admitted to the COE. Applicants admitted to WSU are admitted to the COE if they declare a major in one of the programs in the College and, if transferring with University credit, have an overall grade point average of 2.500. Hence, the admission is overseen by the University's admissions office. Candidates must maintain at least a 2.500 overall grade point average to remain in good standing. In addition, students seeking admission to the College of Education will have completed 12 credit hours of WSU basic skills requirements, i.e., English composition I and II, basic public speaking, and college algebra or higher level math course.

Assessment procedures

Program evaluation in the B.A.-Sport Management program occurs both (a) to make decisions about individual candidates' progress through the program and (b) to make decisions about the effectiveness of the program at preparing candidates to meet the standards of the program. Faculty members measure student progress toward specified learning objectives via research projects, papers, quizzes, and/or written exams. Faculty members find this information beneficial in determining the effectiveness of their teaching and in identifying needed areas of

course alteration. Students benefit from the assessment feedback by identifying their own knowledge strengths, weaknesses, and needed areas of improvement. A complete detailing of the sport management assessment plan would exceed the space limitations of this report. However, the full plan is available upon request, and the following sections summarize how decisions are made about the progress of individual candidates within the program and the effectiveness of the program.

Decisions regarding about the progress on individual candidates are made at five transition points. Table IV.2 summarizes the transition points and the student outcomes expected at each:

Table IV.2. Stages of Assessment of Individual Candidates and Related Criteria

Transition Point	Criteria Summary
I. Admission to the College	Please see "Admission Standards" section above
II. Admission to the Program	Completion of program embedded in SMGT 112, community service, acceptable reference reports
III. Eligibility for the Required Internship	90 credit hours complete with a minimum GPA of 2.5; Completion of 90% of required sport management classes
IV. Completion of the Required Internship	Acceptable ratings by both internship site supervisor and faculty supervisor
V. Program Completion	Overall and major GPA of 2.5 or better, completion of 124 credit hours, completion of all required sport management courses and acceptable performance on embedded assessments

Decisions about the effectiveness of the B.A.-Sport Management program are made by the Sport Management Program Committee, in consultation with the Sport Management Advisory Committee, utilizing aggregated data from transition points, program follow-up surveys, COE exit surveys, external reviews, and relevant unit operations (e.g., advisement).

At least once each year, the Sport Management Program Committee examines program data to ascertain program effectiveness. After making tentative conclusions about the program, it forwards to the Advisory Council the aggregated data that have led it to believe changes are or are not needed along with its proposed changes (if any). The Council examines these and offers

advice on (a) whether the decision(s) about the need for changes is/are consistent with what the data show, (b) whether any proposed changes will reasonably address the problem(s) that have been detected, and (c) any additional suggestions members may have for improving the program. After receiving the recommendations of the Advisory Council, the Sport Management Program Committee makes final decisions about program changes to be recommended, if any, and forwards those to the appropriate University groups according to University policy.

Recent changes in the program resulting from the assessment process include, but are not limited to, the following:

- Change in title of the B.A. degree from Sport Administration to Sport Management in alignment with the commonly accepted designation in the field.
- Addition of SMGT 462-Legal Aspects of Sport II as a required course in the curriculum.
- Addition of SMGT 511-Selling in the Sport Industry as an elective course in the curriculum.

As evidenced by the international recognition given to the program and the high level of student achievement, the assessment process is functioning effectively as the program seeks to maintain its status as one of the top sport management programs in the U.S.

Quality of curriculum conveyed by degrees conferred

The number of degrees conferred in the undergraduate sport management program increased from 24 in FY2003 to 35 in FY2008, an increase of 46%. This increase reflects curricula quality, student interest, and the market demand for students graduating with a degree in sport management.

Quality of curriculum conveyed by number of students in major

The effectiveness of the curriculum on the students can be measured, in part, by the increase in students majoring in sport management in recent years. As indicated in the attached KBOR data, the number of sport management majors increased from 73 in FY2003 to 121 in FY2008, an increase of 66%. It is anticipated demand for the program will remain high based on student interest in the field and the quality program WSU offers.

V. Student needs, employer demands, and program preparation of students to meet their goals.

Student Needs

As indicated by KBOR data (see attached), the number of undergraduate majors in the undergraduate sport management program has grown from 81 in FY 02 to 121 in FY 08. Similarly, the number of bachelor's degrees awarded has grown from 20 in FY 02 to 35 in FY 35. These data provide strong evidence of robust student need and interest.

Employer and Industry Demands

Estimates of the size of the sports industry range from $50 billion to $440 billion, depending on the methodology employed. Even if a midrange figure is accurate, one scholar notes this makes sport twice the size of the U.S. automobile industry. Based on past industry employment estimates and rates of growth within the field, it is also reasonable to estimate that there are more than 5 million jobs in the U.S. sport industry. The sport management program represents a degree program servicing this multi-billion dollar industry. The programs meet the needs of students while providing sport practitioners with qualified, competent candidates for employment.

Program Preparation of Students

WSU's sport management curriculum meets all recommended professional standards, undergoes continuous assessment, and modifies curriculum as necessary. As mentioned, WSU is one of 53 schools in North America that has been recognized as an approved undergraduate degree program, meeting all NASSM/NASPE professional curricula standard criteria.

Two other resources available to students as they prepare for professional practice are the Sport Management Student Association (SMSA) and the Sport Management Alumni Association (SMAA). SMSA strives to (a) awaken and stimulate interest and professional advancement in the sport management discipline, (b) to foster interaction between student majors, and (c) to promote interaction between student members and sport practitioners. One of SMSA's major initiatives each year is the hosting of a career fair. Working in collaboration with the sport management faculty and WSU's cooperative education department, SMSA plays host to a

variety of area sport organizations seeking sport management students as interns and/or future employees. The career fair attracts more than a dozen area employers each year and serves as a platform for direct interaction between students and employers. The event is open to all WSU students and is now considered to be one of highlights of year within the sport management program.

The SMAA is comprised of graduates and former sport management students who are committed to financially supporting the program and providing important field contacts to students within the program. At least two events are scheduled each year to foster interaction between SMSA and SMAA members. In addition, the money donated by SMAA members provides scholarship support for current sport management students. While SMAA is only a few years old and still growing, it has become a critical part of the sport management program.

VI. Services the program provides to the discipline, other programs at the university, the metropolitan area, or Kansas.

Service to WSU and the College of Education

Sport management faculty support and respect the goals of the broader institution, i.e., WSU. Sport management faculty serve/have recently served in a number of key roles at WSU, including on the Executive Committee of the Faculty Senate, University Residency Committee, University Grievance Committee, Intercollegiate Athletics Association Board of Directors, and the Foundations of Excellence Committee.

Similarly, sport management faculty members play a prominent role in various COE activities. Sport management faculty members serve on the Unit Assessment Committee, Faculty Personnel Committee, Curriculum Committee, and the college Leadership Team. A sport management graduate student also serves on the COE Diversity Committee. Faculty members occasionally serve as committee members on dissertation or thesis committees. Faculty, staff, and students also regularly attend COE meetings and work in support of special events.

The department's administrative specialist is also working in support of the COE's Department of Educational Leadership, agreeing to provide administrative services for that unit on a temporary basis. This has allowed the COE to realize cost savings in regard to hiring an additional administrative assistant for the other department.

Service to the Sport Management Profession

Members of the sport management faculty also provide significant service to their discipline in a number of ways. As noted previously (see Section III "Professional Involvement"), faculty members serve/have served as editorial reviewers for a variety of journals including *Journal of Legal Aspects of Sport, Sport Marketing Quarterly, International Journal of Sport Management, Journal of Sport Management, Journal of Sport Media,* and *International Journal of Sport Communication.* Additionally, faculty have served or are serving their professional constituencies as president of the Society of the Study of Legal Aspects of Sport (now the Sport and Recreation Law Association [SRLA]), SRLA executive director, conference manager for the North American Society for Sport Management (NASSM), NASSM treasurer, NASSM promotions committee chair, and official at NCAA swimming and diving

championships. In addition, the sport management faculty served as hosts for the 2006 NASSM Conference in Kansas City. The NASSM Conference is arguably the world's premier academic sport management conference, and the 2006 conference was NASSM's most successful to date. Besides the faculty, nearly 30 WSU sport management students were involved in planning and administering the event.

Service to Kansas

WSU is the only school in the state of Kansas offering both a master's degree and a bachelor's degree in sport management. As a result, the WSU sport management students, faculty, and graduates provide a variety of quality services throughout the state.

All undergraduate students are required to complete practicum and internship assignments as a part of their degree requirements. Although students may complete these assignments at sport organizations outside the state of Kansas, Table VI.1 illustrates that for AY08, the vast majority of students served with sport organizations within the state.

Table VI.1: Sport management interns

Academic Year	No. of Practicum Students		No. of Interns	
	Served in Kansas	Served out of Kansas	Served in Kansas	Served out of Kansas
08	30	0	40	11

Sport management courses also provide experiential learning opportunities for students, many of which support sport businesses in Kansas. For example, sport management classes have required undergraduate students to assist in staffing events such as the National Baseball Congress tournament, the Wichita Corporate Challenge, and the K.T. Woodman Track and Field Invitational. Further, students in the program regularly volunteer to work with Kansas sport organizations as they seek to provide community service while building their resumes.

Upon completing their degree requirements, many sport management graduates work with sport organizations in Kansas. The 2008 Sport Management Alumni Directory indicates that 53% of WSU sport management alumni are working in Kansas businesses. While this directory is not comprehensive as not all alumni respond, it demonstrates that the program places numerous graduates in Kansas sport organizations.

VII. Program cost effectiveness indicators.

The attached KBOR data provides cost effectiveness data for the former Department of Kinesiology and Sport Studies, where the B.A.-Sport Management program used to be housed. The data portray a growing and healthy department in regard to student credit hour (SCH) production, percentage of departmental SCH taken by students with majors within the department, department faculty, and overall average SCH per full-time equivalent.

The specific cost effectiveness of the B.A.-Sport Management program may be measured in other ways, however. Indicators addressed in the following sections include generation of credit hours, number of majors in the program and the number of degrees conferred. The department's OOE budget will also be discussed

Generation of Credit Hours

Student enrollment in sport management courses is robust. Table VII.1 documents student credit hours generated by sport management classes in recent years.

Table VII.1: SCH by Semester for Sport Management Classes

F03	Sp04	Su04	F04	Sp05	Su05	F05	Sp06	Su06	F06	Sp07	Su07	F07	Sp08	Su08
1,330	1,243	356	1,509	1,240	371	1,443	1,318	359	1,464	1,299	564	1,443	1,639	394
Total: 2,929			Total: 3,120			Total: 3,120			Total: 3,327			Total: 3,476		

As indicated, student credit hours (SCH) generated by sport management classes has increased by 19% from 2,929 in AY04 3,476 in AY08. The average number of SCH generated per semester by sport management classes during the fall and spring semesters for the five-year period was 1,393, and the average for the summer semesters was 409.

Majors in the Discipline

As indicated in the attached KBOR data, the number of sport management majors increased from 81 in FY2002 to 121 in FY2008, an increase of 49%. Table VII.2 displays the total number of majors by year.

Table VII.2. Total Number of Majors by Year

FY02	FY03	FY04	FY05	FY06	FY07	FY08
81	73	79	100	81	101	121

While some variance has occurred from year-to-year, the overall trend evident from the data is that the program is growing, and it is larger than it has been at any previous time.

Degrees Conferred

As the attached KBOR data indicates, the number of bachelor's degrees in sport management has grown from 20 in FY 2002 to 35 in FY 2008, an increase of 75%. The program's dramatic growth is further illustrated when one considers that just five degrees were conferred in FY 2000. The number of degrees conferred has leveled over the last four years at an average of 32.6. This is a strong indicator of sustained cost effectiveness for a maturing program.

Department OOE

The Department of Sport Management is very prudent in managing its resources. The attached KBOR data displays budget figures from the old Kinesiology and Sport Studies department. When it was re-organized, the Department of Sport Management's OOE budget was established at $9,821.00. Given its high level of productivity in multiple areas, it is fair to conclude the new department is operating in a cost-effective manner.

Wichita State University

COLLEGE OF EDUCATION

KANSAS BOARD OF REGENTS PROGRAM REVIEW
AY 2008-09

Department of Sport Management

Discipline:
Sport and Fitness Administration/Management (CIP Code: 310504)

M.Ed. Sport Management

Wichita State University
COLLEGE OF EDUCATION

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			2002	2003	2004	2005	2006	2007	2008
KINESIOLOGY AND SPORT STUDIES	**Section I: Part A: Academic Instruction Expenditures**	1. Salaries/Benefits	$818,903	$826,011	$741,993	$816,335	$825,979	$958,461	$1,045,345
		2. Other Operating Exp.	$32,823	$36,739	$32,505	$31,260	$28,755	$29,774	$31,691
		3. Total	$851,726	$862,750	$774,498	$847,595	$854,734	$988,235	$1,077,036
	Section I: Part B: Student Credit Hour Production	1. Lower Division	3,807	4,344	4,441	4,148	3,817	3,603	3,817
		2. Upper Division	3,605	3,825	3,852	4,333	4,639	4,530	4,918
		3. Masters	1,594	1,423	1,277	1,274	1,486	1,291	1,549
		4. Doctoral	0	0	0	0	0	0	0
		5.Total	9,006	9,592	9,570	9,755	9,942	9,424	10,284
	Section I: Part D: Percentage of Departmental SCH taken by:	1. Their Undergraduate Majors	38.9	37.6	35.3	42.3	39.4	44.4	44.6
		2. Their Graduate Majors	16.6	12.8	12.7	12.9	14.6	14	15.1
		3. Non-Majors	44.5	49.6	52	44.8	46	41.6	40.3
	Section I: Part E: Departmental Faculty	1. Tenured/Tenure Track Faculty Head Count	8	7	6	6	5	4	7
		2. Tenured/Tenure Track Faculty with Terminal Degrees	6	5	5	5	4	3	5
		3. Total Tenured Faculty	3	3	4	4	4	3	5
		Total Instructional Faculty FTE in Department	8	10	8	10	9	7	11

				2002	2003	2004	2005	2006	2007	2008
KINESIOLOGY AND SPORT STUDIES	**Section I: Part F: Actual Instructional FTE**		1. Tenured/Tenure Track Faculty	8.5	7	5.25	6	5	7	7
			2a. Instructor of Record (IOR)	0.5	0.63	0	0	0	0	0
			2b. Not Instructor of Record	0	0	0	0.25	0	0	0
			3. Other Instructional FTE	7.79	11.02	12.62	12.63	13.61	13.11	13.7
			4.Total FTE	16.79	18.65	17.87	18.88	18.61	20.11	20.7
			5. SCH generated by Tenured/Tenure Track Faculty	1,821	1,419	1,102	1,347	1,281	1,491	1,338
			6. SCH generated by GTA's (IOR)	171	78	0	0	0	0	0
			7. SCH generated by Other Instructional Faculty	1,832	2,678	3,121	3,155	3,248	2,807	3,106
			8. Total SCH	3,824	4,175	4,223	4,502	4,529	4,298	4,444
			9. Average SCH per Tenured/Tenure Track Faculty	214.24	202.71	209.90	224.50	256.20	213.00	191.11
			10. Average SCH per GTA (IOR only)	342	123.81	0	0	0	0	0
			11. Average SCH per Other Instructional Faculty	235.17	243.01	247.31	249.80	238.65	214.11	226.73
			12. Average Overall SCH per FTE	227.75	223.86	236.32	238.45	243.36	213.72	214.69
	Section II: Part A: Majors in the Discipline	**SPORT ADMINI-STRATION**	1. Freshmen/Sophomores (optional)	25	27	19	22	22	32	47
			2. Jrs., Srs., 5th Year Majors	56	46	60	78	59	69	74
			3. Masters	96	74	62	68	73	62	63
			4. 1st Prof / Specialist / Certif.	0	0	0	0	0	0	0
			5. Doctoral	0	0	0	0	0	0	0

				2002	2003	2004	2005	2006	2007	2008
KINESIOLOGY AND SPORT STUDIES	**Section II: Part B: ACT Scores of Undergraduate Jrs.,Srs**	**SPORT ADMINI-STRATION**	1. Average ACT Composite	22	20.7	22.2	22.1	21.1	21.6	21.6
			2. Low ACT	15	15	17	12	12	17	14
			3. High ACT	32	26	33	29	29	29	31
			4. Number Reporting an ACT Score	27	22	34	51	35	46	47
			5. Percent Reporting ACT Score	48.21%	47.83%	56.67%	65.38%	59.32%	66.67%	63.51%
	Section II: Part C: Degrees Conferred	**SPORT ADMINI-STRATION**	1. Associate	0	0	0	0	0	0	0
			2. Baccalaureate	20	24	25	34	36	33	35
			3. Masters	46	36	28	27	31	18	34
			4. First Prof / Specialist / Certificate	0	0	0	0	0	0	0
			5. Doctorate	0	0	0	0	0	0	0

II. A statement that describes how the program relates to the mission and role of the college and university.

Overview

The Department of Sport Management was established in 2008 after previously having its B.A. and M.Ed.-Sport Management degrees housed in the Department of Kinesiology and Sport Studies. The M.Ed.-Sport Management (then Sport Administration) program was formally recognized by the Board of Regents in 1992, although its development and planning began through faculty efforts in the early 1970s. Today, the program represents one of 34 graduate programs in the United States that has received approval by its governing organizations for having an approved and certified curriculum. The M.Ed.-Sport Management program is the only comprehensive, approved program in the state of Kansas. And, because of program quality, it is recognized as the premier sport management program within the region.

The M.Ed.-Sport Management program represents an academic discipline with a business foundation tailored to the sport industry. Core course offerings include, for example, Management in Sport, Leadership and Ethics in Sport, Sport Marketing, and Legal Issues in the Profession. Students complete a required internship as part of their culminating degree experience. Sport management graduates secure careers in intercollegiate athletic programs (e.g., marketing, development, facility management), professional sport programs (e.g., NHL, NFL, NBA, MLB, minor league teams), park and recreation facilities, health clubs, and other for-profit sport entities (e.g., sport retail stores, golf clubs).

WSU, COE, and Sport Management Degree Program Mission Statements

Sport management degree opportunities complement both the missions of Wichita State University (WSU) and the College of Education (COE). The mission of the sport management program is, "to provide students with knowledge, understanding, and an appreciation of the sport industry that will provide career advancement opportunities. The tools and resources provided to the students will occur in a positive learning environment combining both theory and practice." WSU's mission is "to provide comprehensive educational opportunities in an urban setting . . . [seeking] to equip both its students and the larger community with the educational and cultural tools needed to thrive in a complex world, and to achieve both individual responsibility and effective citizenship in the local, national, and global community."

The sport management graduate program does provide superior career opportunities. Students gain both the academic knowledge and experiential learning that provide the tools necessary for them to succeed. The curriculum is specifically designed to prepare students for professional practice, and the sport industry provides a breadth of career opportunities for interested students. The Wichita and surrounding community provides numerous pre-employment field experiences, and the sport management curriculum allows students to capitalize on those opportunities. In turn, employers directly benefit as they are provided with an educated work force necessary to maintain the goals of their own sport organizations. Interns and graduating students have secured positions in urban (e.g. Wichita Wingnuts, Wichita YMCA [multiple branches], New Balance), suburban (e.g., Wichita Thunder, Wichita Wild, Derby Recreation Commission), and rural (e.g., McPherson College, Goodland High School) settings. Graduate sport management students are also employed by national and international sport organizations.

The COE's stated mission is "to prepare professionals to benefit society and its institutions through the understanding, the facilitation and the illumination of the learning process." The college's conceptual framework, which includes priorities such as human development and diversity, professionalism and reflection, collaboration, technology, and more serves as the foundation for the sport management curriculum. It is a quality program featuring a talented faculty who excel in research, teaching, and service initiatives. As evident throughout the remainder of the document, the sport management degree program complements the mission of both WSU and the COE while also serving multiple constituencies.

III. A statement that analyses the quality of the program as assessed by the strengths, productivity and qualifications of the faculty.

All faculty members teaching in the core sport management curriculum have graduate degrees, and most are members of the graduate faculty (please see Table III.1). Full-time faculty possesses expertise in the areas of sport management, sport public relations, sport marketing, sport law, sport sociology, ethics in sport, and sport finance.

Table III.1: Department of Sport Management faculty

Faculty Member	Academic Rank	Highest Degree, Date Earned	Graduate Faculty Status
Lori K. Miller	Professor	Ed.D.,1989; J.D., 2002	Full Membership
Jeffrey Noble	Instructor	Ed.D., 2004	Acting Ad Hoc
G. Clayton Stoldt	Associate Professor	Ed.D., 1998	Full Membership
Mark Vermillion	Assistant Professor	Ph.D., 2006	Associate Membership

Research Productivity

Table III.2 summarizes the scholarship productivity of faculty teaching in the sport management program.

Table III.2: Sport management faculty publications and presentations

	Publications						Presentations					
Name	2003	2004	2005	2006	2007	2008	2003	2004	2005	2006	2007	2008
Miller	-	-	2	3	1	4	-	-	-	1	2	-
Noble	-	-	-	-	-	-	1	-	1	-	1	1
Stoldt	7	-	4	2	4	4	3	1	2	1	4	1
Vermillion	-	-	1	1	5	-	-	3	2	1	5	3

As indicated, the sport management faculty members are well published and respected in the sport management discipline. Dr. Miller, who returned to a faculty role in AY06 after a three-year assignment as associate dean, is one of the field's leading experts in sport law. She holds "Research Fellow" status with the sport management governing professional organization, the North American Society for Sport Management (NASSM). She was also awarded the University of Louisville

Young Investigator Award in 1993 and the WSU COE Researcher Award in 1998. Dr. Stoldt is recognized as a leading authority in the area of sport public relations, serving as the lead author on a textbook on the subject and publishing and presenting for both academic and professional audiences in the field. Dr. Vermillion is establishing an impressive research record, earning the WSU COE Research Award in 2008 and securing an URCA grant the same year. A socio-cultural specialist, Dr. Vermillion commonly collaborates on interdisciplinary projects. Dr. Noble does not have research responsibilities; however, he is active as a scholar and had made valuable contributions as a co-investigator on several papers and articles. Faculty publications have appeared in the premier sport management journals including *Sport Marketing Quarterly*, *Journal of Sport Management*, *Journal of Legal Aspects of Sport*, *International Journal of Sport Management*, and the *Smart Management and Related Topics* journal.

Sport management faculty members have also been successful in attracting grant money. Over the last five years, they have secured $139,000 in grants supporting research initiatives or student experiential learning assignments.

The faculty's scholarship capabilities and established expertise is further recognized by three of its members' roles on editorial review boards. Sport management faculty members serve/have served as editorial reviewers for a variety of journals including *Journal of Legal Aspects of Sport, Sport Marketing Quarterly, International Journal of Sport Management, Journal of Sport Management, Journal of Sport Media,* and *International Journal of Sport Communication.*

Teaching

All required courses in the M.Ed.-Sport Management program are normally taught by members of the sport management faculty, all of whom are effective teachers. Dr. Miller and Dr. Stoldt have both been recognized with teaching awards. Dr. Miller was recognized as University of Louisville's School of Education Teacher of the Year in 1996. Dr. Stoldt was recognized as the WSU Cooperative Education Faculty Advisor of the Year in 2002 and the 2006 WSU COE Teaching Award. All four of the department's faculty members consistently receive ratings in the "very good" and "excellent" ranges on SPTE evaluations. Student comments on the SPTEs also reflect high levels of satisfaction with their class experiences. Students describe Dr. Miller as a "great instructor" and "exceptionally well versed in law." One simply said of her class, "Loved it." Students describe Dr. Noble as an "enthusiastic professor," "very interesting," and "down to earth." One student liked "the way he made us think." Students describe Dr. Stoldt as "engaging and

interesting" and "an authority on the material." One student said Dr. Stoldt's class "helped me see the other side of sports." Students describe Dr. Vemillion as "awesome," "funny," and "personable." One student observed, "He made sure everyone was involved in class."

Sport management faculty commonly utilize technology online and in the classroom. All four faculty members utilize the BlackBoard course Web site to post class presentations, supplemental information, assignment information, and grade data. Several also utilize podcasts as instructional tools. All four faculty members utilize classroom technologies such as PowerPoint, Web links and/or digital video.

Additional WSU faculty and a number of lecturers also teach elective classes in the M.Ed.-Sport Management program, and their contributions are invaluable. Dr. Alan Aagaard, assistant professor in Curriculum and Instruction, teaches the elective Desktop Publishing class. Dr. Aagaard has a wealth of information teaching computer education classes and serves on the executive board of the MidAmerica Association for Computers in Education. Dr. Martin Perline, professor of economics and Bloomfield Foundation Faculty Fellow, teaches the elective Economics of Sport class. Dr. Perline has received multiple teaching awards during his tenure at WSU and has served as the faculty athletic representative for WSU Athletics for 32 years.

WSU's location in a metropolitan setting enables it to draw on a wide range of qualified, talented lecturers teaching in the graduate sport management degree program. Lecturers all possess advanced degrees and/or valuable years of experience as practitioners in a variety of sport businesses. Please see Table III.3.

Table III.3: Sport Management Lecturers

Sport Admin. Lecturers	Education	Years Practitioner/Sport Business Experience	Content Taught
G. Buell	Ph.D.-Clinical Psychology	33 years	Psychology of sport
J. Lee	M.Ed. Sport Admin.	21 years	Sport facility management
D. Moses	J.D.	19 years	Legal aspects of sport
S. Shaad	B.A. Liberal Arts	18 years	Sport event management / Selling in Sport

For example, Steve Shaad's professional background includes serving as the general manager of a minor league baseball team and a sport marketing consultant. John Lee is the Heskett Center Associate Facility Director, and David Moses is an attorney with sport-specific experience. The knowledge and wisdom possessed by these individuals combines both academic background and years of valuable experience in the sport industry.

Professional Involvement

The sport management faculty members are involved with professional associations and have occupied, and currently hold, a variety of leadership roles. Specifically, faculty have served or are serving their professional constituencies as president of the Society of the Study of Legal Aspects of Sport (now the Sport and Recreation Law Association [SRLA]), SRLA executive director, conference manager for the North American Society for Sport Management (NASSM), NASSM treasurer, NASSM promotions committee chair, and meet official at NCAA swimming and diving championships.

Professional Development

Members of sport management faculty are also committed to ongoing professional development activities that allow them to stay current in their field. These activities have included attendance at academic conferences hosted by NASSM, SRLA, the North American Society for the Sociology of Sport (NASSS), the American Alliance for Health, Physical Education, Recreation and Dance (AAHPERD) and the Kansas Alliance for Health, Physical Education, Recreation and Dance (KAHPERD).

Student/Faculty Ratio

The student/faculty ratio, based on FY08, is summarized in Table III.4.

Table III.4. FY08 Student/Faculty Ratio

	Degrees Conferred FY	Fall 20th Day	New Students Admitted FY
Student-Faculty Ratio	8.5	17.8	14.5

The program's student-faculty ratios are conducive to a quality, graduate education experience. Enrollment in most of the required courses ranges from 20-25 students. Each faculty member works with 15-20 students as their assigned advisees, and assigned faculty advisors also serve as their students' faculty supervisor for the required internship.

IV. Program quality as assessed by curriculum and effect of curriculum on students.

Sport Management Program Certification/Accreditation

The M.Ed.-Sport Management curriculum is designed in accordance with the professional standards of the leading academic bodies in the sport management. WSU is one of 34 schools in the U.S. that has been recognized as an "approved" master's degree program, meeting all Sport Management Program Review Council (SMPRC) criteria established by NASSM and the National Association of Sport and Physical Education (NASPE). Further, WSU is among the first 12 institutions to join as members with the new Council of Sport Management Accreditation (COSMA). Sport management's first full accrediting body, COSMA became active in July 2008, and WSU plans to seek accreditation as soon as possible.

Curriculum Description

The M.Ed.-Sport Management program requires 36 credit hours—30 hours of course work and a six-credit hour internship. Required classes are generally offered every other semester, summers included. Internships are available every semester. Accordingly, students desiring to pursue the degree on a full-time basis are able to complete the program in as little as five semesters, including summers. The program requires that all students pass a final written examination covering all required course work during the semester they apply for graduation.

Figure IV.1. M.Ed.-Sport Management Curriculum

Required Courses (27 hours)
SMGT 801-Management in Sport (3)
SMGT 802-Leadership & Ethics in Sport (3)
SMGT 803-Sport Marketing (3)
SMGT 811-Sport in Society (3)
SMGT 822-Communication in Sport (3)
SMGT 828-Financial Management in Sport (3)
SMGT 835-Legal Issues in the Profession I (3)
SMGT 847-Internship (6)

Elective Courses (9 Hours)
Students may choose from the following classes or consider other options in consultation with their assigned advisor.
SMGT 520-Tournament & Event Management (3)
SMGT 525-Sport Facility Management (3)
SMGT 545-Organization & Administration in Sport (3)
SMGT 711-Structuring and Scheduling Sport Tournaments (3)
SMGT 770-Psychology of Sport (3)
SMGT 781-Cooperative Education (Max: 3)

SMGT 836-Legal Issues in the Profession II (3)
SMGT 890-Special Topics (3)
CI 541-Desktop Publishing (3)
ECON 611-Economics of Sport (3)

Admission standards/data

Admission to the M.Ed.-Sport Management program is considered for candidates who have earned an undergraduate degree from a regionally accredited university with a minimum grade point average of 2.750 (4.000 system) for the last 60 hours of course work, in accordance with WSU graduate policy. Candidate evaluations are based on one of two options: (a) GPA for the last 60 hours of course work and faculty evaluation based on letter of application, resume, and reference reports or (b) GPA for the last 60 hours of course work, cumulative score for the verbal and quantitative sections of the Graduate Record Exam, and faculty evaluation based on letter of application, resume, and reference reports. The program limits admission to 30 students per year.

Admission data indicates 76% of applicants over the last five years have been admitted to the program, although that number would be lower if program representatives were not conveying to candidates the program's cap status. The mean GPA for students being admitted to the program over the last five years was a 3.40 with median GRE scores of 407 for the verbal section and 555 for the quantitative section.

Assessment system

Program evaluation in the M.Ed.-Sport Management program occurs both (a) to make decisions about individual candidates' progress through the program and (b) to make decisions about the effectiveness of the program at preparing candidates to meet the standards of the program. Faculty members measure student progress toward specified learning objectives via research assignments, class projects, and/or written exams. Faculty members find this information beneficial in determining the effectiveness of their teaching and in identifying needed areas of course alteration. Students benefit from the assessment feedback by identifying their own strengths, weaknesses, and areas of needed improvement. A complete detailing of the sport management assessment plan would exceed the space limitations of this report. However, the full plan is available upon request, and the following sections summarize how decisions are made about the progress of individual candidates within the program and the effectiveness of the program.

Decisions regarding about the progress on individual candidates are made at five transition points. Table IV.1 summarizes the transition points and the student outcomes expected at each:

Table IV.1. Stages of Assessment of Individual Candidates and Related Criteria

Transition Point	Criteria Summary
I. Admission to the Graduate School	Completion of application and documentation of attainment of a bachelor's degree from a regionally accredited institution and/or who meet the standards for international students as specified in Graduate School policy.
II. Admission to the Program	Please see "Admission Standards" section above
III. Eligibility for the Required Internship	Approved plan of study; Completion of 24 credit hours with grades of "C" or better; GPA of 3.0 or better
IV. Completion of the Required Internship	Acceptable ratings by both internship site supervisor and faculty supervisor
V. Program Completion	36-credit hour plan of study completed with grades of "C" or better in all classes; GPA of 3.0 or better; Scores of 70% or better on each section of comprehensive examination covering all required course work

Decisions about the effectiveness of the M.Ed.-Sport Management program are made by the Sport Management Program Committee, in consultation with the Sport Management Advisory Committee, utilizing aggregated data from transition points, program follow-up surveys, COE and Graduate School exit surveys, external reviews, and relevant unit operations (e.g., advisement).

At least once each year, the Sport Management Program Committee examines program data to ascertain program effectiveness. After making tentative conclusions about the program, it forwards to the Advisory Council the aggregated data that have led it to believe changes are or are not needed along with its proposed changes (if any). The Council examines these and offers advice on (a) whether the decision(s) about the need for changes is/are consistent with what the data show, (b) whether any proposed changes will reasonably address the problem(s) that have been detected, and (c) any additional suggestions members may have for improving the program. After receiving the recommendations of the Advisory Council, the Sport Management Program Committee makes final decisions about program changes to be recommended, if any, and forwards those to the appropriate University groups according to University policy.

Quality of program conveyed by student diversity

Graduate School data indicates that over the last five years, 64% of students in the program have been male and 34% female. In addition, 84% have been white/non-Hispanic, 7% black/non-Hispanic, 2% Hispanic, 1% Asian/non-Hispanic, and 5% foreign. The Sport Management Program

Committee is attempting to enhance student diversity within the program and has outlined plans to do so in an enrollment management plan approved by the Graduate School. One tactic being employed is to award two fellowships per year to students who make contributions to diversity within the program.

Quality of program conveyed by degrees conferred

As indicated in the attached KBOR data, the number of degrees conferred in the M.Ed.-Sport Management program ranged from 18 to 34 over the last five years, averaging 27.6 per year. This data reflects student interest in a prestigious program and student accomplishment in an academically-challenging setting.

Quality of program conveyed by number of students in major

As indicated in the attached KBOR data, the number of sport management majors ranged from 62 to 73 over the last five years, averaging 65.6 per year. It is anticipated demand for the program to remain high based on student interest in the field and quality program WSU offers.

V. Student needs, employer demands, and program preparation of students to meet their goals.

Student Needs

As indicated by KBOR data (see attached), the number of majors in the M.Ed.-Sport Management program ranged from 62 to 73 over the last five years, averaging 65.6 per year. Similarly, the number of master's degrees awarded over the last five years ranged from 18 to 34, averaging 27.6 per year. These data provide strong evidence of robust student need and interest.

Employer and Industry Demands

Estimates of the size of the sports industry range from $50 billion to $440 billion, depending on the methodology employed. Even if a midrange figure is accurate, one scholar notes this makes sport twice the size of the U.S. automobile industry. Based on past industry employment estimates and rates of growth within the field, it is also reasonable to estimate that there are more than 5 million jobs in the U.S. sport industry. The sport management program represents a degree program servicing this multi-billion dollar industry. The programs meet the needs of students while providing sport practitioners with qualified, competent candidates for employment.

Student Satisfaction With the Program

Data from the Graduate School's exit survey for AY04-AY08 indicates a high level of student satisfaction with the program. Select results from the report indicate:

- 94.6% were either satisfied or very satisfied with their program of study.
- 99% indicated faculty/staff were well-informed regarding degree requirements.
- 94% agreed program requirements were made clear to them.
- 95% indicated classes were offered at convenient times.
- 98% indicated they were able to complete their program in a timely manner.
- 92.3% were either satisfied or very satisfied with the quality of instruction they received in required courses.
- 93.1% were either satisfied or very satisfied with the quality of instruction they received overall.
- 95.4% were satisfied or higher with the feedback they received.
- 100% indicated faculty/staff were accessible

- 85% indicated they had received faculty assistance in preparing required Graduate School or departmental paperwork.
- 89.7% were either satisfied or very satisfied with the quality of advising they received.

Program graduates also offered a variety of comments for publication in the Sport Management Alumni Directory. They included:

- "I had a great experience. Wish I could go back and do it over again!"
- "The staff did a great job preparing me for my current position."
- "Greatest educational experience I've had."
- "The program was a wonderful experience. Happy I went through it."
- "I feel this department has one of the best programs in the nation."

How Assessment Data Leads to Program Improvement

Recent changes in the program resulting from the assessment process include, but are not limited to, the following:

- Change in title of the M.Ed. degree from Sport Administration to Sport Management in alignment with the commonly accepted designation in the field.
- Addition of SMGT 836-Legal Issues in the Profession II as an elective course in the curriculum.
- Addition of SMGT 511-Selling in the Sport Industry as an elective course in the curriculum.

As evident, the assessment process is functioning effectively as the program seeks to maintain its status as one of the top sport management programs in the U.S.

VI. Services the program provides to the discipline, other programs at the university, the metropolitan area, or Kansas.

Service to WSU and the College of Education

Sport management faculty support and respect the goals of the broader institution, i.e., WSU. Sport management faculty serve/have recently served in a number of key roles at WSU, including on the Executive Committee of the Faculty Senate, University Residency Committee, University Grievance Committee, Intercollegiate Athletics Association Board of Directors, and the Foundations of Excellence Committee.

Similarly, sport management faculty members play a prominent role in various COE activities. Sport management faculty members serve on the Unit Assessment Committee, Faculty Personnel Committee, Curriculum Committee, and the college Leadership Team. A sport management graduate student also serves on the COE Diversity Committee. Faculty members occasionally serve as committee members on dissertation or thesis committees. Faculty, staff, and students also regularly attend COE meetings and work in support of special events.

The department's administrative specialist is also working in support of the COE's Department of Educational Leadership, agreeing to provide administrative services for that unit on a temporary basis. This has allowed the COE to realize cost savings in regard to hiring an additional administrative assistant for the other department.

Service to the Sport Management Profession

Members of the sport management faculty also provide significant service to their discipline in a number of ways. Faculty members serve/have served as editorial reviewers for a variety of journals including *Journal of Legal Aspects of Sport, Sport Marketing Quarterly, International Journal of Sport Management, Journal of Sport Management, Journal of Sport Media,* and *International Journal of Sport Communication.* Additionally, faculty have served or are serving their professional constituencies as president of the Society of the Study of Legal Aspects of Sport (now the Sport and Recreation Law Association [SRLA]), SRLA executive director, conference manager for the North American Society for Sport Management (NASSM), NASSM treasurer, NASSM promotions committee chair, and official at NCAA swimming and diving championships. In addition, the sport management faculty served as hosts for the 2006 NASSM Conference in

Kansas City. The NASSM Conference is arguably the world's premier academic sport management conference, and the 2006 conference was NASSM's most successful to date. Besides the faculty, nearly 30 WSU sport management students were involved in planning and administering the event.

Service to Kansas

WSU is the only school in the state of Kansas offering both a master's degree and a bachelor's degree in sport management. As a result, the WSU sport management program, faculty, and graduates provide a variety of quality services throughout the state.

All graduate students are required to complete an internship assignment as a part of their degree requirements. Although students may complete this assignment at sport organizations outside the state of Kansas, Table VI.1 illustrates that for AY08, the majority of students served with sport organizations within the state.

Table VI.1: Sport management interns

Academic Year	No of Interns	
	Served in Kansas	Served out of Kansas
08	24	11

Sport management courses also provide experiential learning opportunities for students, many of which support sport businesses in Kansas. For example, sport management classes have required graduate students to assist in staffing events such as the National Baseball Congress tournament, the Wichita Corporate Challenge, and the K.T. Woodman Track and Field Invitational. Further, many students produce class projects such as marketing plans or risk management assessments that are of utility to local sport organizations.

Upon completing their degree requirements, many sport management graduates work with sport organizations in Kansas. The 2008 Sport Management Alumni Directory indicates that 53% of WSU sport management alumni are working in Kansas businesses. While this directory is not comprehensive as not all alumni respond, it demonstrates that the program places numerous graduates in Kansas sport organizations.

VII. Program cost effectiveness indicators.

The attached KBOR data provides cost effectiveness data for the former Department of Kinesiology and Sport Studies, where the M.Ed.-Sport Management program used to be housed. The data portray a growing and healthy department in regard to student credit hour (SCH) production, percentage of departmental SCH taken by students with majors within the department, department faculty, and overall average SCH per full-time equivalent.

The specific cost effectiveness of the M.Ed.-Sport Management program may be measured in other ways, however. Indicators addressed in the following sections include generation of credit hours, number of majors in the program and the number of degrees conferred. The department's OOE budget will also be discussed

Generation of Credit Hours

Student enrollment in sport management courses is robust. Table VII.1 documents student credit hours generated by sport management classes in recent years.

Table VII.1: SCH by Semester for Sport Management Classes

F03	Sp04	Su04	F04	Sp05	Su05	F05	Sp06	Su06	F06	Sp07	Su07	F07	Sp08	Su08
1,330	1,243	356	1,509	1,240	371	1,443	1,318	359	1,464	1,299	564	1,443	1,639	394
Total: 2,929			Total: 3,120			Total: 3,120			Total: 3,327			Total: 3,476		

As indicated, student credit hours (SCH) generated by sport management classes has increased by 19% from 2,929 in AY04 to 3,476 in AY08. The average number of SCH generated per semester by sport management classes during the fall and spring semesters for the five-year period was 1,393, and the average for the summer semesters was 409.

Majors in the Discipline

As indicated in the attached KBOR data, the number of sport management majors ranged from 62 to 73 over the last five years, averaging 65.6 per year.

Table VII.2. Total Number of Majors by Year

FY04	FY05	FY06	FY07	FY08
62	68	73	62	63

The program is currently operating at or beyond capacity, and it is anticipated that future demand will remain high.

Degrees Conferred

As the attached KBOR data indicates, the number of degrees conferred in the M.Ed.-Sport Management program ranged from 18 to 34 over the last five years, averaging 27.6 per year. This is a strong indicator of sustained cost effectiveness for a maturing program.

SMGT Department OOE

The Department of Sport Management is very resourceful in managing its budget. The attached KBOR data displays budget figures from the old Kinesiology and Sport Studies department. When it was re-organized, the Department of Sport Management's OOE budget was established at $9,821.00. Given its high level of productivity in multiple areas, it is fair to conclude the new department is operating in a cost-effective manner.