



University of Colorado
Colorado Springs

**Graduate Executive Committee
December 13, 2019
Minutes**

Attendees:

Voting Members: Jeff Ferguson, Jeff Spicher, Mandi Elder, Andy Subudhi, Jon Caudill, David Moon, Steve Tragesser, Brandon Vogt, Karen Livesey, Janel Owens, Jeremy Bono, Roger Martinez, Leilani Feliciano, Jeff Montez de Oca, David Fenell, Linda Button, Sylvia Mendez

Non- Voting Members: Amy Reynolds, Beth Daniels, Tina Ewald, Jessica Kirby, Rosey Reidl-Smith, Spencer Harris, Thomas Aicher, Rob Block, Joanna Bean, Eric Nissen, Sarah Elsey, Kelli Klebe, KrisAnn McBroom

- MSc Health Promotion program curriculum and culminating experience update proposal- Jessica Kirby (see attachment)
 - The GEC voted to approve the proposed curriculum and culminating experience for the MSc in Health Promotion (16 Yes, 0 No, 0 Abstain)
- Master of Business Administration Emphasis Area in Sports Management proposal- Spencer Harris (see attachment)
 - The GEC voted to approve the proposed emphasis area of Sports Management in the current MBA degree (15 Yes, 0 No, 1 Abstain)
- COB Gainful Employment certificate in Sports Management proposal- Spencer Harris (see attachment)
 - The GEC voted to approve the proposed gainful employment certificate in Sports Management offered by the College of Business (16 Yes, 0 No, 0 Abstain)
- Discussion on how we keep students at the center of what we do. How do we find out what our students are doing and what they are dealing with.
 - Many programs have end of program surveys but do not survey during the program. Perhaps there is a way to create a more central survey that could answer some of the questions the programs need, the campus needs, and the graduate school needs.
 - If you are currently offering a survey to your students, please send to Kelli (kklebe@uccs.edu)
- Discussion with Alumni Office- Joanna Bean and Eric Nissen
 - The alumni office recognizes the importance of the department working with their students and alumni. Often graduate students have a greater connection to their department specifically over the entire campus.
 - The Alumni office wants to help facilitate faculty communication with their students; navigate the federal laws around marketed communications; and establish relationships between programs and alumni.
 - Don't forget the Alumni office is here to help departments so please utilize their assistance to reach out to students and obtain information you need. Programs may contact the alumni office directly.

Informational items:

- NURS MSN program modifications (full summary was sent out via email):
 - Changes to how often courses are offered
 - Switching course content around to split current courses
 - Add Pre-Synthesis practicum course to allow students to complete clinical hours over a summer session

Announcements

- Have an interesting research story to share? Please send the information to Jared Verner (jverner@uccs.edu).
- Free photo shoot for faculty and staff on December 17th from 8:00-10:00 am in the third floor of the UC. Please feel free to join and to pass along to your departments.
- Graduate Students are eligible to apply for the 2020 Cesar E. Chavez Scholarship Award. The deadline to apply is 12:00 pm on Tuesday February 18, 2020. Minimum award for selected recipient is \$500.00
 - Visit this website for more information: <https://www.uccs.edu/diversity/cesar-e-chavez-graduate-announcement>
- Commencement is Friday December 20th at 2:00 at the Broadmoor world arena.
- New student welcome reception Spring
 - Friday January 24th at 5:00 location UC 116
- Spring 2020 GEC Meetings (10:00-11:30; location Dwire 204)
 - Feb 14, Mar 13, April 10, May 8 (UC Brooks 126, May only)



Helen and Arthur E. Johnson
Beth-El College of
Nursing and Health Sciences
UNIVERSITY OF COLORADO COLORADO SPRINGS

To: UCCS Graduate School; Graduate Executive Committee
Date: December 5, 2019
From: Co-Program Coordinators, Jess Kirby & Joey Lee
Re: **Updating MSc in Health Promotion curriculum and addition of culminating experience option**

We are submitting rationale for updating/adjusting the MSc in Health Promotion curriculum. The Graduate Research Project is being added to the curriculum as a culminating/capstone experience option. The total required credit hours for the program remains the same. Overall elective credits will increase by 3; core credits will decrease by 3.

1. Adding HSCI 6090 Graduate Research Project back into the MSc in Health Promotion program as one of three options to meet graduation requirements (in addition to Thesis and Comprehensive Exams).
 - This option was removed from our program in Fall 2018.
 - The program faculty wish to reinstate this option after revising the requirements and structure of the graduate project.
 - Reinstating the options will ensure that our current first and second year cohort students retain the project as a graduation option.
2. Removing HSCI 6012 Social Marketing as a required course
 - While social marketing is a valuable content area, it was the specific expertise of faculty that will no longer be at the university in 2020. This change aligns the curriculum with current faculty, intended focus for the upcoming faculty search, and future direction of the program.
 - This course will be replaced with 3 credit hours from the suggested elective list

MSc in Health Promotion

34 Credits

Health Science Research Requirements

	4-10 Credits	Semester Offered	Year
HPNU 5010 Research and Statistical Design	4	Fall	Year 1
HSCI 7000 Thesis	6	Fall, Spring, Summer	Year 2
OR			
HSCI 6090 Graduate Research Project	3	Fall, Spring, Summer	
OR			
Comprehensive Exam	0	Fall, Spring	Year 2

Health Promotion Core

16 Credits

HSCI 6040 Health Behavior Change and Theory	3	Fall	Year 1
HSCI 5100 Interprofessional Education	1	Spring	Year 1
HSCI 6060 Community Health Promotion and Education	3	Fall	Year 2
HSCI 6031 Program Planning and Evaluation in Health Promotion	3	Fall	Year 1
HSCI 5422 Project Management in Health Promotion	3	Fall	Year 2
HSCI 6650 Health and Wellness Coaching	3	Spring	Year 1

Suggested Electives

8-12 Credits

Note: Students may take one elective course outside the department without written approval.

With written approval from the program coordinator, a second outside elective course may be taken.

No more than two outside elective courses may be taken.

HSCI 5020 Qualitative Research	3	Periodic (instructor dependent)
HSCI 6011 Sport Psychology	3	Spring
HPNU 5050 Obesity and Weight Management	3	Fall, Spring
HSCI 6070 Health Promotion Practicum	1-6	Fall, Spring, Summer
HSCI 6170 Special Topics in Health Sciences	3	Periodic (instructor dependent)
HPNU 6140 Food, Culture, Community, and Health	3	Fall
HPNU 6160 Dietary Supplements	3	Spring
COMM 5050 Public Relations and Social Media	3	Fall, Spring
COUN 5040 Human Growth and Development	3	Spring
COUN 5070 Adventure Education and Experiential Learning	3	Spring
COUN 5510 Principles of Addictions Treatment	3	Fall
PAD 5002 Organizational Management and Behavior	3	Fall
PAD 6115 Grant Writing	3	Spring
SOC 5230 Foundations of Disability Studies	3	Spring

MSc in Health Promotion: Thesis Option Suggested Course Sequence

First Year	
Fall Semester	
HSCI 6040 Health Behavior Change and Theory	3
HPNU 5010 Research and Statistical Design	4
HSCI 6031 Program Planning and Evaluation in Health Promotion	3
TOTAL	10
Spring Semester	
HSCI 6650 Health and Wellness Coaching	3
HSCI 5100 Interprofessional Education	1
HSCI 6070 Health Promotion Practicum	2
Elective	3
TOTAL	9
Second Year	
Fall Semester	
HSCI 6060 Community Health Promotion and Education	3
HSCI 7000 Thesis	3
HSCI 5422 Project Management in Health Promotion	3
TOTAL	9
Spring Semester	
HSCI 7000 Thesis	3
Elective	3
TOTAL	6
Program Total	34

MSc in Health Promotion: Graduate Capstone Project Option Suggested Course Sequence

First Year	
Fall Semester	
HSCI 6040 Health Behavior Change and Theory	3
HPNU 5010 Research and Statistical Design	4
HSCI 6031 Program Planning and Evaluation in Health Promotion	3
TOTAL	10
Spring Semester	
HSCI 6650 Health and Wellness Coaching	3
HSCI 5100 Interprofessional Education	1
HSCI 6070 Health Promotion Practicum	2
Elective	3
TOTAL	9
Second Year	
Fall Semester	
HSCI 6060 Community Health Promotion and Education	3
HSCI 6070 Health Promotion Practicum	3
HSCI 5422 Project Management in Health Promotion	3
TOTAL	9
Spring Semester	
HSCI 6090 Graduate Research Project	3
Elective	3
TOTAL	6
Program Total	34

MSc in Health Promotion: Comprehensive Exam Option Suggested Course Sequence

First Year	
Fall Semester	
HSCI 6040 Health Behavior Change and Theory	3
HPNU 5010 Research and Statistical Design	4
HSCI 6031 Program Planning and Evaluation in Health Promotion	3
TOTAL	10
Spring Semester	
HSCI 6650 Health and Wellness Coaching	3
HSCI 5100 Interprofessional Education	1
HSCI 6070 Health Promotion Practicum	2
Elective	3
TOTAL	9
Second Year	
Fall Semester	
HSCI 6060 Community Health Promotion and Education	3
HSCI 5422 Project Management in Health Promotion	3
Elective	3
TOTAL	9
Spring Semester	
Elective	3
Elective	3
Comprehensive Exam	0
TOTAL	6
Program Total	34

Proposal

Master of Business Administration with an emphasis in Sport Management

November 2019



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus



University of Colorado
Colorado Springs

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1. Introduction

This report presents the case for introducing a new online MBA emphasis in sport management. The paper will begin by defining the proposed new emphasis program. Following this, the paper will address a number of issues that require further consideration in designing and developing a new emphasis program including alignment with mission, the rationale for developing the new program, and full consideration of resource implications. The proposed budget proforma for the MBA Sport Management emphasis has been included in Appendix 1.

2. The Proposed MBA Sport Management Emphasis

The program would follow the existing Master of Business Administration (MBA) offered by the UCCS College of Business (COB). The program would consist of eight core classes and four emphasis classes. The eight core classes are already in place and offered through fall, spring the summer semesters. The four sport management elective classes would need to be developed. The classes would focus on the governance, development, and marketing of sport as well as the legal/ethical issues that challenge sport. One of these classes may be offered once a year as it is a preparatory class and a pre-requisite for the other three elective classes. The other three elective classes would be offered on a two-year rotation. More details about the program and curriculum are included in section 7, below.

3. Role-Mission Alignment

The mission of the proposed Sport Management area of emphasis is aligned with the mission of the UCCS as well as the College of Business. The UCCS mission is to “be a comprehensive baccalaureate and specialized graduate research university...offer liberal arts and sciences, business, engineering...programs, and a selected number of master's and doctoral degree programs”. The proposed MBA Sport Management emphasis fulfills this mission by providing a unique professional graduate program for existing and aspiring sport managers. The mission of the College of Business includes offering “...select master's degrees and professional programs that emphasize principle-based ethical decision making...support innovation and impact in our teaching, research and service.” The College realizes this mission by producing intellectual contributions that impact the theory, practice and teaching of business. The proposed MBA Sport Management emphasis fulfills this mission by offering a unique professional graduate program focused on developing well-rounded sport management professionals. The program is innovative in nature blending sport management fundamentals and knowledge with business courses providing strong foundations in managing different functions of organizations. Further, the proposed MBA Sport Management emphasis addresses three of the strategic themes (or core strategies) identified for the UCCS 2030 Strategic Plan:

- Strategy 2: Enhance strategic enrollment and retention efforts to drive long-term stability and sustainability.
- Strategy 5: Strengthen and expand revenue sources to ensure future growth and improve student affordability and access.
- Strategy 6: Support competitive programs and initiatives, both existing and new, that show the university's unique value and identity in the higher-education landscape.

4. Duplication

The proposed new MBA Sport Management emphasis does not duplicate any other program offered in the CU system. While both CU Boulder and CU Denver offer MBA programs, neither offer an MBA with an emphasis in sport management or any content relating to sport.

5. Statutory Requirements

The proposed MBA Sport Management emphasis will follow existing admission requirements for the College of Business MBA program. The existing policies and requirements of College of Business and the UCCS Graduate School including admission requirements, transfer credits, new applications, and provisional admission will be applied to the new emphasis in sport management.

6. The Rationale for a New Online MBA Emphasis in Sport Management

The rationale for developing a new online MBA emphasis in sport management at UCCS is predicated on five factors: (i) the limited supply of MBA sport management programs in the U.S.; (ii) the ability to efficiently develop a new online MBA emphasis in sport management, (iii) the potential market opportunity with specific communities, (iv) the reputation and branding of Colorado Springs as the Olympic City USA, and (v) the potential link with other strategic developments across campus. Each of these factors will be examined in more detail, below. In short, a pragmatic approach has been taken to present the overall target market and identify highly conservative targets for recruitment from each market.

(i). The limited supply of MBA sport management programs in the U.S.

There are presently over 580 sport management programs in the U.S. (DIS, 2019; Forbes, 2019; NASSM, 2019). Over 300 of these programs are offered at the undergraduate level, are campus-based, and are focused on a blended sport curriculum that includes elements of kinesiology, physical education, coaching, sport science and management. In contrast, only 60 of these undergraduate programs are squarely focused on sport management or sport business and offered by an AACSB accredited Business School (Alliance of Sport Business, 2019). At the graduate level, there are a total of 280 masters-level degree programs in sport management (NASSM, 2019; DIS, 2019). Again, many of these programs focus on sport in its broadest conception and include the aforementioned elements. More importantly, only 38 (13.6%) of these 280 programs are MBA programs and of these only 10 (3.6% of all /26.3% of MBAs) are offered through an online or blended learning approach (DIS, 2019). Thus, while there is a plethora of masters in sport management programs, there are a limited number of MBA sport management programs and an even smaller number of online MBA sport management programs. Table 1 presents all campus-based and online MBA sport management programs in the United States. The 10 online MBA programs are marked with an asterisk.

Table 1. MBA sport management programs by region & CO/border states

North East	South East	Midwest	West/SW	CO/border states
Seton Hall	Saint Leo *	U of Ohio (Athens) *	U of Oregon	U of South West *
George W *	St. Thomas	Ashland *	San Diego State	Arizona State
Hofstra	South Florida	Concordia *		
Rob Morris	Barry	Defiance College		
SNHU *	Florida Atlantic	De Paul		
Thomas College	Lipscomb	Loyola		
Delaware	Lynn U	Maryville		
UMass (Amherst) *	Midway College	SE Missouri St.		
New Haven	Shepherd	Tiffin *		
Western NE U	Southwestern			
	Central Florida			
	North Florida *			
	Webber Int'l			
	West Virginia			

Source: North American Society for Sport Management, 2019/Degrees in sport, 2019

While local competition may not be considered critical to an online education program, the brand radius for new online programs tends to be fairly close to home (Wright, 2016). This does not mean that a new MBA in sport management cannot or will not be marketed outside Colorado, rather the evidence suggests that the intake, initially at least, is likely to be dominated by students from the region who have some level of familiarity with the school. Thus, it is particularly important to be cognizant of the competition in Colorado and surrounding states. There is a total of two schools in Colorado or the surrounding states that offer an MBA in sport management (University of the South West, NM; and Arizona State). None of the higher education institutions in Kansas, Nebraska, Wyoming, or Utah currently offer an MBA in sport management. The University of the South West in New Mexico is the only institution in the surrounding area that offers an online MBA in sport management. Table 2 provides a more detailed description of the MBA sport management programs in Colorado and the surrounding states. This information may help to inform the design and position the marketing efforts of any UCCS offering.

Table 2. Description of 'local' online MBA sport management programs

Institution Name	Program title/mode of delivery	Cost	Description
Arizona State	MBA concentration in sport business Campus only	I/S = \$54,000 OoS = \$87,000 Int'l = \$90,000	AACSB accredited Complete 2 years full-time 60 hours required 15x core classes 3x required sport management classes 2x elective classes
University of South West	MBA with sport management specialization Online only	Online = \$21,000	Generic regional NCACS accreditation No specific business accreditation Can complete in 12-60 months Fees inclusive (laptop and books) No business prerequisites 36 hours required 7x core business classes 5x sport management classes
UCCS proposal	MBA sport management	I/S = \$26,850 OoS = \$30,894 (Online, assumes 6ch per semester)	AACSB accredited 3 x foundation classes (if required) 36-hours required 8x core classes 4x sport management classes

(ii). The ability to efficiently offer an online MBA emphasis in sport management

UCCS is well positioned with our current MBA structure and commitment to offer flexible and high-quality graduate programs to design and develop a new emphasis in sport management at minimal additional cost. Eight of the 12 classes (or 12 of the 15 classes if including foundation classes) are already in place. The addition of the sport management program would provide an additional pool of students for these core classes thus improving class occupancy and the total revenue per core class. In addition to the MBA Sport Management emphasis, the four new elective classes in sport would also be offered as a Graduate Certificate in Sport Management. This offers value to current MBA Graduates who have an interest in topping-up and receiving additional knowledge and certification in sport management. It may also be appealing to some members of the workforce who may not yet be ready for an MBA but have interest in securing graduate-level certification in sport management.

(iii). The potential market opportunity with specific communities

The following section of the paper aims to highlight the potential market for an online MBA Sport Management emphasis. The rationale here is based upon the principle of marginal recruitment returns from a wide range of target markets. This section sets out each ‘target market’, estimates the size of the target market, and sets a practical and realistic target for recruitment for each target market. A total of four target communities have been identified, including: the sport management industry within Colorado, current UCCS students, Colorado-based students, and out-of-state students expressing an interest in sport management. Clearly, the target markets that follow do not nearly account for all people who may be interested in pursuing an online MBA in sport management and we do expect to recruit students from outside these target markets. In sum, the target market approach gives us an initial basis upon which to estimate minimum recruitment. It will be important to evaluate enrollments on cyclical basis to review the target for each market and to ascertain the size and nature of other markets as they emerge.

While analyzing the U.S. labor market for sport is important it is no easy task. The first major problem lies in the heterogeneity of sport; it consists of a number of different sectors and sub-sectors, and the jobs across these sectors are not accurately counted within the Bureau for Labor Statistics figures. Second, ‘sport management’ cuts across both the occupational group category of ‘arts, sports and media’, and the industry group ‘leisure and hospitality’. Third, the sport management industry is made up of many recognized occupational fields such as management, administration, healthcare, education, sales, building operations, and so on, thus, it is exceptionally difficult to accurately calculate the jobs market in sport and/or articulate the jobs outlook for the sport industry. Taking into account these limitations, the most accurate picture of the macro-level outlook comes from the job projections by occupational group (art, sport and media) and the industry group (leisure and hospitality) of which sport is part. Sport is only a small part of each of these groups and the data only provide a prediction of the overall change in the group. In 2017, the Bureau of Labor Statistics reported that employment in the major occupational group for sport accounted for 2,624,000 FTE jobs. Overall employment in this group is predicted to grow by 4.1% to 2,731,000 by 2024. The job market is also expected to grow in the leisure and hospitality industry sector from 14,710,000 jobs in 2017 to 15,651,200 in 2024 (6.4%).

a. The sport management industry within Colorado

In relative terms, Colorado has what could be described as a healthy sport management industry with strong statewide presence from all four sub-sectors of the sport industry. In commercial sector terms, the state has over 250 private sport and fitness facilities (SFIA, 2016) and is home to nine professional sport teams (Colorado Avalanche, Colorado Mammoth, Colorado Rockies, Colorado Springs Switchbacks, Colorado Springs Vibes, Denver Broncos, Denver Nuggets, Denver Outlaws, and Colorado Rapids). Colorado has a vibrant public/education-based sector for sport with the Mountain West and RMAC conferences based in Colorado Springs, a number of college athletics programs based around the state (AirForce, Colorado College, CU-Boulder, Colorado State, Northern Colorado, Regis, Denver University, Fort Lewis, Colorado Mesa, Western State—none of which offer an online MBA in sport management), and 352 school athletic programs and over 300 school-based athletic directors. In addition, the state has a total of 73 city parks and recreation departments. Finally, the not-for-profit sector includes Olympic-related organizations as well as grassroots clubs and associations. Colorado Springs is home to the U.S. Olympic & Paralympic Committee (USOPC), three official USOC training centers, the U.S. Anti-Doping Agency headquarters, 22 Olympic or Pan American Games national governing bodies (NGBs) of sport, and four other NGBs of sport. In addition, Colorado has 27 YMCA locations, a number of statewide sport-specific associations (e.g. Colorado Soccer Association), as well as a number of not-for-profit leagues and clubs (e.g. Pride, Storm, Real Colorado). Table 3 provides a more specific estimate of the size of the current sports workforce in Colorado and the targeted number of students that will be recruited from this community.

Table 3. The Colorado Sport Management Workforce

Sub-sector	Assumptions/estimates	Approx. size of workforce
Commercial	Private facilities (av. $4 \times 250 = 1000$); Nine professional clubs: Broncos (150); Rockies (150); Rapids (50); Avalanche (100); Nuggets (100); Outlaws (20); Mammoth (20); Switchbacks (15); Vibes (15); KSE (200).	1,800
Public/ Education	Athletic directors (300); Other school-based staff (600); College-based staff ($10 \times 10 = 100$); Conference-based staff ($5 \times 2 = 10$); P&R departments (av. $10 \times 73 = 730$).	1,700
Not-for-profit	USOPC (400), USADA (70), NGBs 23×50 (1150), YMCA ($10 \times 27 = 270$), Leagues, clubs, associations ($150 \times 2 = 300$).	2,100
Total		5,600
Target %		0.5-1.5%
Target #		3-7

b. Current UCCS students

The current UCCS student market can be divided into (i) current sport management students, (ii) current business students, (iii) current health science students, and (iv) sport and exercise science students. There is also the possibility of recruiting students from other disciplines where sport-related content forms a minor but distinct part of the overall program (e.g. philosophy, sociology and psychology). A survey of current sport management students ($n=107$) showed that 50.0% (54) of respondents were either likely or very likely to pursue a graduate degree in sport management within one to three years of completing their undergraduate studies. Respondents indicated that an MBA would be their preferred degree type (mean score of 3.85 out of total of 5.0 compared to nearest competitor of an MS with score of 1.99). Surprisingly, very few students were interested in a 100% online MBA, although the blended learning approach

(combining online and campus-based) was far more appealing. Finally, the majority of students identified “Sport Management” as a preferred title of the degree, with “Sport Business” and “Sport Leadership” also popular options. An overview of the average number of students that graduate and the targeted number of students that will be recruited from this community is presented in Table 4.

Table 4. The UCCS student population

Student group	Approx. # of graduating students pa
Sport management program	30
Business students (excl. sport management)	250
Exercise sciences/Health Sciences	125
Others (i.e. sociology - 34, philosophy - 10, psychology - 126)	170
Total	575
Target %	1-2%
Target #	5-10

c. Colorado-based students

According to the National Center for Education Statistics (NCES, 2016), there were a total of 362,000 students enrolled at degree-granting institutions in Colorado. While this is a helpful starting point for understanding the size of the current Colorado student market, it is important to make the specific nature of the data: (1) the figure includes the UCCS student population (approx. 11,000 in 2012), (2) the figure counts two- and four-year degree students, and (3) also counts graduate-level as well as undergraduate students. Thus, a more precise figure can be estimated by subtracting the UCCS student body (11,000); subtracting all graduate students (based on a national average of 14.8% of the total student = 51,948); and subtracting all two-year students (based on a national average of 34.7% = 103,771). The result of this revised estimate is a total Colorado undergraduate student body of approximately 195,281. Using the total student body as an initial benchmark, table 5 aims to provide a more helpful estimate of the in-state target market. It presents the estimated number of total undergraduate students in business, kinesiology and sport management in Colorado. Each of the program areas has been compared with the total number of programs available in Colorado to ensure that the estimate is realistic.

Table 5. Undergraduate business, kinesiology/sport management students in Colorado

Student group/(# of programs in Colorado)	Approx. # of graduating students pa
Total business undergraduate students in Colorado (based on 5% of total students/4) * 15 business schools in CO	2,440
Total kinesiology undergraduate students in Colorado (based on 1.0% of total students/4) * 10 kinesiology programs in CO	488
Total sport management undergraduate students in Colorado (based on 0.25% of total students/4) * 9 sport management programs in CO	122
Total	3,050
Target %	1-2%
Target #	3-6

d. Out-of-state students

We anticipate being able to recruit a relatively small number of out-of-state students from a variety of sources, including: (1) membership groups (e.g. NASSM), (2) out-of-state sports organizations, and (3) students expressing interest via the GMAT or GRE exit survey. Whilst the size of the out-of-state market will significantly outstrip the in-state market, this difference is moderated by the relatively limited brand footprint of institutions offering online qualifications. That said, we do feel that Colorado Spring's 'Olympic' brand and UCCS' strong association with sport will help to recruit between 5-7 out-of-state students per year.

(iv). The reputation and branding of Colorado Springs as the U.S. Olympic City

It would be a major omission to not underscore the strategic importance of sport to the Colorado Springs community. The city's name is synonymous with sport. Colorado Springs has a well-developed international reputation as America's sporting city. This is particularly the case with existing professionals in the IOC, international sport federations and numerous national governing bodies of sport and those already studying or interested in studying sport. This is partly associated with the city being seen as the U.S. hub of Olympic sport and also partly attributed to the legacy of Professor Jay Coakley, who for many years taught sociology of sport at UCCS. Professor Coakley is undoubtedly one of the most distinguished sports professors worldwide and his name, reputation, and close association with UCCS has done much to put Colorado Springs and, more specifically, UCCS on the map. Further, it is likely that Colorado Springs association with sport will be further reinforced, nationally and regionally, over the coming years with the recent formal recognition and branding of Colorado Springs as the nation's Olympic City.

(v). Potential links with other developments on the UCCS campus

As well as harnessing the wider strategic importance of sport across the Colorado Springs community, an MBA Sport Management emphasis would reflect and reinforce other developments across the UCCS campus, most notably the creation of a new William J. Hybl Sports Medicine and Performance Center. While much of the focus of this hub has to this point been aimed at 'human science', an MBA sport management emphasis would provide for additional, research-based collaborative opportunities for work with the USOPC, USADA and NGBs of sport – using the combination of the new Center of Excellence and the new body of graduate sport management students to conduct research, host workshops, organize symposia, and develop other collaborative projects that deliver mutual benefit for graduate students and sports organizations. Outputs from such collaborations could include work-based projects that seek to solve problems for NGBs of sport, publishing academic papers, or joint symposia.

7. Curriculum Description

The program would follow the existing Master of Business Administration (MBA) offered by the UCCS College of Business. The program would consist of eight core classes and four new emphasis classes. The proposed emphasis classes focus on the governance, development, marketing of sport as well as the legal/ethical issues that challenge sport. The governance class would be offered annually as an introduction to the sport management emphasis degree. The other three emphasis classes would be offered on a two-year rotation. The proposed structure of the degree program is presented in Table 6, below. A summary description of each of the emphasis classes is provided in Appendix 2.

Table 6. MBA Sport Management – proposed classes

Class title	Type	Offered
ACCT 5500 Introduction to Accounting	Foundation	
BUAD 5500 Fundamentals of Economics	Foundation	
QUAN 5500 Fundamentals of Business Statistics	Foundation	
STRT 6000 Strategic Foundations Responsible Management	Core	
ACCT 6100 Accounting for Decision Makers	Core	
FNCE 6000 Corporate Financial Management	Core	
INFS 6000 Information Systems	Core	
MGMT 6000 Leading & Managing in Changing Times	Core	
MKTG 6000 Marketing Strategy	Core	
OPTM 6000 Operations: Competing through Capabilities	Core	
STRT 6500 Strategic Management	Core	
<i>SPTM 6000 The Global Governance and Development of Sport</i>	<i>Emphasis</i>	<i>Every year</i>
<i>SPTM 6100 Sport Marketing and Revenue Generation</i>	<i>Emphasis</i>	<i>Every other year</i>
<i>SPTM 6200 Innovation Management in Sport Organizations</i>	<i>Emphasis</i>	<i>Every other year</i>
<i>SPTM 6300 Legal and Ethical Challenges in Sport</i>	<i>Emphasis</i>	<i>Every other year</i>

The emphasis classes meet a number of requirements. First, they complement and add sport management-specific content to the core classes while also reinforcing strategically important concepts such as global perspectives and ethical challenges. Second, they deliver against the key requirements of COSMA, the Commission on Sport Management Accreditation. While we do not wish to pursue COSMA accreditation, they provide a useful, sport-industry-developed, standard of graduate program content to help guide and direct the design of academic programs of study within sport management. COSMA identifies five fundamental areas of study: (1) foundations of sport (social and political perspectives), (2) foundations of sport management (management, governance, leadership), (3) sport management functions (operations and marketing), (4) the sport management environment (legal framework, ethical aspects, diversity issues), (5) an integrative experience (an opportunity to intern, research, independent study or commit to program of experiential learning). Third, by virtue of following COSMA advice, the emphasis classes engage students in a program of integrative learning that focuses on foundational, strategic, operational and environmental issues as they relate to sport management, thus providing students with a range of complementary content which spans the broad sport management landscape and can be adapted to all sub-sectors, as appropriate.

8. Program Requirements

The MBA at UCCS consists of 36 credit hours of graduate (6000-level) business coursework with 24 hours of core competency courses and 12 hours of electives. The applicants for MBA program should have completed coursework in accounting, economics and statistics as part of their undergraduate degree. If the above-mentioned courses were not completed, UCCS provides a series of three business foundation courses as required background courses to help develop competencies to be successful in the MBA program. Foundation courses may be waived based on prior academic work or through passing a waiver exam. We are not proposing any changes to the existing MBA core, and are only proposing to add a Sport Management area of emphasis in lieu of elective courses. The existing MBA program already follows this approach by offering multiple areas of emphasis (such as accounting, finance and marketing) in lieu of elective courses. The MBA-Sport Management area of emphasis will involve 24 hours of existing core competency courses and 12 hours of sport management courses (see Table 6).

9. Program Delivery

All degree programs in the UCCS College of Business have to abide by the AACSB accreditation.

There is no additional professional accreditation requirement for the proposed MBA Sport Management emphasis. We anticipate starting the new emphasis in Fall 2020. All faculty teaching in the MBA Sport Management emphasis are expected to have terminal degrees (PhD) in their respective fields. Currently, the College of Business anticipate the following faculty to lead classes in the MBA Sport Management emphasis: Spencer Harris (UCCS), Thomas Aicher (UCCS), Matt Metzger (UCCS), and Roger Pielke Jr, (CU-Boulder).

10. Institutional Factors

There is no impact on other instructional, research or service programs. The proposed MBA with an emphasis in Sport Management does not duplicate any other program offered in the CU system. The emphasis will be delivered online and will utilize the existing learning management system. The proposed MBA Sport Management emphasis will coordinate with other undergraduate programs at UCCS and across CU system to develop a pathway for students graduating from these programs and offer them a career advancement pathway to pursue graduate education and become sport management professionals. In terms of staffing, the admissions and other student support can be handled by existing staff at the College of Business. Regarding faculty, we plan to readjust qualified faculty with terminal degrees (PhD) from undergraduate program to teach in the MBA Sport Management emphasis. As detailed in the introduction, above, the projected budgetary implications are presented in Appendix 1.

11. Estimated Enrollment

Initially, for the first three years of operation, our aim is to enroll 15 students in year 1, followed by 18 students in years 2 and 3 and progressing to 19 students in years 4 and 5.

Table 7. Estimated enrollment

	Year 1	Year 2	Year 3	Year 4	Year 5
Resident headcount	10	22	24	24	24
Non-resident headcount	5	11	11	12	12
Total headcount	15	33	33	36	36

Appendix 1. Budget Proforma

UNIVERSITY OF COLORADO COLORADO SPRINGS							
STANDARD FINANCIAL PROFORMA FOR TARGETED GROWTH OR NEW GENERAL FUND ACADEMIC PROGRAMS							
PROGRAM:	GRADUATE PROGRAM TEMPLATE						
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
SPTM DMBA	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Projected 3% annual tuition increase		ENROLLMENT AND REVENUE PROJECTIONS					
Graduate Student Resident Headcount		10	22	24	24	24	24
Graduate Student Resident Credit Hours		\$ 18	\$ 18	\$ 18	\$ 18	\$ 18	\$ 18
Graduate Student Resident Tuition Rate per CH		\$ 536	\$ 569	\$ 586	\$ 603	\$ 621	\$ 640
Graduate Student Non Res Online Headcount		5	11	11	12	12	12
Graduate Student Non Res Online Credit Hours		\$ 18	\$ 18	\$ 18	\$ 18	\$ 18	\$ 18
Graduate Student Non Res Online Tuition Rate per CH		\$ 697	\$ 718	\$ 739	\$ 761	\$ 784	\$ 784
Graduate Student Non Res Headcount		0	0	0	0	0	0
Graduate Student Non-Resident Credit Hours		\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6
Graduate Student Non Res Tuition Rate per CH		\$ 1,160	\$ 1,195	\$ 1,231	\$ 1,268	\$ 1,306	\$ 1,345
Grand Total Student Headcount			33	35	36	36	36
Revenue Projections		*****CALCULATED CELLS*****					
Graduate Resident Tuition		\$ 96,480	\$ 225,324	\$ 253,152	\$ 260,496	\$ 268,272	\$ 276,480
Graduate Non Resident Online Tuition		\$ 62,730	\$ 142,164	\$ 146,322	\$ 164,376	\$ 169,344	\$ 169,399
Graduate Non-Resident Tuition		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program Tuition Revenue		\$ 159,210	\$ 367,488	\$ 399,474	\$ 424,872	\$ 437,616	\$ 445,879
Projected 4% annual increase			EXPENDITURE PROJECTIONS				
COB							
<i>Wages & Salaries</i>							
Tenure/Tenure Track		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NTTF (Instructor at equal to or <50% FTE)		\$ 48,000	\$ 49,440	\$ 56,000	\$ 57,680.00	\$ 59,410	\$ 61,193
Grad Coordinator		\$ 5,000	\$ 5,150	\$ 5,304.50	\$ 5,464	\$ 5,628	\$ 5,796
Classified Staff (Administrative Assistant)							
<i>Benefits at 32% Campus Rate (for applicable pos)</i>		\$ 16,960	\$ 17,469	\$ 19,617	\$ 20,206	\$ 20,812	\$ 21,437
Accreditation Expenses		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lecturers		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Graduate Assistantships (total - 0)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Subtotal College Expenses</i>		\$ 69,960	\$ 72,059	\$ 80,922	\$ 83,350	\$ 85,850	\$ 88,426
Operating Expenses							
Supplies		\$ 500	\$ 1,000	\$ 1,250	\$ 1,500	\$ 1,750	\$ 2,000
Printing/Postage	\$ 1,250	\$ 1,250	\$ 1,500	\$ 1,750	\$ 2,000	\$ 2,250	\$ 2,500
Equipment and Software		\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Marketing	\$ 17,000	\$ 17,510	\$ 18,035	\$ 18,576	\$ 19,134	\$ 19,708	\$ 20,299
Official Functions		\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600
Travel	\$ 2,500	\$ 2,500	\$ 2,750	\$ 3,000	\$ 3,250	\$ 3,500	\$ 3,750
Library Materials		\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
<i>Institutional Aid Enter and Footnote</i>							
<i>Subtotal Operating</i>		\$ 24,360	\$ 25,885	\$ 27,176	\$ 28,484	\$ 29,808	\$ 31,149
<i>Subtotal Home College Expenditures</i>		\$ 94,320	\$ 97,944	\$ 108,098	\$ 111,833	\$ 115,658	\$ 119,574
<i>Home college ONE TIME Expenditures-start up funds</i>							
TOTAL Home CollegeExpenditures		\$ 94,320	\$ 97,944	\$ 108,098	\$ 111,833	\$ 115,658	\$ 119,574
TOTAL ACADEMIC PROGRAM EXPENDITURES	\$ 20,750	\$ 94,320	\$ 97,944	\$ 108,098	\$ 111,833	\$ 115,658	\$ 119,574
REVENUE		\$ 159,210	\$ 367,488	\$ 399,474	\$ 424,872	\$ 437,616	\$ 445,879
Gift funds							
Other funds							
REVENUE AFTER DIRECT EXPENDITURES		\$ 64,890	\$ 269,544	\$ 291,376	\$ 313,039	\$ 321,958	\$ 326,305
Indirect Exp (42.6%, 3 YR S&U avg.)		\$ -	\$ 156,550	\$ 170,176	\$ 180,995	\$ 186,424	\$ 189,944
NET ACADEMIC PROGRAM EXPENDITURES	\$ (20,750)	\$ 64,890	\$ 112,994	\$ 121,200	\$ 132,043	\$ 135,534	\$ 136,360
Total Contribution to Campus		\$ 64,890	\$ 112,994	\$ 121,200	\$ 132,043	\$ 135,534	\$ 136,360
<i>All Base budget increments only if College & LAS meet a rolling 3-YEAR average of overall fall enrollment targets set by campus in addition to this growth (1)</i>							
Annual Base Budget Increment		\$ 94,320	\$ 3,624	\$ 10,154	\$ 3,735	\$ 3,824	\$ 3,917
PROPOSED 60/40 SPLIT (COB=60% / CA=40%)							
60% of Gross Tuition Revenues (GTR) to COB	\$ -	\$ 95,526.00	\$ 220,492.80	\$ 239,684.40	\$ 254,923.20	\$ 262,569.60	\$ 267,527.39
Contribution Margin on 60% GTR after expenses	\$ (20,750)	\$ 30,636.00	\$ 107,498.79	\$ 118,484.62	\$ 122,879.92	\$ 127,035.76	\$ 131,167.33
Program Total Debt - Contribution Margin	\$ (20,750)	\$ 9,886.00	\$ 117,384.79	\$ 118,484.62	\$ 122,879.92	\$ 127,035.76	\$ 131,167.33
40% of Gross Tuition Revenues to Central Admin		\$ 63,684.0	\$ 146,995.20	\$ 159,789.60	\$ 169,948.80	\$ 175,046.40	\$ 178,351.59

Appendix 2. Proposed Course Descriptions

SPTM 6000 The Global Governance and Development of Sport (Instructor: Spencer Harris, Ph.D.)

The evolution of modern sport, the structures and philosophical norms that have emanated from it, and the conditions within which the networked governance of international and domestic sport operate will form the initial focus of this class. Here, the class will examine the systemic, political and corporate governance of sport, the principles of Lex Sportiva, and the critical issues that reside in the politics and power in the international and domestic sport landscape. The class will go onto critique the work of sports organizations and others specifically in regard to the development of sport including increasing mass participation in sport and developing elite sport. Further, the class will explore and present new ideas and innovations that could further develop community and elite sport policy and practice.

SPTM 6100 Sport Marketing and Revenue Generation (Instructor: Thomas Aicher, Ph.D.)

This course will examine the application and effectiveness of the predominant forms of consumer behavior, revenue generation, and marketing strategies being utilized by sport organizations. Students will gain an appreciation for the intricacies of the strategies and use of data to enhance their understanding of the consumer and revenue generation techniques. Using this knowledge, students will learn how to develop and implement strategic marketing campaigns to reach the various consumers and maximize revenue. They will learn to understand and appreciate the unique challenges and opportunities sport managers face in marketing and how to apply the theories and strategies learned to real world situations. (Pre-requisite: MKTG 6000, SPTM 6000)

SPTM 6200 Innovation Management in Sport Organizations (Instructor: Matt Metzger, Ph.D.)

The focus of this course is on the application of management theory to issues in sport organizations, including organizational behavior, strategic planning, and effective human resources management. An overall emphasis will explore how organizations create and capture new value given the current political, social, and financial environments in the global sport marketplace. (Pre-requisite: MGMT 6000, SPTM 6000)

SPTM 6300 Legal and Ethical Challenges in Sport (Instructor: Roger Pielke, Ph.D.)

This course aims to critically engage in a range of legal and ethical issues that challenge professional, collegiate, Olympic, youth, and recreational sport. Classes will initially critique the implications of specific U.S. based sport-related legislation such as the Amateur Sport Act, Title IX, the SafeSport Act and Anti-Trust legislation before continuing on to discuss a range of issues to include management corruption (bribery, fraud), on field corruption (match fixing, point shaving and simulation), anti-doping policy, sex-testing in sport, amateurism, technological augmentation, athlete abuse, and athlete welfare. (Pre-requisite: SPTM 6000)

Standards and Procedures for Certificate Programs
Certificate Approval Form

In order for a certificate program to be reviewed, please fill out the form below and submit to the appropriate college and campus committees. Please plan on at least six months after submission before offering a certificate. Complete information in Part I for all requests. Part II needs to be completed by those seeking approval for Gainful Employment (GE) certificates with financial aid eligibility for non-degree seeking students. All appropriate signatures should be obtained.

PART I

1. Name of Certificate: Graduate Certificate in Sport Management

2. Department(s): Marketing, Strategy & International Business

3. College(s)/Institutions: College of Business, UCCS

4. Faculty Director/Advisor: Eric Olson or Spencer Harris

5. Type of Certificate:

Gainful Employment

6. Expected start date (semester and year): Fall 2020

7. Number of required credit hours: 12 credit hours

8. Anticipated length of the program in semesters including summer (e.g., 2 years = 6 semesters):
2 years = 4 semesters (spring and fall only)

9. Describe the certificate program. Include in your description the following information:

The certificate program will run alongside the new MBA Sport Management emphasis. The MBA program will consist of eight three-credit hour core classes and four three credit hour emphasis classes. The core classes will focus on accounts, finance, management, marketing and strategy, information systems, and operations. The emphasis classes will focus on sport management content including the governance and development of sport, the marketing of sport, innovation management in sport, and the legal and ethical challenges in sport. Students who wish to pursue the certificate will take the four three credit hour emphasis classes in sport management.

a. How the certificate program fits the unit's role and mission. If applicable, explain the specific roles of each institution if there are multiple institutions involved.

The mission of the proposed Sport Management Graduate Certificate is aligned with the mission of the UCCS as well as the College of Business. The UCCS mission is to "be a comprehensive baccalaureate and specialized graduate research university...offer liberal arts and sciences, business, engineering...programs, and a selected number of master's and doctoral degree programs". The proposed Sport Management Graduate Certificate fulfills this mission by providing a unique professional graduate program for existing and aspiring sport managers. The mission of the College of Business includes offering "...select master's degrees and professional programs that emphasize principle-based ethical decision making...support innovation and impact in our teaching, research and service." The College realizes this mission by producing intellectual contributions that impact the theory, practice and teaching of business. The proposed Sport Management Graduate Certificate fulfills this mission by offering a unique professional graduate program focused on developing well-

rounded sport management professionals. The program is innovative in nature blending sport management fundamentals with critical themes in the international and domestic governance of sport. Further, the proposed Sport Management Graduate Certificate addresses three of the strategic themes (or core strategies) identified for the UCCS 2030 Strategic Plan:

- Strategy 2: Enhance strategic enrollment and retention efforts to drive long-term stability and sustainability.
- Strategy 5: Strengthen and expand revenue sources to ensure future growth and improve student affordability and access.
- Strategy 6: Support competitive programs and initiatives, both existing and new, that show the university's unique value and identity in the higher-education landscape.

b. Courses and requirements (e.g., minimum grades) to complete the certificate.

SPTM 6000 The Global Governance and Development of Sport

The evolution of modern sport, the structures and philosophical norms that have emanated from it, and the conditions within which the networked governance of international and domestic sport operate will form the initial focus of this class. Here, the class will examine the systemic, political and corporate governance of sport, the principles of Lex Sportiva, and the critical issues that reside in the politics and power in the international and domestic sport landscape. The class will go on to critique the work of sports organizations and others specifically in regard to the development of sport including increasing mass participation in sport and developing elite sport. Further, the class will explore and present new ideas and innovations that could further develop community and elite sport policy and practice.

SPTM 6100 Sport Marketing and Revenue Generation

This course will examine the application and effectiveness of the predominant forms of consumer behavior, revenue generation, and marketing strategies being utilized by sport organizations. Students will gain an appreciation for the intricacies of the strategies and use of data to enhance their understanding of the consumer and revenue generation techniques. Using this knowledge, students will learn how to develop and implement strategic marketing campaigns to reach the various consumers and maximize revenue. They will learn to understand and appreciate the unique challenges and opportunities sport managers face in marketing and how to apply the theories and strategies learned to real world situations. (Pre-requisite: MKTG 6000, SPTM 6000)

SPTM 6200 Innovation Management in Sport Organizations

The focus of this course is on the application of management theory to issues in sport organizations, including organizational behavior, strategic planning, and effective human resources management. An overall emphasis will explore how organizations create and capture new value given the current political, social, and financial environments in the global sport marketplace. (Pre-requisite: MGMT 6000, SPTM 6000)

SPTM 6300 Legal and Ethical Challenges in Sport

This course aims to critically engage in a range of legal and ethical issues that challenge professional, collegiate, Olympic, youth, and recreational sport. Classes will initially critique the implications of specific U.S. based sport-related legislation such as the Amateur Sport Act, Title IX, the SafeSport Act and Anti-Trust legislation before continuing on to discuss a range of issues to include management corruption (bribery, fraud), on field corruption (match fixing, point shaving and simulation), anti-doping

policy, sex-testing in sport, amateurism, technological augmentation, athlete abuse, and athlete welfare.
(Pre-requisite: SPTM 6000)

To remain in good standing in the Graduate Certificate, students must have an overall grade point average of no less than a 3.0 for all coursework. Any grade below 'C' (2.0) is not a passing grade.

- c. **Admission criteria (at a minimum must follow criteria delineated in policy but program may have higher standards)**
Bachelor's degree from a regionally accredited university with a cumulative grade point average of 3.0 or better.
- d. **The exit process (include requirements for finishing, any forms that must be completed stating who completes these forms—student, faculty director, etc.; who will provide a list of completers to A&R so that a person's transcript may be changed).**
Students need to complete the required four Sport Management courses and requisites in the Certificate. Upon completion of the coursework, the Graduate Certificate Completion Form will be signed by the Director of the Graduate Programs and the Dean of the College of Business, then submitted to the Registrar's Office to stamp the certificate on the student's transcripts.
- e. **Costs of offering the certificate program.**
The costs of offering the certificate are part and parcel of the costs associated with offering the new MBA Sport Management emphasis. The budget detailing all anticipated expenditures is included in Appendix 1.
- f. **Expected benefits, income, return on investment.**
It is beneficial to offer the Graduate Certificate as we may either attract students that are not yet ready to commit to an MBA or students who have completed an MBA in a different area of emphasis but wish to add an emphasis in sport management. We expect to attract a modest annual enrollment of Graduate Certificate students in the order of between 3-5 students per year. The emphasis classes that form the basis of the Graduate Certificate are already being offered as part of the MBA thus all costs are fixed costs. Anticipated revenue and the ROI based on three students would be \$27,000 and up to \$45,000 based on five students.
- g. **If applicable, describe any fees (e.g., program, course, application) that you will charge. (Note: You will need to follow campus procedures for fees.)**
Fees beyond tuition include
- application fee of \$60,
 - online course fee of \$100 per class
 - cost of textbooks estimated at approximately \$100 per class
- h. **If you are proposing a non-notated certificate, please explain why this is the best type of certificate and why you are not using a CoS or PD certificate. Please submit a plan for how you will inform students that the certificate will not be notated on official university transcripts.**
Not applicable.

PART II (for GE Certificates)

1. Program website URL for certificate program:

<https://www.uccs.edu/business/programs/masters/graduate-business-certificates>

2. Provide a narrative description of how the institution determined the need for the program.

Describe what need this program will address and how the institution became aware of that need. If the program will be offered in connection with, or in response to, an initiative by a governmental entity, provide details of that initiative.

The rationale for the program is predicated on five factors: (i) the limited supply of graduate level qualifications in sport management, (ii) the ability for UCCS to efficiently develop a high-quality graduate offer in sport management, (iii) the potential to recruit from across different sub-sectors of sport (professional sport, Collegiate athletics, Olympic sport, youth sport and recreation) across Colorado and wider afield, (iv) the potential to recruit from the UCCS student population, (v) the potential to recruit from other schools offering undergraduate programs in sport and related disciplines, and the reputation and strategic links that the UCCS COB has as a part of being Olympic City USA.

3. Provide a narrative description of how the program was designed to meet local market needs, or for an online program, regional or national market needs. For example, indicate if Bureau of Labor Statistics data or state labor data systems information was used, and/or if state, regional, or local workforce agencies were consulted. Include how the course content, program length, academic level, admission requirements, and prerequisites were decided; including information received from potential employers about course content; and information regarding the target students and employers.

The Graduate Certificate in Sport Management delivers against the key requirements of COSMA, the Commission on Sport Management Accreditation. While we do not wish to pursue COSMA accreditation, their framework provides a useful, sport-industry-developed, standard of graduate program content to help guide and direct the design of academic programs of study within sport management. COSMA identifies five fundamental areas of study: (1) foundations of sport (social and political perspectives), (2) foundations of sport management (management, governance, leadership), (3) sport management functions (operations and marketing), (4) the sport management environment (legal framework, ethical aspects, diversity issues), (5) an integrative experience (an opportunity to intern, research, independent study or commit to program of experiential learning). Third, by virtue of following COSMA advice, the emphasis classes engage students in a program of integrative learning that focuses on foundational, strategic, operational and environmental issues as they relate to sport management, thus providing students with a range of complementary content which spans the broad sport management landscape and can be adapted to all sub-sectors, as appropriate.

4. Provide a narrative description of any wage analysis the institution may have performed, including any consideration of Bureau of Labor Statistics wage data related to the new program.

Analyzing the jobs outlook for sport in the U.S. is no easy task. The first major problem lies in the heterogeneity of sport; it consists of a number of different sectors and sub-sectors, and the jobs across these sectors are not accurately counted within the Bureau for Labor Statistics figures. Second, 'sport management' cuts across both the occupational group category of 'arts, sports and media', and the industry group 'leisure and hospitality'. Third, sport management is made up of many recognized occupational fields such as management, administration, healthcare, education, sales, etc. thus, it is difficult to accurately calculate jobs and analyze wages in the sport industry. Taking into account these limitations, the most accurate picture of the job outlook comes from the job projections by occupational group (art, sport and media) and the industry group (leisure and hospitality) of which sport is part. Sport is only a small part of each of these groups and the data only provide a prediction of the overall change in the group. In 2017, employment in the art, media and sport major occupational group was 2,624,000. Overall employment in this group is predicted to grow by 4.1% to 2,731,000 by 2024. The job market is also expected to grow in the leisure and hospitality industry sector from 14,710,000 jobs in 2014 to 15,651,200 in 2024 (6.4%). The median annual wage for sports occupations was \$42,940 in May, 2018, which was higher than the median annual wage for all occupations of \$38,640 (BLS, 2019).

5. Was the program reviewed and approved by any external groups such as:

The program has been reviewed and approved by the College of Business Graduate Committee and by the College of Business Executive Committee.

6. Provide a narrative description of how the program was reviewed or approved by, or developed in conjunction with, the entities selected in #5. For example, describe the steps taken to develop the program, identify when and with whom discussions were held, provide relevant details of any proposals or correspondence generated, and/or describe any process used to evaluate the program. The institution must retain, for review and submission to the appropriate federal agencies upon request, copies of meeting minutes, correspondence, proposals, or other documentation to support the development, review, and/or approval of the program.

The MBA Sport Management emphasis and the Graduate Certificate in Sport Management was reported to, discussed, and approved by the College of Business Graduate Committee on November 20, 2019. The MBA Sport Management emphasis and the Graduate Certificate in Sport Management was reported to, discussed, and approved by the College of Business Executive Committee on November 21, 2019.

7. Describe how you will determine the on-time completion rate, job placement rate, and median loan debt in order to disclose the information on the departmental website.

We will use an exit survey of graduating students and coordinate with the campus financial aid office and institutional research office to gather required data for reporting purposes. This certificate will typically be completed in 1 year.

8. When do you intend to begin disbursing Title IV funds to students:

Title IV funds (financial aid) will be disbursed when a student applies for it and can be disbursed starting when the certificate is launched.

9. Estimate the cost of the program (you may change table as needed for your certificate and whether the program is online or in-person but make sure you include all information needed for GE designation):

	Per Term	Annual
Tuition and fees	Resident \$2588 Non-Resident \$2753 (online)	Resident \$10,352 Non-Resident \$11,012 (online)
Room and board	N/A	N/A
Books and supplies	\$400	\$1,200

Additional explanation of costs, if necessary (e.g., cost per credit hour):

10. Using the Standard Occupational Classifications <http://www.bls.gov/soc>,

- a. Select the primary occupational group for which the Gainful Employment Program will train the student:**

Sport workers _____

- b. List all six-digit codes that reflect occupations in which the graduates of the proposed program will be trained for employment: 27-2023**

11. Have you read the Gainful Employment regulations posted at <http://www.ifap.ed.gov/GainfulEmploymentInfo/index.html> and are you aware that failure to comply and failure to meet “gainfulness” could make your program ineligible for the Title IV financial aid on an annual basis? XYes

Have you reviewed the regulations for any further requirements in the application?

XYes _____No



12/2/2019

To: Graduate Executive Committee

From: Deborah Pollard, PhD, RNC, CNE
Associate Professor and Department Chair, Nursing

Re: Nursing: Changes to the MSN Graduate Curriculum

The Graduate Faculty at the Helen and Arthur E. Johnson Beth-El College of Nursing and Health Sciences has voted to make the following changes to the MSN graduate curriculum. The following table highlights the three changes.

Current State	Change
Clinical courses are offered only one time per year. Offering the clinical courses only once per year and/or only in summer, limits the opportunity for student to have flexibility with the clinical course sequence. NURS6800 (Pediatric) course was only offered in the summer during a 10-week semester which resulted in difficulty in obtaining all clinical hours.	Offer clinical courses more than once per year and to offer the NURS6900 (Pediatric course) during the 16-week fall/spring semester to facilitate clinical placements and completion of clinical hours.
NURS6910 (Acute) and NURS6920 are each 6-credit courses that each integrated some gender health content.	Offer a dedicated 2-credit Gender Health Primary Care course (NURS6960). NURS6910 and NURS6920 each decreased to 5 credits which allowed the 2 credits to be assigned to the Gender Health course. Therefore, total credits in the program did not change.
No opportunity for students to complete hours toward their synthesis practicum course over the summer, students can have a significant interruption in their clinical experiences over 4-6 months. Student complete a total of 8 credit hours in NURS6980, Synthesis Practicum.	Offer a Pre-Synthesis course (NURS6982) over the summer session to provide continuity in completing their synthesis practicum hours, if needed by the student. If the students need to take hours over the summer, the hours for the Pre-Synthesis course would be included in the requirement for the NURS6980, Synthesis Practicum course (for example if they take the Pre-Synthesis course for 2 credits, they would need only 6 hours for the Synthesis Practicum Course, for the current total of 8 credits, therefore no change in total credits).