



SPORT MANAGEMENT MASTER'S PROGRAM
SELF-STUDY

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1.0 MISSION AND HISTORY

1.1 MISSION

Consistent with the University's mission:

The core mission of the Sport Management Master's Program is to promote learning through excellence in teaching and scholarship and through reasoned discourse in a cohesive, ethical, and communal environment. The Program offers students the knowledge and skills to develop into successful persons and professionals.

The Sport Management Master's Program will be internationally recognized as a premier Master's Program that provides professional preparation and educates leaders. The Program will utilize its configuration as an evening program and its locations in large urban settings to promote learning outside of the classroom through internships, jobs, field research and other practical experiences.

1.2 HISTORY

The University of San Francisco's Sport Management Master's Program ("SM") is the largest, or one of the largest, sport management master's program in the world. Moreover, it is also considered one of the best. A recent ranking by *SportBusiness International* put USF's program at 7th in U.S. and 12th in the world out of more than 500 programs worldwide that entered into the ranking process.¹

The Master's Program is a 23-month, 36-unit M.A. degree program with approximately 200 students in matriculation. Courses are offered in the evenings allowing students to work full time. Students are admitted in San Francisco in both the summer and spring and admitted in Southern California only in the summer. Since moving to three cohorts per year, about 98 students graduate with their Master's degree in sport management each year (approximately 68 in SF; about 30 in Southern California). As of July 2014, USF has over 1,500 alumni (or Sports & Fitness Management as was the prior name of the degree). Many of the alumni have been successful in the industry, both nationally and internationally, in a very short time period. We have the largest number of alumni of any graduate program in Arts & Sciences, and are currently the largest masters program at USF.

The Sport Management Program began with its first cohort in January 1991 under the name Sports & Fitness Management and was initially part of the Exercise & Sport Sciences Department (ESS). At first a new cohort began once each year during the spring semester. Eventually (in 1999), the program enrolled two cohorts per year, one in January and the other in August (this was moved to July in 2003). An Orange, CA (Orange County) program was established in August 1999. A new cohort of approximately 35 students begins each July in Southern California. Currently there are four cohorts in San Francisco (each six months apart in terms of their matriculation) and two cohorts in Southern California (each one year apart). The Program informally severed its ties with the ESS Department around 2000.

¹ While we do not necessarily agree with the methodology used by SBI, this is the only ranking system for sport management of which we are aware.

In 2002, the Program underwent substantial changes in its leadership team. The name was changed from Sports & Fitness Management to Sport Management to better reflect the degree, clientele, and industry standard. The program also moved from the confines of the gym to Lone Mountain and upgraded the office space to represent an adult professional degree program. The curriculum was reviewed and significantly changed, adding elective courses, an accounting and budgeting course, and a strategic management course. Previous courses in facilities management and public relations are now occasionally offered as elective courses. Part-time faculty were all reviewed with some being replaced with more qualified professionals. Marketing efforts were improved and word spread of the increased quality. Community outreach efforts began with a quarterly newsletter and direct outreach in the community. The number of applications and prospects increased considerably in both San Francisco and the Southern California campus. Perhaps most importantly, retention improved dramatically indicating greater learning and satisfaction among students.

In 2010, Dr. Nola Agha joined the program as Assistant Professor teaching courses in strategic management and research methods. Dr. Agha earned her Ph.D. in Business (with a focus in sport management) from the University of Massachusetts, but is also a graduate of the SM program back in 1999. In 2013, Dr. Michael Goldman joined the program as Assistant Professor teaching courses in marketing and business development & sales. Dr. Goldman joined the Program from the University of Pretoria in South Africa. He replaced Dr. Andrew Choi who had joined the Program back in 2006. More extensive bios of all adjunct faculty are contained below in Appendix II and staff and faculty résumés and cv's are in Appendix III.

In the summer of 2014, Dr. Stan Fasci retired as Director of Administration and was replaced by Andrew J. Roberts (Drew), who was promoted from the Assoc. Director position overseeing the Orange County campus (see below). Drew had previously replaced Peggy O'Leary, who had retired in 2011. Brent von Forstmeyer replaced Drew in the Orange County campus, being promoted from Program Assistant in San Francisco to Associate Director in OC. Brent had been the Program Assistant at the main campus for about five years and had recently completed his master's degree in education.

The program has undergone one previous program review in 2007-08. While morale is high among faculty and staff, there is a sense of being understaffed, especially since we have added new initiatives (e.g., newsletter, approximately 20 elective courses offered each year, about 100 new alumni each year) and retained more students. Teaching year-round and traveling to OC to teach is also atypical at USF and can be disruptive. In addition, as student quality has risen the difference in teaching capabilities between full-time faculty and part-time faculty has become more and more apparent. This has caused some student dissatisfaction. Finally, in the past couple of years our number of applications has decreased for our cohorts starting in summer in San Francisco. The number of applications are stable, but lower than we would like, for the summer cohorts in Orange County and January cohort in San Francisco.

1.3 GOALS

The Sport Management Program has a number of goals including:

- Providing a practical and theoretical education of the highest quality,

- Teaching a core set of courses while allowing students to specialize using the elective courses and master's project course,
- Integrating the learning environment with the sport community through internships and jobs, guest speakers, real-world applications, and other applied experiences,
- Offering flexibility to students so they can adapt the program to their needs by allowing them to take different electives, with different cohorts, engage in internships world-wide, and even transfer between program locations,
- Providing a communal learning environment.

General Program-wide learning outcomes include:

- Recognize, classify, and demonstrate knowledge of the breadth and depth of the sport marketplace, including the development of leadership, communication, decision-making, problem-solving, and networking skills,
- Recognize, discuss, and demonstrate knowledge of globalization, themed entertainment, culture, sociology, and commerce on the sport marketplace with the development of critical thinking skills,
- Demonstrate skills in business writing, research, and qualitative and quantitative analysis,
- Demonstrate practical management and leadership skills within the industry,
- Recognize the role of economics, accounting, finance, marketing, strategic management, law, business development, and business research methods in sport, and demonstrate and apply the tools of those fields to issues in sport,
- Demonstrate relevant knowledge by creating a business plan, financial plan, marketing plan, stock portfolio prospectus, strategic plan, career plan, legal analysis, research project, and an optional Master's Project,
- Demonstrate knowledge of specific components of sport management such as public relations, facilities management, fundraising, and brand management.

The program has diversity goals and objectives regarding students, faculty, and program offerings. The student body is very diverse. An analysis of students beginning in January 2008 through the July 2014 cohorts (771 students) consisted of 36% women, 10% African-American, 13% Asian, 17% Hispanic, and 60% White. During the same time period, 12% of the students were international students from Japan, China, Canada, India, S. Korea, Israel, Norway, Germany, Egypt, Mexico, Netherlands, Saudi Arabia, Taiwan, Turkey, Colombia, Greece, Indonesia, Brazil, France, and Thailand.

Sport Management students come from diverse undergraduate majors²: 30% are Business/Econ, 10% are Health or Sport Sciences (incl. ESS and Kinesiology), 17% are Communication (incl. media studies and advertising), 6% are Sport Management/Recreation Management/Tourism Management, 18% other Social Sciences, 14% other Liberal Arts, 3.5% Engineering Sciences, and 1% Education. Our students have received their undergraduate degrees from some of the finest institutions in the country, including Stanford, University of California (all of the

² These students are in Cohorts 35-41 and 13S-16S and consist of 404 students.

campuses), University of Chicago, University of Washington, Syracuse, SMU, Michigan State, Michigan, Indiana, and USF.

2.0 CURRICULUM

The Sport Management Master's Program offers one degree, a master of arts in sport management. Our curriculum is very unique compared to other curricula at USF and compared to other sport management degrees around the country.

2.1 GENERAL OVERVIEW

The 36-unit interdisciplinary graduate curriculum is designed to provide students with both theory and practice. It is structured with students taking one course at a time and meeting one evening per week so that working adults who have professional goals in the sports marketplace may complete their degree in approximately 23 months. It provides professional preparation for leadership and management positions with professional sports teams, intercollegiate athletics programs, recreational sports facilities, amateur athletic organizations, health and fitness organizations, sporting events and tournaments, stadiums and arenas, and the marketing, management, and communications firms that support the sports marketplace.

Appendix I provides a list of course descriptions, learning outcomes, and a sample academic calendar. The distinguishing features of the program are that students take courses that are typically six or eight weeks long meeting one night per week. The Internship course begins during the eighth week of matriculation and lasts until graduation. Students can immediately begin to transition into the sports marketplace via the Internship course. A typical student completes 3.5 internships or jobs during their two-year matriculation. Another distinguishing feature is the up-to-date set of courses that students take including unique courses: Accounting & Budgeting in Sport, Strategic Management in Sport, Business Development & Sales in Sport, and numerous electives (e.g., Study Abroad Korea, Entrepreneurship in Sport, Sport Event Operations, Strategic Partnerships, Social Media in Sports, and the Master's Project). Additionally, the adjunct faculty who teach in the program are leaders in their respective fields. Our proximity to major metropolitan areas aids in our ability to maintain a strong staff of adjunct faculty. Appendix II provides a list and short biographies of our faculty.

Over the past few years, the program has enrolled an average of 37 students per cohort. Separate cohorts begin in San Francisco and Southern California every July. Additionally, a cohort begins in San Francisco every January. As shown in the table below, the number of applicants continues to rise (although it has peaked lately and has decreased for the July San Francisco cohorts) while the number accepted has generally declined. One interpretation of the data is that the program is becoming more and more exclusive as the percentage of accepted students who enroll increases and the number of applicants rise. The yield is also higher. The program is at capacity at the beginning of each cohort. We do tend to lose a few students near the beginning of the matriculation for various reasons before settling into a final group of students.³ Due to the cohort-type model

³ Typical reasons include change of student career direction, cost of the program, and other personal issues.

that we employ, it is not possible to admit a student to fill an empty seat partway through the curriculum, since each course needs to be taken in order for the curriculum to work.

Figure 1. Enrollment Trends in Sport Management

<u>YEAR</u>	<u>NUMBER OF APPLICANTS</u>	<u>NUMBER OF STUDENTS ACCEPTED</u>	<u>Acceptance Rate</u>	<u>Enrolled</u>	<u>Yield</u>	<u>Graduated</u>
2008	301	155	51%	109	70%	95
2009	355	158	45%	117	74%	102
2010	347	143	41%	109	76%	96
2011	380	142	37%	107	75%	98
2012	389	141	36%	104	74%	82*
2013	383	132	34%	112	85%	0*

* Those students who enrolled in 2012 are only recently eligible to graduate, thus some of them are still in the process of graduating. 2013 enrollees have not taken enough units to graduate yet.

The number of graduates has averaged approximately 98 for cohorts beginning their matriculation in 2008-2011. In the five years prior to that (2003-2007), the number of graduates averaged 93, and from 2000-2002, the average was 75. Enrollments will continue to be at capacity over the next five to ten years, with each of the three annual cohorts enrolling 35-36 students.⁴

Determination of Curricular Content

Curricular content in the program is determined by the Curriculum Committee, which consists of Drs. Agha, Cellini, Goldman, and Rascher. Any significant changes to the curriculum are voted on by the Committee. Often ideas are discussed informally amongst these four faculty and the Director of Administration and Associate Director based on information from students, alumni, industry practitioners, and other institutions.

Comparison of Curriculum to Other Programs

Most sport management master's programs are housed in kinesiology or related departments. There is a slow trend that is moving them into business schools with some business schools offering combined MBAs with an emphasis in sport management. Our program is independent of any other department. This gives us the autonomy and flexibility to make changes and be at the forefront of the sport management field.

Our curriculum is unique in many ways.

1. The Internship course takes place over a 20-month period, meeting both formally (16 hours of class meetings) and individually by email, phone, or in person. Students participate in approximately 3.5 internships during their matriculation. It is a four-unit course and requires 160 hours of internship practicum, but students significantly exceed those minimum requirements, usually exceeding 1,000 hours. Students can sign up for internships as long as they are enrolled in the program.
2. There are two courses that cover accounting, budgeting, finance, and economics. Many programs have a single sport finance course and students sometimes take a sports economics course in the economics department. USF's program has a sport economics and finance course that is taught for sport

⁴ Often, we enroll 36-37 students with the knowledge that a few will drop out early during their matriculation.

- management students and a separate accounting and budgeting course that is taught in the program, not as part of a general accounting curriculum in the business school.
3. The importance of business development and sales to the success of any sport organization is reflected in our curriculum where there is a course entitled Business Development and Sales in Sport. We are aware of some other universities that have a sales course at the master's level (mostly it is offered to undergraduates if at all), but none that focus on the broader concept of business development.
 4. Our curriculum contains a strategic management course. Most programs don't contain a full strategy course, but might combine it with a general management or leadership course.
 5. Students in our program take three elective courses (two units each) from a total offering of 6-8. In order to decide which 6-8 elective courses to offer, the students vote from among 12-18 one page course offerings with faculty bios for each course. Based on the voting, this helps narrow it down to the 6-8 courses that are ultimately offered. Dr. Choi began offering a study abroad course (to Korea), and now Dr. Goldman has initiated a study abroad course to South Africa.
 6. Students can opt to take one elective (two units) and the Master's Project (four units).
 7. The program meets one night per week for 4 hours for approximately 23 months, with courses typically lasting 6 or 8 weeks.
 8. Students can matriculate in San Francisco or Southern California or transfer between the two locations.
 9. If a student gets an internship that takes them too far away to continue taking courses, they can come back when the internship is over and pick up their remaining courses quite easy because we have six cohorts at different stages of matriculation at all times.

Measurement of Learning Outcomes

Each course in the program relates to the overall objective of preparing students for careers in sport management. All of our core courses fully utilize each hour of class time. Because the topics are so broad, it can be difficult fitting them within the 6 or 8 week segments. We require a lot of homework outside of the classroom in these courses. Courses taught by adjunct faculty are sometimes inconsistently delivered causing students to feel that they are not always getting what they are paying for. It can be stark going from a full-time professor in one course to a part-time professor in another course. Not only is there turnover among adjunct faculty, but the amount of time an adjunct can devote to a course varies each semester and is rarely as much as a full-time professor. The number of new adjunct faculty hired during academic calendar years 2008-2013 was 40, or about 8 per year.

The table below shows how the learning outcomes are introduced, reinforced, and have extended coverage in each course in the curriculum.

<i>Learning Outcomes</i>	Leadership & Critical Thinking	Managing Sport in a Dynamic Environment	Accounting & Budgeting	Economics & Finance	Marketing	Business Development & Sales	Strategic Management	Law	Research Methods	Electives	Master's Project	Internship
Recognize, classify, and demonstrate knowledge of the breadth and depth of the sport marketplace, including the development of leadership, communication, decision-making, problem-solving, and networking skills.	I	R		EC	EC	R	EC		EC	EC		R
Recognize, discuss, and demonstrate knowledge of globalization, themed entertainment, culture, sociology, and commerce on the sport marketplace with the development of critical thinking skills.		I			EC					EC	EC	
Demonstrate skills in business writing, research, and qualitative and quantitative analysis.	I		R	R, EC	R, EC		EC	R	EC	EC	R, EC	
Demonstrate practical management and leadership skills within the industry.	I					R, EC				EC		R
Recognize the role of economics, accounting, finance, marketing, strategic management, law, business development, and business research methods in sport, and demonstrate and apply the tools of those fields to issues in sport.			I	I, EC	I, EC	I, EC	I, EC	I	I, EC	EC	EC	
Demonstrate relevant knowledge by creating a business plan, financial plan, marketing plan, cultural analysis, team management plan, stock portfolio prospectus, strategy plan, career plan, legal analysis, research prospectus, and an optional Master's Project.			I	I	I		I	I	I, EC	EC	EC	I
Demonstrate knowledge of specific components of sport management such as public relations, facilities management, fundraising, and brand management.	I	R			I					R, EC	EC	

I=Introduced, R=Reinforced, EC=Extended Coverage

Recent and Expected Future Changes

Dr. Nola Agha joined the program in Fall 2010 after completing her doctorate at the University of Massachusetts. In Fall 2013, Dr. Andrew Choi, who joined us in Fall 2006, left the university. He was replaced by Dr. Michael Goldman. Additionally, Dr. Jeremy Howell's two core courses he had taught for us are now being taught by adjunct faculty. As described above, the staff leadership has changed with Dr. Stan Fasci retiring from the Director of Administration position and being replaced by Andrew Roberts, former Associate Director, who was replaced by Brent von Forstmeyer (former program assistant).

The only major course change in recent years, other than the constantly changing elective courses, is the Sport Management in a Dynamic Environment course changing from a sport culture, and commerce focus to a social media in sport management focus. The Study Abroad course will be taken over by professor Goldman with the first location being South Africa.

Over the next few years, we need to improve our Orange County facilities, increase our relationship-building with students, alumni, and the industry with more events, symposia, etc., and launch online courses, executive education, and host international sport managers. See Section 12 for more details. This will likely require the addition of a faculty member and a faculty/staff member who splits his or her time between teaching and creating and managing events, etc.

Recruiting

Recruiting graduate students is part of what Andrew Roberts and Brent von Forstmeyer do. The program advertises in local general media, on-line at graduate school sites, and in sports industry trade journals. Also, the program sends posters out to career centers and exercise science and sport management programs at many colleges and universities. Drew and Brent also host dozens of information meetings all over California and attend graduate career fairs. Alumni are also very influential in recruiting students. In addition, the program is further known through the faculty's connections in the industry. Recruiting is very successful since we receive many more applications than there are open spots.

Credentials, Placement, and Mentoring of Students

All graduate students in the program are officially advised by either Andrew Roberts or Brent von Forstmeyer. Additionally, Rich Cellini teaches every student in the Internship course, which means that he is constantly in contact with them during their time at USF. Career guidance and strategy sessions are a big part of what Rich provides them. Further, Rascher, Roberts, and von Forstmeyer are officially involved in student course scheduling for transfer courses. All faculty are involved in informal advising and mentoring of students. This is certainly one of the strengths of the program. However, we don't use the word "placement" – we provide opportunities for students to place themselves in excellent jobs. We can help get them an interview, but they have to take it from there with the interviewing and job skills taught in the Internship course.

Of the 84 students who graduated in 2011 and had updated LinkedIn profiles, 64 are working in sports, 5 were recently working in sports and just took jobs with organizations like Oracle and Pepsi, and 15 have been working outside of sports for a few years with organizations like Pandora, Facebook, UCSF, and Bare Escentuals.

Breadth and Depth of Curriculum

The curriculum is designed as a general applied sport management curriculum. Adding electives to the program has allowed students, if they choose to do so, to focus more on one particular area. The area of specialization that is usually chosen is sport marketing. Also, students have taken both event management and facilities management courses to create that area of specialization. Moreover, students have taken Directed Study courses in order to focus on a particular area – this has often been player personnel evaluation. Some students have chosen the elective period to sometimes take courses outside of the program to help them specialize. There has been a recent increase in the number of courses being transferred in from outside of USF. This appears to be due to the increase in the number of on-line (accredited) courses being offered at prices much lower than USF's.

Coordination of Courses

Dr. Rascher is responsible for staffing all of the courses. The full-time faculty choose which courses they are going to teach. There is not a lot of course-switching among the full-time faculty. Dan coordinates which adjunct faculty will teach specific courses in both San Francisco and Southern California. He works with the part-time faculty to be sure that they have the expected course content. Each faculty member is responsible for his or her syllabus and course readings. The Program Assistants work with the adjunct faculty to get their syllabus, text books, and readers ready for their courses. The Program Assistants also coordinate room assignments and any technical needs for the classrooms.

Changes to courses take place through the Curriculum Committee (the four full-time faculty). Ideas for changes are suggested by faculty, staff, alumni, and sometimes current students.

How are Students Involved in Their Learning?

All students participate in the Internship course which provides an active, not passive, environment for learning. Teaching assistants are not typically used in the program, thus our students do not often get the opportunity to act as teaching assistants. Some courses involve practical research or event management. Those aspects provide an active learning environment. For example, in Agha's Research Methods course, students often engage in service learning business research projects for actual organizations. Examples include:

- An examination of why sport consumers purchase ticket packages in advance when scarcity is not a concern. The research was conducted in cooperation with the San Francisco Bulls and presented to team management upon completion.
- A comparison of social media and traditional media in affecting purchasing behaviors. The research was presented to the San Jose Sharks upon completion.
- An analysis of the rooting behaviors of fantasy sports players was presented to the San Francisco 49ers.
- An investigation of the motivations for veteran runners to re-engage in road races. The group worked closely with the San Francisco Marathon and presented their results to the race organizers.
- An investigation of the strength of sponsor awareness among student athletes. The research was in conjunction with and presented to the Athletic Department at Menlo College.
- An analysis of the sportscape features of the Oakland Coliseum that leads to return visits. The research was in conjunction with the Oakland A's and presented to the team upon completion.

- A study on the factors influencing consumer ticket purchases for the Oakland Raiders
- An analysis of donor motivations for Riordian High School Athletics
- A comparison of sponsorship motivations for the Staples Center
- An investigation of specialization in DI and DIII female soccer players. This research was presented at the Third Annual Creative Activity and Research Day (CARD) in April 2013 and has been submitted to the Journal of SPORT.

In Goldman's Sport Marketing course, students work in groups to solve strategic fan engagement problems, including issues such as season-ticket holder churn, stadium experience enhancement, and loyalty program development. Organizations that have participated in this include The San Francisco Giants, the Golden State Warriors, the Oakland Raiders, the Oakland A's, the San Jose Sharks, the San Jose Earthquakes, the Stockton Ports, the LA Galaxy, the LA Dodgers, the Renegade Race Series, the San Diego Padres, the LA Sparks, Octagon, TaylorMade, San Francisco State University, University of San Diego, Cal Berkeley, University of California Irvine, University of Southern California, the Academy of Art University Athletic Department, Stanford Athletics, and the USF Dons.

Do Courses Meet Student Needs?

Since we have added Drs. Agha and Goldman (and to some extent Dr. Choi earlier), we have shored up much of the inconsistency in the delivery of four core classes that had been taught by adjuncts. Now, the few core courses taught by adjuncts each year can be inconsistent or of lower quality, but there are now just fewer of them. The core classes taught by adjuncts are now law, accounting, and dynamic environment. We have struggled with the Dynamic Environment course and have a solution in Section 12 below.

In fact, nearly all substantial student course complaints are about courses taught by adjunct faculty. While many Adjuncts do well, if one Adjunct who teaches a core class is not as good as the full-time faculty, it sticks with the cohort for a while, possibly throughout the remainder of their matriculation. The nature of the cohort model where the same students take the same courses with each other in a certain order means that all of the same students are in each class. If students are coming off of a bad class, they typically all feel that way. If students who were just in many different courses took a course together, some would be happy with their recent course. The result is that one bad course has a long-lasting effect.

Other notable needs-areas from the students' perspectives include the reduction of group projects (opting to focus more on individual interest areas, although this is not consistently the feedback for all courses), and more balanced number of guest-lectures (some have too many while some have none).

Resources for Students

The Southern California campus has sufficient computer lab, library, and meeting spaces for students to carry out their work. The main classroom in Southern California has the proper learning environment for 4-hour classes (although the temperature in the summer can be nearly unbearable). The second classroom in Orange County only comfortably seats 24 students, thus it can only be used for elective courses.

In San Francisco, there is not enough space for students to meet, interact, work on projects, and access the Internet near the Program Office. With 70 students coming to campus on a given evening, we simply do not have the space to accommodate this.

Student Quality

Student quality has improved over the past five years. The average incoming GPA over the past six years is 3.20, which is the same as it was during 2007. It was 3.11 ten years ago. The quality of undergraduate institutions is also indicative of consistency in the quality of the incoming cohorts, although there are those who were admitted from top schools, e.g., Princeton, Cornell, Emory, Minnesota, who chose not to attend USF. The cause for those decisions is unknown.

The Orange County program receives fewer applications (60-70), so the pool from which to create a cohort is decidedly smaller than in San Francisco.⁵ The result is often a slightly lower quality cohort in Orange County. In San Francisco, the number of applicants for the January cohorts is also smaller than for the July cohorts. Over the past three years, these have dropped by almost 50% from a high of 145 in 2012 to a low of 71 in 2014. For the program overall, the number of applicants has risen consistently through 2011 (reaching 380) and has maintained that level through 2013. The acceptance rate dropped consistently from 51% in 2008 to 34% in 2013. The yield (yield=enrolled/accepted) rose from 70% in 2008 to 85% in 2013.

Stipend Levels for Students

The College has provides \$75,000 in student scholarships to be spread across the approximately 100 entering graduate students each year. This helps us compete for some of the top candidates who are considering other top programs. However, with about 110 students, the dollar amount does not allow us to truly get the best cohort that we could get if we had more financial flexibility.

Retention Rates

Each cohort begins with approximately 35-37 students (about 110 overall during a given year). For the twelve cohorts who began in 2008 through 2011 (meaning that they would typically graduate by 2013), the average number of graduates is 98. Overall, retention rates have maintained at about 90% of incoming students. Many of those who do not graduate right away complete most of their units and typically have one or two courses left to complete. Usually one or two students drop out near the beginning of the program for a variety of reasons often relating to finances or time commitments. Each student provides approximately \$45,000 in tuition revenue to the university. The cohort model used in the Program prevents that empty seat from being filled with a new candidate.

Opportunities for Students upon Graduation

The program is an applied management degree program, not necessarily designed to prepare students for doctoral or other graduate studies. However, we do have a number of students who go on to get their doctorates, law degrees, and MBAs. There is no formal process to inform students about further graduate studies. However, students interested in further graduate education speak with the full-time faculty and

⁵ Application numbers in OC since 2009: 2014 – 69 / 2013 – 64 / 2012 – 61 / 2011 – 64 / 2010 – 63 / 2009 – 66.

administration who are well versed in the issues involved with further graduate study. Students who intend to pursue further graduate study are encouraged to take the Master's Project course and prepare a quality project suitable for admission into a top graduate program in law, business, or sport management (doctorate).

A cornerstone of the program is preparing students for work in the sport industry. From day one, students can do internships. They are informed about how to learn about opportunities in the industry through formal job boards (of which the program links to about twelve, including a few that are subscribed to, like teamworkonline) and alumni/student/friends of the program contacts. We now rely heavily on LinkedIn to help students digitally connect to the industry by pointing them toward relevant persons. We also maintain a USF Sport Management LinkedIn Group that is exclusively for our students, alumni, faculty, and staff. As of 9/2/14, we have 1190 members in the group. This provides the most efficient way to connect students to their USF SM family.

The Internship course prepares students for understanding how to advance their careers in sport.

Where are Students Working?

Sport Management Alumni work in all aspects of Sport both nationally and internationally. A partial list of employers follows.

- **Teams:** Dodgers, A's, Giants, Padres, Angels, Cardinals, Red Sox, Cubs, Pirates, Astros, 49ers, Seahawks, Raiders, Chargers, Jets, Buccaneers, Falcons, Broncos, Texans, Warriors, Kings, Lakers, Clippers, Monarchs, Ducks, Sharks, SJ Earthquakes, LA Galaxy, Columbus Crew, SJ SaberCats,
- **Leagues, Facilities, Ownership Groups:** NFL, MLB, NBA, LPGA, WNBA, NHRA, Staples Center, SAP Pavilion, Kroenke Sports Enterprises, San Jose Sports & Entertainment,
- **College Athletics:** Big West Conference, West Coast Conference, Pac-12, NAIA, USF, USC, Stanford, UC Berkeley, UCLA, UCSB, UC Irvine, UC Riverside, UC San Diego, UC Davis, Santa Clara University, Loyola Marymount University, SDSU, CSU-Los Angeles, CSU-Fullerton, CSU-Long Beach, CSU-Sonoma, CSU-Fresno, CSU-Northridge, CSU-Bakersfield, CSU-East Bay, CSU-San Bernardino, University of Notre Dame, Arizona State University, University of Tennessee, University of Minnesota, Ohio State University, Northwestern University, Colorado State University, Northern Arizona University, University of Pennsylvania, University of South Florida, York College, University of Chicago,
- **Consultancies, Agencies, Councils/Commissions:** Octagon, IMG, GMR Marketing, Paragon Marketing, Leaddog Marketing, Sony, Nike, Nike-Japan, SportsMark, Global Sports & Entertainment, Premier Partnerships, Saatchi & Saatchi, ADC Partners, The Sports Management Group, Goodwin Sports Management, Reich, Katz & Landis, BDA Sports Management, Billy Casper Golf Management, Southern California Golf Association, U.S. Professional Tennis Association, USOC, San Diego International Sports Council, Sacramento Sports Commission,
- **Media, Manufacturers, Other:** ESPN, FOX Sports, FOX Sports Net, EA Sports, Sega, MLB Advanced Media, X Games, Volvo Ocean Race, Harlem Globetrotters, Special Olympics, AYSO, Kristi Yamaguchi Foundation, Newport Sports Museum, Sports Club LA, Tiger Woods Foundation, Power Plate USA, Anderson Bat Company, California Skier, Mastercraft, Powerbar, Western Athletic Clubs.

Alumni of the Sport Management Program have made significant inroads in the industry. A sample of alumni and their current jobs follows.

- [Name Redacted] , Sr. Associate AD at Univ. of Washington
- [Name Redacted] . Associate AD, Arizona State University
- [Name Redacted] , CFO, Power Balance
- [Name Redacted] , Director, San Francisco 49ers
- [Name Redacted] , Sports Agent, Relativity Sports
- [Name Redacted] , Head of Broadcast Services, IOC
- [Name Redacted] , Regional VP, VEVO
- [Name Redacted] , VP, LeadDog Marketing
- [Name Redacted] , Finance, Oakland A's
- [Name Redacted] , VP, Pac-12 Networks
- [Name Redacted] , Director of Eligibility Services, NAIA
- [Name Redacted] , Regional VP, NBCUniversal
- [Name Redacted] , Associate Professor, Temple University
- [Name Redacted] , President, Two Dots Productions
- [Name Redacted] , Director of Security, Kroenke Sports properties (NBA, MLS stadiums)
- [Name Redacted] , VP, GMR
- [Name Redacted] VP, ESPN
- [Name Redacted] , VP, Bleacher Report
- [Name Redacted] , VP, FleishmanHillard
- [Name Redacted] , Executive Director, Good Tidings Foundation
- [Name Redacted] , President, Pivot Marketing
- [Name Redacted] Assoc. AD, Stanford
- [Name Redacted] , VP, Turner Sports
- [Name Redacted] , Director of Scouting, Chicago Cubs
- [Name Redacted] , Director, NFL Network
- [Name Redacted] , Founder, Karve Studios
- [Name Redacted] , Director, Chicago Bears
- [Name Redacted] , Sr. Director, Golden State Warriors
- [Name Redacted] , Director, TRX
- [Name Redacted] , Director, San Jose Sharks
- [Name Redacted] , Director, Sonoma Raceway
- [Name Redacted] , Associate General Counsel, Phoenix Coyotes
- [Name Redacted] , VP, Special Olympics
- [Name Redacted] , Professor, Sonoma State University
- [Name Redacted] , Athletic Director, Sonoma State University

- [Name Redacted] , Principal, ADC Consulting
- [Name Redacted] , Sr. Associate Athletic Director, Stanford University
- [Name Redacted] , Director of Public Affairs & Community Relations, San Francisco Giants
- [Name Redacted] , Communications Director, Nike

How Students View Their Graduate Experience?

Students seem to highly value their internship experiences (averaging 3.7 during their 23 months) while in the program. Internships allow students to experience different aspects of sports and gain insight into their future careers. Overall, the breadth and flexibility (in terms of available electives) of the curriculum appear to be well received by the students. Students have expressed concern about the inconsistency of the quality of instruction across the full-time and part-time faculty. The program often has turnover in its adjunct faculty and that can lead to bad outcomes while the new professor gets used to teaching or we cycle through a few faculty until we find the best fit.

Additionally, anytime we make changes to the curriculum (e.g., adding electives, switching Master's Project to optional), there are issues related to timing of implementation. Because there are six cohorts at various stages of progression at any one time, changes to the curriculum are difficult to implement (i.e., there is no summer period in which to make changes and start fresh during the fall). Each cohort has students who want access to the new curriculum (even if the changes are in areas that they have already taken), and some who want to take the old curriculum. Curriculum changes create a logistical and student-expectations management challenge.

During 2013-2014 academic year, 58 courses were taught. Of those, adjunct faculty taught 29 courses. On average, 1/2 of courses are taught by adjunct faculty. On average, the program hires 8 new adjunct faculty each year. Therefore, the faculty and staff feel that there is too much turnover among adjunct faculty and recommend the hiring of one more full-time faculty.

Students and Courses in Other Departments

The Sport Management Program does not allow students from other departments to take sport management courses. The cohort model and curriculum are designed to have students take all of their courses (until electives) together and in a certain order. Additionally, each cohort is a full set of students so there wouldn't be much room for additional students.

Some of our students have taken courses in the business school (MBA-level) as part of their elective sequence. We have not had any coordination problems with respect to those courses. We have had a student or two in the past do a joint law/sport management degree (not formal, but informally) and it was difficult for the student to perform well in both programs and succeed in an internship.

2.2 ADMISSION AND TRANSFER POLICIES

Admission Requirements

The official admission requirements to the master's program are a 2.75 undergraduate GPA, an undergraduate degree (or equivalent from a foreign university), statement of purpose, two letters of recommendation, and a completed admissions form. In general, we look for students who we think will succeed in the classroom and in internships. A holistic approach is used to analyze grades, courses taken, majors, undergraduate university, maturity, work experience, reason for wanting to work in sports, among others.

Transfer Credit

Up to 6 units of credit can be transferred in (in lieu of the 6 units of elective) under extraordinary circumstances. It is a policy of the program that all 36 units will be taken in the program. However, the program has increased and lowered the exceptions to this over the years. Currently, some students transfer in an elective course or two, but most students take their full 36 units with us. Additionally, students not planning on working in the U.S. after graduation (mostly international students) are not required to take the sport law course, but must substitute another course that fits with their academic goals.

Credit for Internships

All students must earn 4 units of credit by completing the Internship course. This requires 160 hours of internship, but most (if not all) students exceed this by many multiples (over 1,100 hours). Some students also opt to earn some credit through directed study courses. These are usually on topics for which there are not enough students to create an elective course (usually the minimum is 5 or 6 students). Most types of experiential learning that fit with the program's curriculum can be credited through the Internship course.

2.3 ADVISING

All graduate students in the program are officially advised by either Andrew Roberts (SF) or Brent von Forstmeyer (OC). Additionally, Rich Cellini teaches every student in the Internship course, which means that he is constantly in contact with them during their time at USF. Career guidance and strategy sessions are a big part of what Cellini provides them. Further, Dan Rascher is officially involved in student course scheduling if courses that are not part of the program are considered by students. All faculty are involved in informal advising and mentoring of students. This is certainly one of the strengths of the program.

Given that 30 of the 36 units in the curriculum are "core" classes, the academic component to advising focuses mainly on succeeding in the courses. There is not a lot of discussion with students about which elective to take, as students select electives based on their preferences. There is more advising on balancing education and work at the same time or on which direction to take one's career (e.g., event management, pro sports, and recreational sports management).

There is not a formal policy that rewards advising (e.g., every 10 students counts as a unit). Instead, Andrew and Brent officially advise all of the students. Part of the Internship course contains advising students. In this sense, Cellini is "rewarded" for advising students. Other faculty consider advising students to be Service to the program.

The advising process has not been formally evaluated. Informally, students are getting better and better jobs earlier and earlier in their careers both during their matriculation and after graduation.

All faculty and staff maintain office hours on the days that students are on campus (Tuesday and Wednesday). Additionally, students can schedule appointments with faculty and staff. There are occasional social events that the program hosts. From the beginning of their experience at USF, students are encouraged to talk with any and all faculty and staff whenever they would like. These students are adults (average age at the beginning of their matriculation is 25.4, with median at 24) – they do not need much prodding to talk with faculty and staff.

2.3 OVERALL ACADEMIC QUALITY

Overall Quality

The faculty believe that the program is a high quality sport management master's degree. It compares very well with the other top programs around the country. *SportBusiness International's* recent ranking put the program at #7 in the U.S.⁶ There is a sense among some of the faculty that more hours of instruction on certain topics would allow a deeper understanding of those topics. There are still issues with certain courses that are taught by adjunct faculty. Also, creating some online options for electives and helping those interested students take more analytics courses given the rapid adoption of analytics across sports.

Last Five Years

Over the past five years, the program has added Assistant Professor Nola Agha, who teaches strategic management and research methods, and Assistant Professor Michael Goldman, who teaches marketing and business development. Jeremy Howell has left the program so his course, sport management in a dynamic environment, is now taught by adjunct faculty. The program has also recently had significant changes to the staff with Stan Fasci retiring, Andrew Roberts taking over his role, and Brent von Forstmeyer taking over Roberts' role in Orange County.

It is not evident that any area of the program has deteriorated over the past five years. The emergence of the LinkedIn group has helped with the inability to maintain an updated FileMaker Pro database (because it requires us to update alumni whereabouts). We still do not have a satisfactory way of maintaining mailing addresses of our alumni, but we do have email addresses via LinkedIn and can do mass announcements via that.

3.0 ASSESSMENT

Methods of Assessment

The program assesses its learning outcomes through tests, problem sets, extensive projects, and the quality of internships and jobs that students obtain. Most of these methods are traditional assessment methods that take place in each course. Most courses require a larger written project (either as a group or individually) that helps show a level of learning on multiple topics. In general, the faculty feel that the objectives are being met. Again, there are some who would like to see more/better instruction in a few areas such as those listed above.

⁶ While we do not necessarily agree with the methodology used by SBI, this is the only ranking system for sport management of which we are aware.

Full-time faculty review their own courses to see whether they are meeting their learning outcomes. On the last day of each course, students fill out a qualitative assessment form for each course that allows them to voice their opinion on any aspects of the course. These allow for student feedback. Faculty review their tests, problem sets, projects, etc., to see if there are general areas of concern.

The Director of Academic Programs (Dan Rascher) reviews the course outcomes for each of the courses taught by adjunct faculty. These include the qualitative and quantitative (USF-wide) teaching evaluations, course syllabus and course materials. Additionally, students are encouraged to talk with us about their courses (and they do).

All courses are discussed at faculty meetings or informally (given the small number of FT faculty, this is very easy to do). The program has made many changes over the years to the curriculum trying to improve it each time. All of these changes are with the goal of meeting the program mission and objectives.

Factors Facilitating or Impeding the Program Meeting its Goals

There are many factors that help us succeed as a program. Given that we don't feel those positive factors are going to diminish, this section will focus on the factors that impede us from more success.

- We still have inconsistent teaching because we have a mix of adjunct and full-time faculty teaching core classes. 50% of our courses are taught by adjunct faculty.
- There is a need to add more dimension to our program, e.g., (1) formal and informal gatherings with industry people (panels, forums, big-name speakers, symposia, social events that mix industry and students, industry career fairs for students), (2) more industry-related assignments in our classes (solving real-world problems as part of our courses).

One more full-time faculty member who could possibly teach our sport law, accounting & budgeting, and/or dynamic environment course would help minimize the ups and downs in quality from course to course. Or, a faculty member who could split time between some of those courses and developing symposia and other events could help solve both of those issues. The symposia could lead directly to further student engagement working on industry-related projects as part of their courses.

Communicating Goals and Progress to Students

Students are given a student handbook that explains what the program's overall goals are. These goals are emphasized in person during orientation. In each course, students receive a syllabus that contains the course's learning outcomes. Students can access their grades for each course, which helps with their understanding of how they are meeting the goals of the program. Any students dropping below a 3.0 GPA are required to meet with Andrew or Brent about their academic status and what to do to improve. In general, we are all constantly in contact with our students given the cohort nature of our master's program.

4.0 FACULTY

4.1 DEMOGRAPHICS

The full-time faculty currently in the program include Rich Cellini, Nola Agha, Michael Goldman, and Dan Rascher. Andrew Choi moved on to teach in South Korea and Jeremy Howell is now running the collegiate athletics master's program. Dan Rascher shares management duties with Andrew Roberts, thus his teaching load is half-time. Therefore, there are 3.5 full-time equivalent faculty in terms of teaching loads. Demographically, all four faculty are Caucasian, but Michael Goldman is also from South Africa.

During 2013-2014 academic year, 58 courses were taught. Of those, adjunct faculty taught 29 courses. On average, 1/2 of the courses are taught by adjunct faculty. On average, the program hires 8 new adjunct faculty each year. The makeup of the adjunct faculty is constantly changing. During 2012-14 (two years), of the 112 courses, 23.5 were taught by women (included a team-taught course with a man and a woman). Four were taught by an Asian man, one by an African-American woman, and one by a Hispanic woman.

4.2 TEACHING

Courses Taught

Rich Cellini – Three sections of Leadership & Critical Thinking (9 units total), three sections of Internship (12 units total), occasional sport media course (2 units total). Rich averages around 23 units per year – he is a term faculty member. Two of his six courses per year are taught in Orange County, requiring a minimum of 11 trips to OC per year.

Nola Agha – Three sections of Strategic Management in Sport (9 units total), three sections of Research Methods (9 units total). Nola's FT required load is 18 units. Two of her six courses per year are taught in OC, requiring a minimum of 16 trips per year.

Michael Goldman – Three sections of Sport Marketing (9 units total), three sections of Business Development and Sales (9 units total), and is launching a 4-unit study abroad course, which will put him above the required 18 units. Two of his core classes are taught in OC each year and his study abroad course is taught in both SF and OC. Two of his six courses per year are taught in OC, requiring a minimum of 16 trips per year.

Dan Rascher – Three sections of Sport Economics & Finance (9 units total), and two sections of Master's Project (8 units total). One of his three courses is taught in OC, and along with program management, requires about 14 trips to OC per year.

All of the courses listed above are core classes (except the Master's Project and sport media). They each contain approximately 30-35 students. A Master's Project course typically contains 5-7 students. The sport media elective course averages about 12-15 students.

Nola Agha is an assistant professor in her 5th year at USF. She teaches three sections of Strategic Management in Sport and three sections of Sport Business Research Methods. Agha is involved in the sports industry through consulting, writing case studies about sports firms, and in-class service learning projects that connect students to firms in the industry.

Rich Cellini is a Professor on a term contract. He teaches all three Leadership & Critical Thinking courses that take place each academic year (two in SF and one in Southern California). He also teaches all of the Internship courses (officially three per year in terms of registration). Those courses continue from the beginning of the program until the students graduate (although alumni often work with Rich and the other faculty on continued career planning). Cellini also teaches an elective on sport media occasionally. He has been full-time with the program since 2002. Rich is involved in the sports industry as a broadcaster for major national networks and radio across many sports including the NFL, college football, and college basketball.

Michael Goldman is a tenure-track professor who has been full-time with the program since Fall 2013. He teaches all three sections of the Sport Marketing course, as well as the Business Development and Sales course each year, in addition to the annual study abroad course. Michael is involved in the sports industry through his marketing and strategy consulting work for sport organizations and sponsors.

Dan Rascher teaches the three sections of Sport Economics & Finance each year, and two sections of Master's Project. He is a tenured Professor and Director of Academic Programs. Dan has been with the program full-time since 2000. He is involved in the sports industry through his economics and financial consulting work for sport organizations and athletes.

Faculty Background and Curriculum

The full-time faculty possess the appropriate background to teach the courses that they are teaching. There are courses that are taught by adjunct faculty that the current full-time faculty are not qualified to teach. For instance, the Accounting and Budgeting course is currently taught by a CPA in both geographic locations. None of the full-time faculty possess a full accounting background. The sport law course is taught by adjunct faculty with law degrees in both locations. The dynamic environment course is taught by adjunct faculty in both locations. The FT faculty could offer some elective courses in their fields (as Dr. Cellini does), but are not qualified to teach the bulk of the elective courses currently offered.

Teaching Assignments

Given the small size of the FT faculty and specialty areas for each professor that mostly do not overlap, the assignment of courses is relatively simple. Each of us teach in the areas in which we are expert. Dr. Agha also has training in economics (besides strategic management). The part-time faculty are assigned by Dan Rascher (Dir. of Acad. Programs) to their respective courses. Most PT faculty only teach their one course (either once per year in Southern California or once or twice per year in SF). However, some PT faculty teach more than one course or travel to the other location to teach (rarely).

In Orange County, Rob Halvaks (Big West Conference) teaches both the dynamic environment course and Master's Project each year. Rick Walden (lawyer with sports practice) has been teaching sport law in Southern California for a number of years. Elizabeth Berez (an alum and former CFO of two sports manufacturing companies) has recently been teaching the accounting and budgeting course.

In San Francisco, Mike Gilleran (former commissioner of the West Coast Conference) has recently been teaching the sport law course, and Charlie Faas (former CFO of the San Jose Sharks) has been teaching accounting and budgeting. The dynamic environment course was taught by Jeremy Howell (FT faculty in Arts & Sciences) for years, but has recently been taught by adjunct Bryan Srabian.

During recent sabbaticals by Rascher (and in Fall 2014, Agha), various adjunct faculty filled in for the core courses. In general, there has been a decline in student satisfaction in those courses when the adjuncts filled in.

Faculty Teaching Satisfaction

Faculty seem to enjoy the courses that they teach.

Technology

All courses are taught in smart classrooms except the second classroom in Orange County. Most FT faculty now use Canvas (had used Blackboard) to administer their courses. Some of the adjunct professors use Canvas, while others rely on the program assistant or simply email to communicate with students and disseminate information and projects/readings.

In addition to using the hybrid learning functionality of Canvas, including online multiple-choice tests, discussion threads, and practice questions, faculty have also employed Skype to virtually bring case study protagonists from outside California into the classroom debates, as well as used Twitter hashtags to deepen ongoing application and learning between classroom sessions.

Agha uses Echo360 Lecture Capture to record important lectures which are then posted to Canvas for review. In addition, Agha has implemented a flipped classroom design for some weeks during each course.

Monitor Teaching Effectiveness

FT faculty monitor their own teaching effectiveness besides the program assessment that is program-wide. This gets reviewed at the College level by the Deans each year. Dan Rascher monitors the PT faculty courses through methods described earlier, such as multiple surveys. Overall, we know which courses are well-received by the students through constant contact with them. The biggest challenge in the program is maintaining and improving the teaching quality of the courses taught by part-time faculty.

4.3 RESEARCH

Scholarly Interests and Aims

Nola Agha's research interests are primarily in the economic impact and public policy implications of stadiums. Her secondary interest is in writing sport-focused strategic management case studies. She has published 2 peer-reviewed journal articles, 1 book chapter, and 2 case studies. An additional 4 articles and 2 cases are under review and revision.

Michael Goldman's interests are in the marketing of sport (mainly teams & events) and the marketing through sport (mainly sponsorship), as an interesting context in which to study the creation, delivery and communication of value to a chosen customer segment. He has authored or co-authored 5 peer-reviewed journal articles, 5 book chapters, 3 book reviews, 14 peer-reviewed academic case studies and teaching notes, 8 conference papers, over 45 non-peer-reviewed articles, and 6 research reports for industry.

Dan Rascher's interests are in sports economics and sports finance. He has authored or co-authored 22 peer-reviewed journal articles, 2 editions of a textbook, 7 book chapters, 19 non-peer reviewed articles, and dozens of research or expert witness reports for industry and government. He is focused on optimal outcomes from league design and location, stadium financing, and demand and pricing in sports.

Impact of Faculty Research

In the past three years, Dr. Agha's 2 peer-reviewed articles have been cited 18 times and downloaded 107 times from the RePEc repository. Her publication in the *Journal of Sport Economics* (JSE) was the most read paper in August 2014 (the list is dynamic and changes from day to day). Two working papers have been downloaded 655 times from the USF Scholarship repository. Dr. Agha's case studies are used in Sport Management classrooms around the country.

Dr. Goldman's research is published in ISI (Thomson Reuters) or IBSS accredited journals and has been cited at least 17 times in various publications (Google Scholar). The combined impact factor of the peer-reviewed journals he has published in is currently 5.97. His case studies published through Ivey Publishing had sold over 1000 copies by Spring 2014, with two of them receiving the Case Writing Competition Award from Emerald Publishing and the African Association of Business Schools.

Dr. Rascher's research has been cited at least 380 times in various publications (Google Scholar) and downloaded over 4,000 times on the Social Science Research Network. Some of this research is also used in his courses and in others courses. Further, some of it appears in his co-authored textbook that is the leading seller (according to the publisher) in the field. Dan's research on economic impact has influenced the industry in a number of ways. He helped author a law in the State of Texas that sets aside over \$50 million per year for organizations that bid for and win to host major sporting events. The amount of funding that each event receives is based on the economic impact methods developed by Dan and used by the State Comptroller. A number of lawsuits in sports have relied upon Dr. Rascher's research on optimal locations of franchises (e.g., *KY Speedway v. NASCAR*) and college athletics (*O'Bannon v. NCAA*).

Areas of Emphases and Strength

All of the faculty emphasize consumer behavior and management decision-making in their research and how that pertains to the business of sports. Our emphasis on creating and using sport management case studies supports an evidence-based teaching philosophy. Economic impact is a strength with Agha and Rascher. Goldman (and to some extent Rascher) have developed expertise in sponsorship. Rascher has specific expertise in sports and antitrust economics.

Factors that Have Shaped the Areas of Strength

Agha worked as an economic impact consultant for several years. This has guided her research in this area. Furthermore, as a managerial economist by training her research integrates the ideas of behavior and preferences in decision making and strategic business decisions. The factors that have shaped the areas of strength have simply been caused by who is on the faculty. Rascher is an economist by training, so his research pertains to economics, pricing, consumer decision-making, etc. Goldman's interest in assisting sport organizations to be more professional and effective has led to his research of fan behavior and sponsorship practice. However, we have not actively tried to create specific areas of strength – they just have emerged organically.

Variations in Methodologies

Rascher and Agha are mostly quantitative researchers utilizing secondary data (panel data, cross-sectional, and some time series, as well as some survey data). In addition, Agha has conducted inductive qualitative research. Goldman has strength in qualitative research techniques, with some quantitative experience.

Collaboration among Existing Faculty

Agha and Rascher have co-authored one article together on a practical aspect of economic impact in sports. Agha and Goldman have published a case study together. They also have research in progress on marketing behaviors in minor league baseball and its effects on demand. The faculty have existing research relationships with faculty and graduate students at other universities.

Impediments to Faculty Productivity

The Sport Management Program is on a 3-unit model while most of USF is on a 4-unit model. It is difficult for the faculty to find time to conduct research given that satisfying 18 units essentially requires teaching 6 courses per year. Also, the library does not subscribe to as many databases with full-text as the universities do for some of our colleagues (based on discussions with them). In addition, funding to attend conferences beyond academic circles (often with higher entrance fees) would enrich faculty research scope and would strengthen the understanding of the latest research methods employed by private sectors. Finally, access to research assistants is provided through the Faculty Development Fund (fdf), although these are not doctoral students, but usually master's students. Most of our research is conducted without graduate students or doctoral students, unlike many of our colleagues at other universities.

Expectations for Quality and Quantity of Faculty Research

We all abide by the Collective Bargaining Agreement, which is quite general without any specifics on quantity or quality. Given that we are all evaluated under the CBA and its criteria, we do not have program-specific research guidelines. As a faculty, we are quite productive, publishing 29 peer-reviewed articles, 13 book chapters, two editions of a textbook, nearly 75 non-peer reviewed articles, 16 case studies, and over 50 reports for industry. That's with just three research faculty.

4.4 SERVICE

Service Contributions

The faculty and staff run the program that we believe has the highest ROI on campus – it is the largest master's program on campus. The program is the largest or second largest master's in sport management program in the

world, as far as we know.⁷ It is also one of the better ones, as evidenced by the recent ranking of the program by *SportBusiness International* as 7th in the U.S. and 12th in the world.⁸ Our summer and evening course schedules and our location away from most other faculty on campus (and our time spent in Southern California) isolate us, to a degree, from getting more involved at the College or University level. Managing a campus in Southern California and the main campus program is substantial service to the College and University, especially given that the program is year-round. We teach through the summer and the months that we are “off” from teaching (e.g., a month in March or October) are still filled with student and program interaction because those students (and the program) are still in session.

Internally, Dr. Agha is a member of the Policy Board for the USF Faculty Association as well as the campus-wide Post-Sabbatical Merit Award committee. Externally, as one of the few researchers in the U.S. focused on minor league baseball, Dr. Agha fields media requests from cities across the country in TV, radio, and print. These broadcasts, segments, and articles provide PR for USF. Because Dr. Agha teaches the Research Methods class, she also spends considerable time outside of class to mentor and assist students who are interested in presenting or publishing their research or who are applying for research grants.

Cellini adds value to the Sport Management Program outside of the classroom by working in the sport industry on a regular basis as on-air talent for a variety of *national and regional networks* covering live sporting events. This high profile position provides inside access to high profile people in the sport industry. The access provides him with updated knowledge to pass along to students. Also, these contacts provide relationships that lead to internship and job opportunities. In addition each broadcast provides excellent notoriety for the university and the Sport Management program. All of this is provided at *no cost* to the university. Over the past five years he has covered events *around the world* for networks such as ESPN, ESPN2, ESPNU, ESPN Radio, The Pac-12 Networks, and Fox Sports. For each national radio broadcast between *4 and 5 million people* will have listened to Rich, in essence, give a 3 and a half hour long industry presentation. His goal is to do as many high profile broadcasts as possible to continue to make industry contacts for the Sport Management program and generate notoriety and exposure for USF. Of note, this is the *highest* level of the broadcasting profession.

Goldman has conducted numerous TV, Radio and Newspaper interviews in the U.S., South Africa and Kenya. He is an active journal and conference reviewer and represents USF on the Advisory Boards of the Sable Accelerator and the African Sports Business Association.

Additionally, Rascher has conducted over 300 media interviews (mostly newspaper and online media, but some radio and TV) that have provided PR for the university as a whole. Dr. Rascher also co-authored a 100+ page study of how Athletics at USF interconnects with the rest of the university.

The Faculty are also Connected to the Community

Dr. Agha is very actively involved in local breast cancer organizations. She serves on the Board of Directors for BAYS (Bay Area Young Survivors). In this role she is responsible for fundraising, outreach (making herself

⁷ The NYU program might be larger. It is not clear.

⁸ While we do not necessarily agree with the methodology used by SBI, this is the only ranking system for sport management of which we are aware.

available for media interviews, writing books, attending local breast cancer conferences, creating partnerships with other organizations), events (organizing fundraisers, coordinating group activities) and intake. For example, she has created and managed fundraising relationships with local sports teams (like the San Francisco 49ers) for Breast Cancer Awareness Month. Dr. Agha also serves as a blogger for the Breast Cancer Fund, a San Francisco-based non-profit dedicated to preventing the disease.

Cellini is tightly integrated in the sporting community on a national as well as regional level. Due to relationships made as the internship supervisor he continually corresponds with USF alumni who work for sport organizations in both Northern and Southern California. He often attends events at the invitation of alumni. Examples of recent events attended include: Golden State Warriors, Los Angeles Dodgers, San Francisco 49ers, Oakland Raiders, San Francisco Giants, Oakland A's, San Diego Padres, USC Trojans, UCLA Bruins, Santa Clara Broncos, USF, St. Mary's College, West Coast Conference Championship Events, and NCAA Tournaments. Cellini has also served as a committee member for the Bay Area Sports Hall of Fame and been profiled in the Oakland Tribune.

Goldman's consulting to the sports industry has included advising the Absa Cape Epic mountain bike race, Cricket South Africa's brand strategy committee, FIFA's African Administration & Management Instructors, as well as working with a number of sport sponsors in Kenya.

Dan Rascher sits on the Board of Directors of the Institute of Sports Law and Ethics (at Santa Clara Univ.). The Board includes notable former athletes such as Ronnie Lott, Brent Jones, and Brandi Chastain, as well as the president and EVP of the Oakland A's and San Jose Sharks, respectively, CLEs of Google, 49ers, Warriors, AD of UoP, leading sports agent Bill Duffy, as well as others. Besides hosting two annual events (a symposium and ethics award event), ISLE has made headway in helping to address concussions among youth sports participants. Rascher is also involved in both paid and unpaid consulting to the sports industry. Some of the organizations are local like the San Jose Sharks and the City of San Jose. Others are national or located elsewhere such as a class of college football and basketball players, the NBA, MillerCoors, and the Univ. of Maryland. Others are international like the Indian Premier League (cricket league).

4.5 RELATIONSHIP WITH OTHER DEPARTMENTS

Students in the Sport Management Program (and alumni) are important staff members of the Athletics Department and the Koret Center (health and fitness facilities on campus). Every semester, students completing the Business Development and Sales course work closely with the USF Dons to gain first-hand experience selling game-day tickets and sponsorship packages. Through the study abroad course, we work closely with the Center for Global Education and take guidance from the Leo T. McCarthy Center for Public Service and the Common Good. Academically, the program does not generally collaborate with other academic departments on campus. Recently, we have begun to work with the Collegiate Athletics+ program on joint marketing. However, other than the unique schedule for the program, there are not impediments to developing interdisciplinary research with other departments.

4.6 RECRUITMENT AND DEVELOPMENT

Recruiting Areas in the Future

Over the next few years, we need to add two more faculty/staff to carry out the plans listed in Section 12, such as more course offerings, more events/symposia, better core course teaching, and possibly an online masters program. The projected courses that this new faculty member would teach are Sport Law, Accounting and Budgeting, and/or Dynamic Environment. Further, we could add courses (possibly to the core curriculum) in Entrepreneurship, Analytics, Digital Management, International/Globalization of Sport, Facilities or Event Management, or Sustainability. The rationale for these recruitments are that the quality of the courses taught by adjunct faculty is not up to par with those taught by FT faculty. FT faculty only teach about 1/2 of the courses offered. That is too low for the program to maintain and raise its quality. Alternatively, the new faculty member could split time between teaching and putting together events for the program like symposia. See Section 12.

There do not appear to be any anticipated retirements with the faculty over the next ten years, and with the recent retirements of Stan Fasci and Peggy O'Leary, we now have new staff who do not appear to be retiring anytime in the new future. Senior faculty mentor junior faculty.

We have discussed adding more events to the program like a speaker series or symposia, more opportunities for students and alumni to interact, and career fairs. In addition, we believe that an opportunity to host a major academic conference at USF in the next 3-4 years is certainly within sight. These offerings would require more human and financial resources. There isn't any slack in the staffing or faculty areas with which to increase program offerings.

5.0 PROGRAM GOVERNANCE

Program Organization

Andrew Roberts is Director of Administration. He oversees the Associate Director (Brent von Forstmeyer) who runs the operations in Southern California. He also oversees Courtney Palapaz, the Program Assistant in San Francisco. Brent oversees the Program Assistant in Southern California, Maureen Lu. Courtney oversees a student assistant. Dan (Dir. of Acad. Programs) manages the part-time faculty and the curriculum in general. All FT faculty oversee the curriculum and their own courses. Decisions are made democratically. Major decisions are made in meetings of the two non-faculty Directors and the FT faculty.

The program is not a department. Both Andrew and Dan were appointed to their positions, not voted into them. There is no chair and the program is not affiliated with any department. We report to Pamela Balls Organista, Associate Dean of Social Sciences.

The FT faculty participate in major decisions. For instance, we recently all agreed to change the days of the week that certain cohorts have their courses in order to increase cross-cohort interaction. In the past, we all agreed to change the name of the program, move the offices, add and subtract certain courses, add electives, and launch a newsletter. The program's success is highly dependent upon having qualified staff to run the program and

qualified FT faculty to teach in it. The Internship course is a very successful component of the program that depends on Cellini's ability to teach students to be leaders. The curriculum in general is management oriented and cutting edge, but flexible with its electives. The entire FT faculty discuss the merits of different courses, course length, course order, course content, etc. We feel that the success of this program compared with other master's programs on campus hinges on a dedicated staff to make it a professional degree program.

We plan to use this self-review as a good launching point to look at all aspects of the program, especially now that new leadership is in place. We had waited, somewhat, for all of our recent changes (e.g., hiring new professor Michael Goldman, replacing the Dir. of Administration position and Assoc. Dir. position).

Allocation of Work

As mentioned, Andrew and Brent are responsible for the administration of the program in terms of budget, admissions, registration, student services, faculty support (mostly for adjuncts), marketing, events, the newsletter, etc. Dan Rascher hires and works with the adjunct faculty to get their courses ready and is a resource for them during their courses. He reviews faculty performance and also helps with admissions. Cellini runs the Internship course, mentors alumni and students, and teaches his other courses. Agha and Goldman teach their courses and participate in advising, faculty meetings and curriculum decision-making. The table below shows the division of labor between the Dir. of Administration and the Dir. of Academic Programs.

Function	Primary Oversight	Director of Administration	Primary Oversight	Director of Academic Programs
Manage the Staff and Office Operations	✓	Supervise staff and office operations		Direct Program Assistants in support of adjuncts
Marketing of Program	✓	Manage all marketing locally and globally		
Information meetings/fairs/open houses	✓	Schedule and host information meetings		Occasionally host information meetings
Collateral	✓	Create and distribute marketing collateral		
Meeting with prospective students	✓	Meet with all prospects		Occasionally meet with prospects
Website	✓	Maintain content and user interface of website		
Admissions	✓	Manage all aspects of admissions		
Communications with applicants	✓	Manage all communications with applicants		
Review of applications	✓	Review all applications		Review all applicants for SF campus twice each year
Decision about applications	✓	Make admissions decisions		Recommend admissions/triage applicants
Program materials for current students	✓	Maintain all program materials		
Handbook/Overview	✓	Maintain Handbook and Overview		
Advising students	✓	Meet with all students regularly for advising		Meet with each student for 20-30 minutes
Career counseling/services	✓	Help with career counseling		Help students with further graduate school
Academic advising	✓	Help with academic counseling		Help students with elective choice
Student conduct	✓	Manage student conduct issues		Help with student conduct issues
Alumni relations	✓	Strengthen alumni relations	✓	Strengthen alumni relations
Alumni tracking	✓	Track alumni for database		
Newsletter	✓	Oversee newsletter production and content		Suggest/forward content for newsletter
Industry relations		Generate new industry contacts/keep existing ones	✓	Generate new industry contacts and existing ones for jobs/internships/speaking/teaching
Manage database of contacts	✓	Manage database of contacts		Help students find internships
Internship program	✓	Help students find internships		
Paperwork	✓	Oversee internship paperwork		
Orientation	✓	Manage Orientation		
Content	✓	Develop content for Orientation		Provide academic and faculty content for Orientation
Logistics	✓	Event management of Orientation		
Internal relations at USF	✓	Engage in relations with USF	✓	Engage in relations related to academics
Social events	✓	Manage all aspects of social events		Attend social events
Financial Aid/Scholarship	✓	Manage all aspects of Fin. Aid/Scholarships		
Budget management	✓	Manage all aspects of Program budget		
Adjunct faculty		Assist in supporting adjuncts	✓	Hire, train all adjunct faculty
Adjunct faculty handbook			✓	Maintain adjunct faculty handbook
Evaluation of adjunct faculty		Provide feedback related to faculty evaluation	✓	Evaluate adjunct faculty
Curriculum		Provide feedback on courses from student advising	✓	Manage all aspects of the curriculum
Elective courses			✓	Manage creation of and scheduling of electives
Transfer courses	✓	Approve courses to be transferred in, logistics		Approve courses to be transferred in
Directed Study courses			✓	Approve DS courses
Schedule of classes		Review and use schedule of classes	✓	Maintain schedule of classes, create cohort calendars
Program Assessment			✓	Manage all aspects of Program Assessment
Faculty searches		Interview with candidates	✓	Manage all aspects of faculty searches

6.0 STUDENTS

Type of Students Program is Looking For

The program is looking for well-rounded students who can succeed in the classroom and in the sports industry. We also look for some interest or background in sports. The sports industry is notorious for its long work hours and low pay (at the entry and mid-levels). We want to be sure that the program is a good fit for the students. Considering the tuition that each student pays and the ROI, it is our goal to eventually produce students who could move into managerial positions in sport organizations. We will face stiffer competition from smaller MBA programs in the future and should be ready for ways to fulfill students' increasingly higher career expectations upon matriculation. This will require collaboration from all parts of the program, from admissions process, in-class learning experience, practical internships, and alumni interactions.

Type of Students Program is Well Suited to Serve

The program best fits students who are about 1-5 years out of school and who want to keep working while earning their master's degree. The entry pay in the sports industry is such that it is often more difficult for

someone who is deep into another career to make the transition into sports. The structure of the courses allows students to take one course at a time once per week for 6 or 8 weeks while maintaining a full-time job. The program is also structured to help transition the student into the sports industry while matriculating through the program. This allows them to gain valuable work experience even before graduation. Students complete an average of 3.5 jobs or internships while in the program. Our program is less suited for those who may pursue a Ph.D. degree in Sport Management upon matriculation. The curriculum is designed in a way that focuses more heavily on applied and practical aspects of sport management. Our students may feel relatively under-developed in research and analytical areas when compared to those from R1 institutions. Although we have had a number of our students go on to successfully complete their doctorates.

Academic quality of admitted students is defined by GPA, business courses taken, work experience (either in sports or not) that shows leadership and/or problem solving, a letter of intent that shows that the student can write and provides a *raison d'être*, and letters of recommendation that can adequately support a student's entry into the program.

The program has diversity goals and objectives regarding students, faculty, and program offerings. The student body is very diverse. An analysis of students beginning in January 2008 through the July 2014 cohorts (771 students) consisted of 36% women, 10% African-American, 13% Asian, 17% Hispanic, and 60% White. During the same time period, 12% of the students were international students from Japan, China, Canada, India, S. Korea, Israel, Norway, Germany, Egypt, Mexico, Netherlands, Saudi Arabia, Taiwan, Turkey, Colombia, Greece, Indonesia, Brazil, France, and Thailand.

Intellectual and Social Climate

The program tried to improve the intellectual and social climate, but students are so busy with their jobs and the amount of outside work for their one course that they weren't interested in maintaining academic clubs (e.g., sport sponsorship club, or professional football club). The faculty and staff does feel that this is a good idea, but it just doesn't fit with the schedule of our program and its students. There are four cohorts in SF and two in Orange County, who mostly do not meet each other – Clubs were going to try to help solve this. We recently decided to have the Orange County cohorts have class on the same evening in order to improve interaction. The newsletter, which notes what students and alumni are up to, has helped keep students and alumni informed of what is happening with the program community. Students keeping current on LinkedIn has also helped with this. In the Leadership course (inaugural course in the program), students are required (as part of an assignment) to make contact with other alumni, students, or practitioners. This helps to immediately foster relevant relationships.

However, there is a severe lack of relationship-building between students, alumni, and the industry. And, the great things that our students and alumni are doing are not told broadly enough. We need more relationship building to add more dimensions to our program and we need to tell our story so the industry keeps us top of mind.

Do Students Affect Program Policy?

Yes. We encourage our students to stand up and lead as part of the curriculum in sport management. The students are active in providing us feedback on all aspects of the program. We take student feedback seriously. The qualitative evaluations in each course allow us to hear from 90+% of the students. Most of the recent feedback from students is that they would like certain courses to be longer than 6 or 8 weeks. Students do provide ideas for elective courses, often by pointing us to someone in the industry that is interested in teaching a course for us. Also, student satisfaction in courses taught by adjuncts is volatile when compared to courses taught by full-time faculty. Elective courses seem to fare better compared with some of the core courses, especially those core courses that are infrequently taught by adjuncts (e.g., filling in when FT faculty are on sabbatical).

Communication with Students

The program uses email, phone calls, and letters to communicate directly with students. In courses, we use Canvas as a communication tool. In general, this is effective. Indirectly, the program uses the newsletter, Twitter, and Facebook to communicate one-way communications with students. However, occasionally students do not read every email, etc., so they are not always fully informed. Goldman uses Twitter during his courses to create and maintain a dialogue in-between the once-per-week class meetings.

Students access their grades after each course. They know exactly how they stand. Grades are posted three weeks or less after a course has ended in the program office and on-line. Adjunct faculty typically need three weeks to complete their grading. However, we have tried to shorten this recently to comply with University requirements. This has been difficult given our adjunct's regular work schedules.

Besides the tactical methods of communication, the USF SM community (over 1500 strong) does not build relationships with each other very well. We need to have touch points that bring us together (symposia, events, social media).

7.0 STAFF

Staff Description

As shown by the résumés of our staff, the Sport Management Program has a highly qualified and capable staff that works with the faculty to run the program. Our staff is not “support” staff, but instead “lead” staff. Andrew Roberts is Director of Administration. He runs all non-academic aspects of the program. Dan Rascher is Dir. of Academic Programs and runs all academic aspects of the program. Brent von Forstmeyer runs the Orange County campus and program. He is responsible for admissions, student services, management, etc. of that program site. There are currently 63 students at the OC location.

Courtney Palapaz is the Program Assistant in San Francisco. Maureen Lu is the Program Assistant in Southern California. They are responsible for the liaison between and among faculty, students, and the University community, as well as members of the public. They receive and screen a variety of calls, take information, answer inquiries, and provide information using knowledge of University academic policies and procedures. They also create and develop program correspondence to send to students and faculty regarding admissions, registration, course information, and general program information. They provide administrative support for

professional and scholarly activities of the faculty (e.g., order textbooks, distribute syllabi, get room assignments, manage class rosters, post grades, distribute graded assignments). They create, print, revise, store, retrieve, edit, and print a variety of documents (some confidential), reports, class schedules, tests, and course syllabi, as well as routine program correspondence. Maureen gathers the information for the thrice-per-year newsletter. They update the program web site and program collateral. They set up and maintain record-keeping procedures and files. Maureen manages the computer room and software updates at the OC campus (we have no such computer room/lab at the main campus). They implement University-wide changes to ensure that the program is complying with these new changes. They each coordinate a number of annual social events for alumni, students, faculty, staff, and industry contacts. Courtney coordinates two graduations per year, including the graduation events. They both handle A/P duties (with oversight from the directors) for the program. They also set up classrooms for faculty. Courtney also oversees a student worker.

An interesting anomaly is how Program Assistants (PA) are officially managed on the main campus compared with the OC campus. On the main campus, the PA is part of the union and officially reports to the Director of Administrative Services in A&S. However, the same position in OC reports to the Assoc. Director of the OC campus. Not only does this make the overall management different, but both locations have administrative directors who frankly don't need the assistance or oversight provided by the Director of Administrative Services in A&S compared to the many departments on campus without administrative directors. Additionally, the career growth opportunities in OC are limited because there are so few positions in OC compared with the main campus. One result of this may be higher turnover of the PA position in OC.

It is the view of the faculty that a staff member should be added who could create and manage the non-academic components of (a) a speaker series or weekend continuing education program, (b) a study abroad course, (c) manage an additional off-campus social event in the San Francisco and Southern California locations, and (d) foster closer relationships with alumni and begin fundraising. This may be accomplished by a professor who teaches part-time and does these other development projects.

8.0 DIVERSITY AND INTERNATIONALIZATION

8.1 DIVERSITY

The program has diversity goals and objectives regarding students, faculty, and program offerings. The student body is very diverse. An analysis of students beginning in January 2008 through the July 2014 cohorts (771 students) consisted of 36% women, 10% African-American, 13% Asian, 17% Hispanic, and 60% White. During the same time period, 12% of the students were international students from Japan, China, Canada, India, S. Korea, Israel, Norway, Germany, Egypt, Mexico, Netherlands, Saudi Arabia, Taiwan, Turkey, Colombia, Greece, Indonesia, Brazil, France, and Thailand.

The full-time faculty consist of Rich Cellini (Professor), Dan Rascher (Professor), Nola Agha (Assistant Professor), and Michael Goldman (Assistant Professor) who are all Caucasian. Michael is from South Africa.

Andrew Roberts is Caucasian and Brent von Forstmeyer identifies as Mexican/White. Courtney Palapaz and Maureen Lu are both Asian.

During 2012-14 (two years), of the 112 courses, 23.5 were taught by women (included a team-taught course with a man and a woman). Four were taught by an Asian man, one by an African-American woman, and one by a Hispanic woman.

Our student body is very diverse. There is less diversity in our full-time faculty, but there has been diversity in our part-time faculty. Our two most recent faculty hires were a woman (Nola Agha) and a man from South Africa (Michael Goldman). There are not as many women and other underrepresented persons in sport management, although that appears to be changing somewhat. We typically have a requirement that the person has to have substantial industry experience. Most applicants from all groups did not have this.

In offering our Study Abroad course, we have been able to expose all of our students to other sporting cultures.

Once students enter the program, there is minimal evidence that underrepresented groups leave the program at rates that are different from represented groups. Typically, financial or time commitment issues are the most common reasons for students exiting the program.

To Help with Faculty Recruitment

The University can pay a new faculty member in our program more money than is currently being offered. Our competitors pay more and have a lower cost of living. Our program is more similar to a business school in terms of the curriculum and in terms of the opportunity costs of its faculty. Business schools pay more for faculty because they have to in order to retain qualified and highly marketable faculty. Our program should do the same. Each additional student who does not leave the program represents about \$40,000 in incremental revenue (full tuition for the 23 months). Additional highly qualified faculty will help with student retention also. In addition, teaching in Southern California and commuting 16-20 times per year for some FT faculty can be hard at times, both physically and in terms of the time commitment. There needs to be a better system in place to compensate for this much travelling during the week which can be disruptive for other research and teaching needs of our faculty (as well as disruptive on a personal level because faculty must stay overnight). This is in addition to the aforementioned issue of the program being year-round so even when faculty are not teaching, they are still working in the program, meeting with students, etc. This is unlike most other programs on campus, which run the usual 9-month calendar.

8.2 INTERNATIONALIZATION

Some International Issues are Covered in our Courses

Some international issues are covered in our courses. Dr. Choi not only taught a study abroad course, but also included international examples in his marketing course. Dr. Goldman has picked up right where Andrew left off with a study abroad course to South Africa and international examples in both marketing and business development. Goldman prescribes international case studies for analysis and discussion, and are sometimes able

to include the protagonist from abroad in the classroom debates. Increasingly, the involvement of the U.S. sports industry abroad, including the NBA and NFL, is a feature of course content, supported by the students' subscription to *SportsBusiness Global*.

Students have opportunities in each course to individualize projects to specific interests. The Internship course often has students interning or working at international events like the Olympics and World Cup. In addition, faculty have traveled to international sport management conferences and learned about issues with sport management that other countries face. Dr. Agha includes a unit on globalization and internationalization in the Strategic Management course and students have written case studies about firms outside of the U.S. Students in the Research Methods class are allowed to choose their own research topics have selected research that is focused outside of the U.S.

9.0 TECHNOLOGY AND INFORMATIONAL RESOURCES

9.1 TECHNOLOGY

The program utilizes Canvas and MS Office products for courses, SPSS in the Research Methods course, and we have begun to use Google Hangouts to conference in students in OC with events happening on the main campus. LinkedIn is used to keep track of our Sport Management group (prospects, students, faculty, alumni). We also use Banner, Jade, Apply Yourself, App Review, Connect (EMT) to manage information in our program.

In terms of technology challenges, our students do not have a computer lab near our offices and classrooms in SF. This has become a problem because it is difficult for students to finalize their assignments (as they meet together in their groups before class) without sufficient technology options. In OC, the Internet is extremely slow (i.e., about 5 MBPS) because of insufficient infrastructure. We have had oral promises to fix this, but there currently are no firm plans.

The Research Methods class requires the use of statistical software to learn statistics and analysis. Yet, with class sizes that sometimes reach 40, there are no computer labs in SF or OC that can seat that many students. As a work-around Agha asks students to bring their laptops to school. Unfortunately, they can't all use Virtual Labs simultaneous in the classroom because there is not enough bandwidth on the wireless network. The current solution is for students to download trial versions of the software on their laptops and bring them to class. Unfortunately, many students struggle to get the software installed. All of these hurdles add challenges and frustrations to the process of learning statistical analysis (which many students find challenging on its own!).

9.2 LIBRARY

All faculty wish the library had more full-text articles in its series of databases. Also, the library should subscribe to any journal (electronic subscription is best) in which the faculty sit on the Editorial Board. This generally

seems to be true. Some students use the physical library for studying, and nearly all use the databases for many of their course papers.

10.0 FACILITIES

Current Facilities in San Francisco

The program has a program office which contains most of the files of the program, the Program Assistant, the student worker and some space for students to congregate. Each full-time faculty member has an office. We have recently lost an office that was used by our dozens of adjunct faculty as well as some students. It contained a number of computer stations and meeting space for office hours and student work prior to heading to class. This has become a real issue as faculty arrive early to meet with students and have no place to go. The USF Library is not a feasible solution in that it is not near our program. Most of our courses are taught in Kalmanovitz Hall in smart classrooms. These are generally sufficient for our courses. However, access to the case study classrooms in Malloy Hall would allow the Strategic Management course to be taught more effectively, given that it is taught in the case study format.

Current Facilities in Southern California

The program in Southern California has a centralized sitting area where students congregate and staff offices for von Forstmeyer and Lu, additional space for adjunct faculty, and a computer lab for the students. There are plans (with the expansion of Nursing to OC) to update everything, but nothing firm is in place yet. There are some books made available to students. There is a main classroom near the offices. We often have need for an additional classroom that can hold 35 students. This second room is insufficient in terms of technology and space. The Nursing program at USF has just begun sharing space in OC and that will inevitably lead to newer challenges. As previously mentioned, the Internet speed is too slow in OC to meet our needs.

A big issue is that the space is dated and tired. There is a great need for new furniture, paint, rugs, and design features at the OC campus. Inside all offices (lobby, staff, computer lab, faculty and the USF classroom), the current Ikea furniture in place does not reflect a professional environment when introducing prospective students to the campus, and for current matriculating students. The future renovation plans may address these issues in the long term. In the short term, enhancements could be made to create a more professional and modern environment, such as: a new sofa, club chairs, coffee table, computer lab chairs, office guest chairs, paint, paintings and or photos, lamps, plants, and carpet. Currently, the main office was found to have a cockroach issue that is being addressed by facilities management.

More importantly, the classrooms are insufficient in terms of modularity, technology, white boards, lighting, HVAC, etc. They need major upgrades in Orange County.

11.0 CONCLUSIONS

Program's Strengths

The program has several strengths that characterize it as a leader in its field. One is the delivery as an evening program. This allows students to fully integrate themselves into the sport industry via the Internship course from the start of the program, which is another strength. The location of the program in two major urban centers further helps student integration into the sport industry, allows us to find suitable adjunct faculty to teach courses, and provides a variety of guest speakers from the world of sport. The dual location allows for students to transfer with new internships or jobs. It also allows us to develop a strong alumni presence on a state-wide basis with most of the local sport organizations.

The curriculum is another strength of the program. It is more management focused than most of our competitors and provides the right balance of theory and application to be meaningful in a professional degree program. The options for students to take electives that they help select is unique and allows them to tailor the program to their needs. In addition, the management structure includes highly qualified staff who are dedicated to the program's and students' success. The high quality students are also a strength of the program. The marketing and recruiting done by the staff provides a large enough pool in which to select optimal cohorts each year. The cohort system is another huge strength for our students in terms of building instant industry network upon matriculation. The alumni connection is also a strength.

Recent successes include an increase in the retention rate, an increase in the internship and jobs outcomes of students and graduates, the hiring of two very qualified faculty in Agha and Goldman with both practical and academic training in sport management, the publication of quality research articles by the faculty, the integration of the full-time faculty into the sport industry, the effect of the newsletter in keeping alumni in touch with the program, more active interaction with local sport organizations by our students through class and research projects.

Program's Weaknesses

A weakness in the program is the inconsistent quality in teaching across the courses. The courses taught by FT faculty are consistently of high quality, while the courses taught by PT faculty are sometimes excellent and other times not.

Another weakness is the lack of extracurricular functions or dimensionality in the program. These include ideas like a speaker series, student clubs, and other ways to provide for student learning outside of the classroom and internships. Some other programs also sponsor an event put on by the students (boxing at Ohio U. or basketball tournament at U. of Massachusetts) or a professional research study (PRISM Awards by U. Massachusetts). There is uncertainty, though, as to whether the students, given their full schedules of jobs, internships, and coursework would attend a speaker series, participate in student clubs, study abroad, or participate in managing an event or research study.

As our alumni numbers grow quickly, we need a better way of staying in touch and maintaining updated information on our alumni. We rely on them for student contact, internships, and jobs. The concept of our database is a strength, but it is too unwieldy to maintain. On LinkedIn, we now have updated bios and email connections to alumni, but not their mailing address or phone number.

Changes in Sport Management Field over Last Ten Years

There has been a trend in moving away from kinesiology-based curriculum to more business-based curriculum. Our role has been to provide the management skills needed to succeed in the sport industry. We continue to stay ahead of this curve. Research quality and competitiveness in the last ten years has increased dramatically. More time and effort have been devoted to research than in the past. Student interaction with the sport industry has increased throughout sport management programs over the last decade. Again, we continue and improve an existing tradition of having students work in sports from the very beginning.

Program's View of its Role versus College or University's View

The program was historically meant to be taught by adjunct faculty who could bring real-world experiences to the classroom. As sport management curricula have improved and theoretical and applied readings, cases, and articles have proliferated, it has made the adjunct faculty driven concept untenable. FT faculty are needed to consistently teach at a high quality level. It may be that the University still feels that the program ought to be adjunct driven instead of more FT driven with adjunct participation in electives and a few core classes.

It is also unclear whether the University completely understands how important constant communication with alumni and students is in terms of what's happening in the sport industry. We rely on our alumni more than perhaps any other program/department on campus, yet we don't have the tools to maintain those relationships, especially as the alumni base grows by approximately 100 people each year. Those tools include an improved contact database placed on the web for easy updates and access, more extracurricular activities that would bring alumni onto campus and amongst students more often (e.g., speaker series, more social or sporting events).

Morale within the Program

Morale is generally high within the program, but there are periods of low morale. These typically correspond to student dissatisfaction with courses taught by adjunct faculty and the inconsistency in the teaching quality or even content. Additionally, sometimes there is a sense that we are all standing next to each other holding up the Earth – we feel that we are in it together (camaraderie), but the “it” that we are in together is very difficult. The staff and faculty are maxed out in terms of workload just trying to keep up. This may be one reason why turnover at the Program Assistant level has been so high. Everyone is collegial and friendly towards one another.

12.0 COMPREHENSIVE PLAN FOR THE FUTURE

Program's Integrated Plan for Improvement over the Next Five-Seven Years

As stated throughout this report, our applications are dropping at an alarming rate. We had grown and maintained our demand and status in the field for a relatively long time through high quality, relevant courses and a deep internship program. However, the market is changing quickly. There is more competition than ever, both from in-person programs, but perhaps more importantly from online programs. We need to add attributes to our program and tell our story better (PR).

Simply in order to maintain the status quo (let alone improve and grow), we need to:

1. Increase our relationship building between and among students, alumni, industry, and the community. This includes more events and programming, and having the human resources to carry this out.
2. Improve our Orange County facilities.
3. Engage in online teaching in order to:
 - a. Create electives for current students who sometimes take their electives at other online universities.
 - b. Compete with other universities and satisfy international demand with an online program (likely working with the Collegiate Athletics+ program for a model/template).
4. Fix our core course quality issue with the Dynamic Environment course. The two other core classes taught by adjuncts are both taught by people with terminal degrees/training in those fields (i.e., lawyers teaching law and accountants teaching accounting).
5. Increase student offerings in sports analytics (likely as part of the MS Analytics program).
6. More funding for students with more scholarship money and/or three graduate assistantships in Athletics and one in Koret. Additional funding for a part-time student worker to run our ever-expanding social media efforts.

Faculty Recruitment & Development:

Having lost Jeremy Howell (was half-time in sport mgmt.) and Andrew Choi, but adding Nola Agha and Michael Goldman was really only adding one-half FTE, not two FTEs, as was originally approved in the 2008 Program Review.

1. Hire a term faculty member who would:
 - a. Teach three courses (presumably the Dynamic Environment course three times per year, which is the most problematic of the three courses not taught by FT faculty (the others being Sport Law and Accounting & Budgeting in Sport),
 - b. Build and strengthen relationships and PR, such as some of the following
 - i. Annual symposium with marquee panelists, alumni, students.
 - ii. Weekend continuing education (e.g., executive education topics) in SF and OC.
 - iii. Bay Area immersion program for international sport managers.
 - iv. Bring projects into many of our classes for real-world cases in SF and OC.
 - v. Fundraise (to send students to case study competitions for instance).
 - vi. Career fair for sport management in OC.
 - vii. Frequent networking events (partnering with local sports organizations), esp. in OC.
 - viii. Speaker series.
 - ix. Annual social justice in sports award (students work on and PR results).
 - c. Some of these could generate funding and also overlap.
 - d. It may benefit the program if this person were located in OC instead of SF.
2. An FTE person (faculty/staff) to create an online masters in sport management program
 - a. This would target students in Africa and other international students.
 - b. Some of the courses could be used by our in-person students for their electives instead of losing those students' units to other universities.

Sport Management Institute or Center: Some of the above initiatives could fall under a general umbrella of a sport management institute or center. This institute could house the current SM program, the CA+ program, and a new online Sport Management program. It may also engage with the sports industry on the Bay Area immersion for international sport managers or the executive education weekend learning.

Facilities: The Orange County campus needs a major upgrade. The technology is completely insufficient to be able to teach our courses. The Wi-Fi is 20 times slower than it needs to be. This inhibits our ability to teach at least three of our core courses (Research Methods, Marketing, and Sales & Business Development). Students need access to SPSS. The classrooms need to be modular (movable and flexible desks), with many power connections, white boards along multiple walls, flexible lighting, and temperature control. We need access to 3 classrooms, two of which need to be able to hold nearly 40 students. The office is tired and dated. It needs new everything, including Sport Management Program branding.

Core Objectives and Sequence of Action

Make the two hires and they will help carry out much of the above needs. Invest in the OC facilities.

Positioning of Program Given Expected Changes in Field

The program will continue to lead the field into applied management courses and training. In some ways the field is coming to us in terms of curriculum. In other ways, it is moving right past us and into business schools that offer MBAs with specialties in sport management and online. We will continue to offer our unique evening program that allows students to work in sports full-time while in the program.

With the new offerings and steps described above, we will be able to position ourselves as the foremost Sport Management offering.

Opportunities to Build on Strengths and Obstacles Preventing It

Again, adding FT faculty will help build the program from the inside out. Increasing communication tools with alumni and students and adding extracurricular activities will help fill out the program. The obstacles are university vision and money. The program provides a large amount of funding for the University. We need some of that back to maintain and keep getting better. The above-mentioned initiatives can be self-funding and profitable once they are underway.

Reallocation or Additional Resources?

To our knowledge, there are not any unused resources each year and the current allocation of resources is necessary to maintain those aspects of the program on which the resources are spent. Additional resources are needed (both financial and human), as described above.

13.0 DATA APPENDICES

Appendix I

Course Descriptions and Learning Outcomes

0121-602 Leadership and Critical Thinking in Sport Management (3 units)

Development of critical thinking skills necessary for success in the professional workplace. Specific examples in the sport industry and a survey of the sport marketplace will be examined. Among the skills to be analyzed and developed: effective communication; decision making; work environment analysis; political awareness; goal setting and risk taking. Exploratory research regarding opportunities in the sport industry. Case studies from professional and collegiate sports, fitness and sport marketing industries will also be included. The role of ethics in leadership.

- To analyze and discuss the techniques employed by recognized successful people in the sport marketplace and evaluate their desirability and effectiveness.
- To analyze and discuss the various skills and traits of successful individuals and apply these to a variety of situations in the sport industry.
- To discuss and analyze the various leadership and management theories and apply these to a variety of problems and situations in the sport management industry.
- To recognize, demonstrate and apply the range of skills and functions necessary to achieve specific positions in the sport marketplace and the necessary competencies to perform such functions.
- To discuss and analyze how and why problem solving, decision-making, politics and ethics impact organizations at the various levels.
- To discuss and analyze the changing roles of leadership and what impact this may have on organizational performance and society in general.
- To recognize and discuss the need for women and minorities in high-level positions in the sport marketplace.

0121-601 Managing Sport in a Dynamic Environment (3 units)

Evaluation of the impact of technology on the production, promotion, regulation, distribution, and consumption of sport goods, services, and experiences. Focus on the new economy of themed entertainment, the changing geography of human capital, the landscape of postindustrial urban spaces, consolidation in the international marketplace, the mass customization of information, the value of branded spectacle, the impact of networked local/global technologies, and the formation of lifestyle identities. The role of ethics in sport culture.

- Recognize and analyze the “new” sports marketplace.
- Develop interpretive techniques by which to analyze and critically evaluate current and future industry directions, opportunities and possibilities, including the use of new media for decision-making
- Apply these techniques to specific industry case study projects.
- Differentiate both the importance of individual thinking and collaborative work.

0121-607 Accounting and Budgeting in Sport (3 units)

Financial statement analysis and business plan development. Principles of budgeting including types, designs, for-profit, and non-profit. Applied budgeting for events, facilities, professional, university, and recreation. Cost-profit-volume analysis and breakeven analysis. Pro and collegiate sports accounting techniques including transfer pricing and depreciation. The role of ethics in sports-related accounting.

- To be able to understand, classify, analyze and compare basic accounting concepts and apply that knowledge to the reading and comprehension of basic financial statements.
- To classify and discuss the basic budget formats and concepts and be able to apply those concepts into the development of an operating budget.
- To classify and demonstrate sources of financing and to integrate a business plan and budget.
- To differentiate the approaches to Business Plan and Budget preparation through discussion.

0121-604 Sport Economics and Finance (3 units)

Analysis of supply and demand, market equilibrium, price and quantity as they pertain to sport. Market structure of sport leagues and study of competitive balance, revenue sharing, and salary caps. Techniques of economic impact and feasibility studies, valuation of sport assets, and financial analysis. Reasons for and methods of government sport venue financing. The role of ethics in sport economics and finance.

- To analyze a publicly traded company to determine its financial health.
- Recognize and demonstrate the various decisions and resulting outcomes involved in running a baseball team.
- Define, classify, demonstrate, and assess all of the parts of business plan and how to create one.
- Apply pricing analysis in sports.
- Demonstrate how to carry out an economic impact study.
- Recognize and classify the nexus of politics and the business of sport.
- Demonstrate how to apply demand and supply in the sport industry.
- Classify, assess, and recognize how leagues are designed, why, and what the outcomes are.
- Classify, assess, and recognize the NCAA using the structure and conduct method via the lens of economics.
- Recognize how to determine the value of an athlete to an organization.
- Recognize why athletes make so much money.
- Recognize and classify the steps used to value sports assets.
- Recognize and classify different sources of financing available.
- Classify, assess, and recognize the role of and methods used for feasibility studies to construct sports venues.
- Classify, assess, and recognize why governments subsidize the construction of sports facilities.
- Recognize and classify the importance of psychic impact in the stadium construction process.
- Classify, assess, and recognize how sports facilities are financed.

0121-612 Sport Marketing (3 units)

Sport marketing is about thinking and acting with respect to the customer, which refers to the participant, fan, sponsor and broadcaster. It includes the marketing of sport, which operates at the level of the rights-holder or sport property, and marketing through sport, which is the focus of those sponsoring sport. In this way, sport marketing engages all aspects of the sport industry and contributes to creating, delivering, communicating and measuring the value provided by an organization to its chosen customers. The Sport Marketing course will focus primarily on the fan as customer, with the Business Development & Sales course later in the program focusing more on sponsors and advertisers as customers. By the end of the course, a successful student will be able to:

- Apply fan behavior, motivation and identity theories to acquire, retain and grow sport consumers
- Employ the drivers of value creation to enhance the appeal of the sport product
- Build, manage and competitively position a sport brand
- Reflect on ethical and responsible sport marketing practices
- Conduct and analyze market research in order to solve a sport marketing challenge
- Craft a coherent written and oral argument supported by relevant evidence
- Develop professional communication and presentation skills.

0121-606 Strategic Management in Sport (3 units)

Strategic management and human resources. Understanding the value chain, competitive forces that affect a firm, factors affect each force, strategic choices including low-cost leader and differentiated products, methods to achieve each strategic choice. Also, understanding groups and teams, negotiation, resource allocation, governance, recruitment of employees, training and development, employee motivation and compensation. The role of ethics in strategic management and human resources.

- Recognize, classify, and demonstrate the ability to think strategically about a company's present business position, its long-term direction, its resources and competitive capabilities, the caliber of its strategy, and its opportunities for gaining sustainable competitive advantage.
- Conduct a strategic analysis of a variety of businesses in the sport industry, and to provide you a stronger understanding of the competitive challenges of a global market environment.
- Apply understanding of how to craft a business strategy, reasoning carefully about strategic options, using what-if analysis to evaluate action alternatives, and making sound strategic decisions.

- Demonstrate the ability to use powerful tools for undertaking strategy assessment and development: SWOT analysis, competitive mapping, industry analysis, Porters 5 forces, and others.
- To develop your powers of managerial judgment, help you learn how to assess business risk, and improve your ability to make sound decisions and achieve effective outcomes.
- Indicate understanding, differentiate, and organize knowledge gained from other core courses in the sport management program and from your practical experience, demonstrate how the various pieces of the business puzzle fit together and why the different parts of a business need to be managed in strategic harmony for the organization to operate in winning fashion.
- Recognize, differentiate, and demonstrate the ability to assess managerial tasks associated with implementing and executing company strategies, and give you confidence in being able to function effectively as part of a company's strategy-implementation team.
- Recognize the importance of ethical principles, sound personal and company values, and socially responsible management practices.

0121-610 Business Development and Sales in Sport (3 units)

The Business Development and Sales course builds off the Sport Marketing course completed earlier. In this course the focus will be more directly on generating short and longer-term revenues for a sport business, mainly from ticket sales and sponsorship. The course will be structured around four themes: the role of sales & sales superstars; deciding what to sell & who to sell it to; making the sale & the sales process; and building on-going customer relationships. The aim of the course is to provide a comprehensive understanding of business development and the sales process in the sport industry. Beginning with a fundamental overview of business development and sales theory and strategy, the course then provides sport specific insight into negotiation in the sport sponsorship process as well as ticket sales department structure, techniques, and strategies. The purpose is the develop the managerial capacity to actively participate in generating revenues for the sport product, effectively engage with other sport business development and sales professionals and service providers, and responsibly support and manage sport management colleagues.

By the end of the course, a successful student will be able to:

- Recognize the personal attributes that contribute to successful sport salespeople
- Develop an inventory of available ticket and sponsorship rights components
- Conduct effective segmentation and prospecting for potential sales
- Develop and present an effective sales script and sponsorship proposal
- Explain and perform a sales negotiation
- Diagnose sponsorship relationship quality weaknesses.

0121-603 Sport Law (2 units)

Foundations of the legal system and legal research. State, federal, and organizational regulation specific to sport. Focus on contract law, tort liability and negligence, constitutional law and discrimination, antitrust law, agency law, labor law and collective bargaining. Skills focus on contract development, dispute resolution, management of risk. The role of ethics in sport law.

- Recognize and classify the "Black-letter" law as applied to sport.
- Recognize, classify, and demonstrate understanding of the function, structure & procedure of the American legal system.
- Recognize, classify, and apply understanding of Contracts, Torts, Constitutional Law, Criminal Law, Anti-trust, Agents & Negotiation, Facilities Management, Licensing and Copyright, Employment
- Assess, analyze, and be able to spot legal issues.
- Demonstrate the ability to identify legal issues in fact pattern
- Demonstrate the ability to determine legal issues from case law, reading and discussion.
- Recognize and assess legal issues when reviewing contracts.
- Employ skills and conduct a legal research.
- Recognize and classify the hierarchy of legal precedent.
- Apply case law analysis & legal reasoning.
- Apply case law precedent and theory.
- Legally analyze fact patterns.
- Apply legal reasoning in negotiation.

0121-605 Sport Business Research (3 units)

Principles and techniques of business research including, development of research objectives, theories, hypotheses, review of existing research, methodologies, and data analysis. The course will also cover survey design, descriptive techniques, primary and secondary data collection, statistical analysis, hypothesis testing, report writing, and the role of ethics in business research.

- Recognize and classify the role, scope, and organization of business research.
- Recognize, assess, and apply the various types of business research.
- Conduct an analysis of published research.
- Recognize and create a research design, from background and objectives, through methodology.
- Create and develop a research plan.
- Recognize and apply the underlying knowledge needed to create a survey.
- Demonstrate ability to use Excel to enter and code data.
- Recognize and demonstrate ability to clean and organize data for use in analysis.
- Recognize and demonstrate ability to use categorical data.
- Recognize and demonstrate ability edit data.
- Recognize and demonstrate what to do about missing values and errors in data.
- Demonstrate how to move data into SPSS.
- Recognize and demonstrate how to do data analysis.
- Recognize and apply central tendency (mean, mode, median, frequency tables, etc.), spread (standard deviation, range, quartiles, etc.).
- Analyze data using cross-tabs, contingency tables, and graphical analyses (scatter plot, bar chart, etc.).
- Recognize and apply correlation (table and correlation coefficient).
- Recognize and apply the comparison of more than one variable to other variables (T-tests).
- Recognize, apply and analyze regression (regression equation, R-squared, F-test, t-tests for coefficients, coefficient interpretation, forecasting, etc.)
- Recognize that it is possible to combine independent variables if there are too many variables compared to observations or if there is significant multicollinearity using cluster analysis, principal components, or factor analysis.
- Recognize and apply how to interpret research findings and put them in writing.

0121-608 Internship in Sport Management (4 units)

Professional experience through practicum or internship in sport industry. Positions in professional sports, intercollegiate sports, health and fitness clubs, arenas and stadia, sport marketing and management firms, and other sport entities. Directed and evaluated by a faculty member with supervision of an on-site professional. Students complete an analysis paper, and oral summary presentation.

- Recognize, differentiate, and assess the organizational and operational aspects of a sport organization.
- Recognize and apply knowledge, theory, and understanding from academic courses and other life experiences to the professional environment.
- Demonstrate ability to build a network of contacts with professionals in the Sport Marketplace.
- Classify, organize and assess strengths which may be developed and weaknesses which can be improved.
- Recognize and apply the following skills and techniques, which are common in practice within an organization: communication skills, motivation of others, marketing skills, and related strategic organizational skills.
- Recognize, classify, and understand the organization in a comprehensive manner covering all areas of operation.
- Identify, plan, implement, and evaluate independent projects that benefit the organization.
- Formulate written goals and measurable objectives to be accomplished during the Internship.

0121-614 Master's Project (4 units)

Students propose, develop, and write a Master's Project demonstrating research skills and understanding of sport management. The goal of the project, whether research paper or professional document (e.g., business or financial plan, market research report) is to apply the cumulative curricular experiences to the professional objectives of the student. This course is optional and can be taken instead of two elective courses.

- Define and apply a topic in terms of problem, need, or goal in sport management.
- Recognize and apply the ability to develop a written systematic set of key questions to be answered about the topic.

- Demonstrate the ability to do research on the issues and provide a literature review of a topic.
- Demonstrate the ability to write a proposal and methodology to study the topic.
- Employ techniques to systematically collect data or information that bear on the topic and questions.
- Employ techniques to systematically analyze data or information towards the goal of answering key questions specified about the topic.
- Evaluate results and demonstrate ability to organize and write about the set of conclusions and recommendations from the analysis of data or information that bear on key questions.

0121-690 Three Elective courses (2 units for each elective)

Students in the Sport Management Program have a diverse set of goals and interests. Electives have been added to the curriculum to allow students to specialize and gain the necessary depth within their chosen area of expertise. Three 6-week elective periods have been added to the curriculum, for a total of 18 weeks of elective education. During each 6-week period, students will be able to take one of 2 courses being offered. A sufficient amount of time before the elective courses begin, students will vote on which 6 electives they want from a larger pool of choices. The list below shows the recent elective courses offered by the program.

A Sample of Electives Offered - San Francisco Campus

- Study Abroad Korea taught by Dr. Andrew Choi, former Associate Professor
- Entrepreneurial Brand-Building taught by Keir Beadling, Evolve Consulting
- Strategic Partnerships taught by Kristin Shaff, Director of San Francisco Giants
- Sport Event Operations taught by Ilisa Kessler, COO of Special Olympics Northern California
- Sport, Story and Strategy: A Leader's Guide taught by Ashley Adamson, Studio Host Pac-12 Enterprises
- Social Media in Sports taught by Bryan Srabian, Director of Social Media of San Francisco Giants
- Leading a College Athletics Program taught by Solly Fulp, COO of Univ. of California Athletics
- The Business of Managing and Operating a Sports Team taught by Mike Shapiro, President of San Rafael Pacifics
- Philanthropic Event Planning in Sports taught by Joanne Pasternack, Executive Director of 49ers Foundation
- Sports Analytics for Managers taught by Dr. Ben Alamar, Director of Analytics at Cleveland Cavaliers
- Media & The Sport Industry taught by Rich Cellini, Professor, Sport Management, University of San Francisco

A Sample of Electives Offered - Southern California Campus

- Study Abroad Korea taught by Dr. Andrew Choi, former Associate Professor
- Marketing a Professional Sports Team taught by Jonathan Lowe, VP of the Los Angeles Kings
- Sports Sponsorship Overview: Perspectives on a Deal taught by Tom Davis, President of Caught Looking, Inc.
- Strategic Communications and Public Relations in Sport taught by Steve Webster, President of Crimson PR and Marketing
- Event Management, Marketing, and Sponsorships taught by Jonathan Pauley, Owner of Renegade Racing
- The Super Bowl taught by Glenn Menard, former Director of Operations North Texas SB Host Committee
- Sports & New Media taught by Dan Brewster, Head of Marketing Strategy and Onestop Internet
- The Business of Sports taught by Dan Barrett, President of Barrett Sports Consulting

Sample Cohort Calendar

COHORT 15 (Tuesdays)

Start Date: July 8, 2013											
Graduation: May 15, 2015								Schedule Subject to Change			
MONTH	DAY	COURSE TITLE	MONTH	DAY					COURSE TITLE		
2013			2014								
JULY - MON			ORIENTATION								
Summer 2013 3 units	9	602 Leadership & Critical Thinking (3 units)	JULY	1		Holiday					
	16	602 Leadership & Critical Thinking	Tuesday	8	603	Sport Law					
	23	602 Leadership & Critical Thinking	Wednesday	16	603	Sport Law					
	30	602 Leadership & Critical Thinking	Wednesday	23	603	Sport Law					
	AUGUST	6	602 Leadership & Critical Thinking	Wednesday	30	603	Sport Law				
	13	602 Leadership & Critical Thinking	AUG-Wednesday	6	603	Sport Law					
	20	602 Leadership & Critical Thinking	Wednesday	13	603	Sport Law					
	27	602 Leadership/Internship in SM mtg #1		19	601	Managing Sport in Dynamic Environment (3 units)					
Fall 2013 6 units	SEPTEMBER	3	612 Sport Marketing (3 units)		26	601	Managing Sport in Dynamic Environment				
		10	612 Sport Marketing	SEPTEMBER	2	601	Managing Sport in Dynamic Environment				
		17	612 Sport Marketing		9	601	Managing Sport in Dynamic Environment				
		24	612 Sport Marketing		16	601	Managing Sport in Dynamic Environment				
	OCTOBER	1	612 Sport Marketing		23	601	Managing Sport in Dynamic Environment				
		8	612 Sport Marketing		30	601	Managing Sport in Dynamic Environment				
		MON 14	608 Internship in SM meeting #2	OCTOBER	7	601	Managing Sport in Dynamic Environment				
		THURS 17	612 Sport Marketing	MON	13	608	Internship in SM meeting #4 (4 units Fall)				
		THURS 24	612 Sport Marketing		14	606	Strategic Management (3 units)				
		29	607 Accounting & Budgeting in Sport (3 units)		21	606	Strategic Management				
		NOVEMBER	5	607 Accounting & Budgeting in Sport		28	606	Strategic Management			
		12	607 Accounting & Budgeting in Sport	NOVEMBER	4	606	Strategic Management				
	19	607 Accounting & Budgeting in Sport		11	606	Strategic Management					
	26	Holiday		18	606	Strategic Management					
	DECEMBER	3	607 Accounting & Budgeting in Sport		25		Holiday				
	10	607 Accounting & Budgeting in Sport	DECEMBER	2	606	Strategic Management					
	17	Holiday		9	606	Strategic Management					
	24	Holiday		16		Holiday					
	31	Holiday		23		Holiday					
Spring 2014 6 units	JAN. 2014	7	604 Sports Economics & Finance (3 units)		30		Holiday				
		14	604 Sports Economics & Finance	JANUARY 2015	6	690	Electives 1A, 1B (2 units)				
		21	604 Sports Economics & Finance		13	690	Electives 1A, 1B				
		28	604 Sports Economics & Finance		20	690	Electives 1A, 1B				
	FEBRUARY	4	604 Sports Economics & Finance		27	690	Electives 1A, 1B				
		11	604 Sports Economics & Finance	FEBRUARY	3	690	Electives 1A, 1B				
		18	604 Sports Economics & Finance		10	690	Electives 1A, 1B				
		25	604 Sports Economics & Finance		17	690/614	Electives 2A, 2B (2 units)		Master's Project (4 units)		
	MARCH	4	605 Sport Business Research (3 units)		24	690/614	Electives 2A, 2B		Master's Project		
		11	Spring Recess		MARCH	3	690/614	Electives 2A, 2B		Master's Project	
		18	605 Sport Business Research		10	690/614	Electives 2A, 2B		Master's Project		
		25	605 Sport Business Research		17	Spring Recess					
	APRIL	1	605 Sport Business Research		24	690/614	Electives 2A, 2B		Master's Project		
	8	605 Sport Business Research		31	690/614	Electives 2A, 2B		Master's Project			
	15	605 Sport Business Research	APRIL	7	690/614	Electives 3A, 3B (2 units)		Master's Project			
	22	605 Sport Business Research		14	690/614	Electives 3A, 3B		Master's Project			
	29	605 Sport Business Research		21	690/614	Electives 3A, 3B		Master's Project			
Summer 2014 5 units	MAY	6	610 Business Development and Sales in Sport (3 units)		28	690/614	Electives 3A, 3B		Master's Project		
		MON 12	608 Internship in SM meeting #3	MAY	5	690/614	Electives 3A, 3B		Master's Project		
		13	610 Business Development and Sales in Sport		12	690/614	Electives 3A, 3B		Master's Project		
		20	610 Business Development and Sales in Sport		15	Graduation Ceremony					
		27	610 Business Development and Sales in Sport								
	JUNE	3	610 Business Development and Sales in Sport		10	610	Business Development and Sales in Sport				
	10	610 Business Development and Sales in Sport		17	610	Business Development and Sales in Sport					
	17	610 Business Development and Sales in Sport		24	610	Business Development and Sales in Sport					

Summer 2014
5 units

Fall 2014
10 units

Spring 2015
6 units

Appendix II

Adjunct Faculty Bios

Scott Abbott

Mr. Abbott worked for the United States Olympic Committee's Coaching Division in 1999 and has coached 15 All-Americans and 35 conference champions in his collegiate coaching career. In 5 years at Sacramento State, Abbott has transformed the Hornet distance running program to help elevate Sacramento State into one of the premier NCAA Division I track and field programs in the country, as they have won 12 conference team championships in the past 5 years. He was named Big Sky Conference Coach of the Year in 2008 and has three times been nominated as USTFCCCA Regional Coach of the Year. He published numerous articles based on his research and work with the USOC and helped develop coaching education and ethics programs for United States Olympic coaches. Abbott has also served as a guest speaker at many coaching clinics and symposiums, including presenting to the national track and field coaching body at the USTFCCCA National Convention in 2011.

Mr. Abbott graduated magna cum laude with a B.A. from UCLA in 2000, where he twice served as captain of the UCLA cross country teams. He earned his M.A. in Sport Management from the University of San Francisco graduating with distinction in 2007. Abbott lives in Sacramento, CA with his wife and three children.

MA, Sport Management; University of San Francisco

Benjamin Alamar

Dr. Alamar is the founding editor of the Journal of Quantitative Analysis in Sport, a professor of sport management at Menlo College and the Senior Quantitative Analyst for the Oklahoma City Thunder of the NBA. He has published academic research in football, basketball and baseball, has presented sports related work at the annual conventions of the Society for American Baseball Research, the American Statistical Society and the New England Symposium on Statistics in Sports. Additionally he is coauthor of the annual Pro Football Prospectus. Professionally he has consulted for teams in the NBA and NFL and provided statistical analysis for author Michael Lewis for his recent book *The Blind Side*. Professor Alamar is also an award winning economist who has worked academically and professionally in intellectual property valuation, public finance and public health. He received his PhD in economics from the University of California at Santa Barbara in 2001.

Ph.D. Economics; UC Santa Barbara

Daniel Barrett

Mr. Barrett has over 16 years of experience and has worked on over 400 sports industry projects. In 2000, he founded Barrett Sports Group, LLC, a boutique consulting firm specializing in sports business issues. Prior to forming Barrett Sports Group, LLC, Mr. Barrett was the Managing Director for the Western Region Sports & Entertainment Investment Banking Division of A.G. Edwards & Sons, Inc. and prior to that was the leader of the Western Region Hospitality, Sports & Leisure Consulting Practice (a division of the Real Estate Consulting Practice) for Deloitte & Touche LLP. He has served as a sports industry expert witness and has been a guest lecturer at several universities. Sample clients/projects include: San Francisco Giants; PETCO Park (San Diego Padres Ballpark); Toronto Blue Jays; New Orleans Hornets; Denver Broncos; and, American Airlines Center (Dallas Mavericks/Dallas Stars), among others. Mr. Barrett teaches the Business of Sport elective in Southern California.

MBA, University of Southern California

Keir Beadling

Mr. Beadling is the founder and CEO of Evolve Sports, LLC where he has managed the careers of athletes at the pinnacle of their sports careers. He is the co-founder and Managing Partner of Mavericks Surf Ventures, LLC, where he has transformed an elusive, regional surfing event into an international media property. Mr. Beadling is a self-confessed "Recovering Litigator" and practiced large firm law for eight years in Boston and San Francisco. He received his B.A. in History from Duke University and his J.D. from Case Western Reserve University School of Law. Mr. Beadling is teaching the Entrepreneurial Brand Building in Sports course in San Francisco.

J.D., Case Western Reserve University School of Law

Elizabeth Berez

Liz Berez serves as chief financial officer for Bentley Mills, Inc. With more than 18 years of experience in senior executive roles, Liz oversees the company's finances, including accounting, planning/forecasting, treasury, purchasing, legal, and information technologies.

Prior to joining Bentley in December 2012, she was CFO for Power Balance Technologies, a sporting goods accessories company. Before Power Balance, Liz served as executive vice president and chief financial officer for StarTrac, Inc., a global manufacturer of commercial fitness equipment. She began her career at Price Waterhouse in San Jose, California, and has held several financial management positions at high technology companies in Silicon Valley.

Liz received a Master of Science in Sports Management from the University of San Francisco in May 2007, C07S. She earned a Bachelor of Arts in Economics from Stanford University in June 1985. Liz currently resides in Orange County, and, in her personal time, pursues interests in golf, women's sports, and travel.
M.A., University of San Francisco

Kevin Blue

Dr. Blue has served in his current position as Senior Associate Director of Athletics at Stanford University since August of 2013. In this role, Blue oversees ticket sales and operations, marketing, fan experience, communications, video, and sponsorship through Stanford's relationship with Learfield Sports. He also manages the department's business strategy group and leads Stanford's new technology initiatives, while supervising two varsity sports, softball and wrestling. Blue facilitated the launch of Pac-12 Networks at Stanford in 2012-2013.

Stanford has made significant progress in its business operation in recent years under Blue's leadership. Stanford Stadium became the first stadium in college football to install a free public Wi-Fi network to enhance mobile connectivity for fans. Stanford sold out all of its football home games in a season for the first time in its history in 2013, and maximized revenue through the invention of a unique method of dynamic pricing for high-demand events called "Predictable Dynamic Pricing".

Blue, a 2005 Stanford graduate and a former student-athlete on the men's golf team, has served on the athletic department staff since 2009. He spent the 2009-10 academic year serving as a Matteson Fellow before being appointed to the roles of Special Assistant to the Director of Athletics and Associate Director of Athletics. Prior to joining Stanford Athletics, Blue coached professional and amateur golfers in the areas of sports psychology and short game technique. He received his Bachelor of Arts degree in psychology from Stanford in 2005 and his Ph.D. in the psychosocial aspects of sports from the Michigan State University Graduate School of Education in 2009. In 2008, he was named a Dean's Award winner at the Summer Institute for General Management at Stanford's Graduate School of Business.

A native of Toronto, Ontario, Canada, Blue was a four-year letter winner on Stanford's men's golf team from 2001-05, serving as a team captain as a junior and senior. He was also a two-time All-America Scholar. Blue completed an ironman distance triathlon in 2011 and qualified for the 2014 Boston Marathon.
Ph.D., Michigan State University

Rich Campbell

Dr. Campbell is an Associate Professor in the School of Business and Economics at Sonoma State University. In addition to a Marketing Ph.D. from Oregon, he completed his Master's in Sport Management at the University of San Francisco (Cohort 5). Rich is a member of the Editorial Board of Sport Marketing Quarterly. His research interests include fan behavior and sponsorship. He has taught Sports Business Research and a Fan Behavior elective course within the program.
Ph.D., University of Oregon

John Clamme

John's sports career began years ago as a lowly, unpaid intern with the San Francisco 49ers as a Sponsorship Sales and Alumni Coordinator. Within this role he helped to Managed Corporate Sponsorships and assisted the 49ers Alumni Department in the coordination of all Alumni Events. He was tasked with writing for "The Alumni Gold" quarterly newsletter (sent to 49er fan base, season ticketholders and corporate partners). Lastly, he organized Alumni events and Alumni Tailgate parties. In addition to this NFL experience, John also worked on the Corporate Sponsorship team with the Golden State Warriors during one of their most successful eras in the "We Believe" Playoff run in 2007. There, John developed and implemented several marketing strategies for several companies from the Property perspective on both a local and national perspective.

John is a seasoned corporate sponsorship and marketing expert with nearly fifteen years of experience in the sports and entertainment industries. John has a great familiarity with the Northern California market with an extensive rolodex of C-Level professionals within the corporate sponsorship, marketing and advertising agency industries.
B.A., Wabash College, Major in English with a Minor in Religion

Tom Davis

Mr. Davis leverages more than 20 years of sports and consumer marketing experience. From Fortune 500 companies to major universities, he has developed, activated and managed integrated campaigns to fit every budget and strategic objective. His solutions-based approach has yielded impressive results for a wide variety of leading brands and emerging organizations. Tom helped generate more than \$250 million dollars in revenue from nationwide marketing of sports pay-per-view services for the NBA, NHL, MLB and ESPN. As a General Manager of the ISP Sports Network, his team tripled overall corporate revenue for UCLA Athletics. He has negotiated sponsorship agreements with the Staples Center, the New York Giants and the Colorado Rockies; endorsement contracts with sports legends Roger Clemens, Dan Marino, Albert Pujols and Mike Modana; and has helped develop successful creative strategies and tactics for many Loma clients, including Callaway Golf and DirecTV. Based in Los Angeles, Tom holds a bachelor's degree from Southern Illinois University and a master's degree from Purdue University.
M.S., Purdue University

Charlie Faas

Mr. Faas teaches Accounting & Budgeting in Sports. Charles managed all financial accounting and business operations of the San Jose Sharks (NHL), Worcester Sharks (AHL), and HP Pavilion at San Jose (concerts, family shows, and other events). He was also responsible for overseeing the financial matters SSE Merchandise & Publishing, SAP Open (Tennis), Sharks Ice Skating/Hockey facilities in San Jose, Oakland and Fremont. As well as the SSE's China initiatives (Chinese National Hockey Team and the China Sharks). Prior to joining the Sharks, Charles spent 20 years in various financial management positions with IBM, Cadence Design Systems and Pharsight.
Charles is active on two non-profit boards; the San Jose Sports Authority (sports marketing arm for the City of San Jose) and San Jose After School AllStars (founding San Jose Board Chairman for Arnold Schwarzenegger's national foundation). Charles has also completed the Executive Education program at UCLA's Anderson School. In November 2008, Faas received the "CFO of the Year" Award from the Silicon Valley Business Journal, in the private business category.
B.B.A., Siena College Major in Accounting, Executive Education Program at the University of Los Angeles

Solly Fulp

Mr. Fulp is currently the Senior Vice President - Conference Relationship Manager for ISP Sports (recently acquired by IMG). He is responsible for managing the outsourced sponsorship business for five PAC-10 University Athletic Programs: University of Washington, Washington State, CAL, UCLA and ASU. Prior to his current role he served as the Vice President - General Manager for the CAL ISP Sports Network. Solly also served as the Assistant Athletic Director for Corporate Development at CAL and as the Senior Associate Athletic Director of External Affairs at Sacramento State. Solly has worked in college athletics since 1996 with most of his experience coming in external affairs and marketing. He is a graduate of the University of Oregon with a Masters from Sacramento State.
M.A., California State University, Sacramento

Mike Gilleran

Mr. Gilleran is the Executive Director of the Santa Clara University Institute for Sports Law and Ethics. Mike previously served as the commissioner of the West Coast Conference, and has spent over 30 years in the industry of intercollegiate athletics. Mike was a member of the NCAA Enforcement Department from 1976 to 1984, joined the WCC in 1984, and retired in June 2008 after more than 24 years as commissioner. Mike attended Seattle University on a basketball scholarship and graduated from SU with a B.A. in Journalism in 1971. Mike graduated from law School (Seattle University) in 1975, passed the Washington State Bar Exam, and spent a season playing professional basketball in France prior to joining the NCAA. He has been involved in virtually every aspect of intercollegiate athletics administration and teaches the Sports Law class at the San Francisco Campus.
J.D., Seattle University

Rob Halvaks

Mr. Halvaks teaches the Management and Organizational Leadership course in Southern California and is the faculty mentor for the Master's Project. He is the Deputy Commissioner and Chief Financial Officer of the Big West Conference and has participated on a number of NCAA governance committees including the Championships and Administration Cabinets and the Playing Rules Oversight Panel. Prior to joining the Big West, Mr. Halvaks served as Associate Executive Director of the Orange County Sports Association and Senior Associate Athletic Director at the University of California, Irvine.
M.A., Ohio University

Ilisa Kessler

Ilisa was the News Business Operations Manager for ABC7 KGO-TV. In a male-dominated field, Ilisa has played a key role in event management at over 10 venues: Director of Operations, San Jose CyberRays (2001-2003), Director of Event

Operations, Silicon Valley Football Classic (UCLA vs. Fresno State), and Bay Area staff and accreditation manager for the 1999 Women's World Cup. Ilisa has also been involved at various levels of event management for Stanford Athletics, Spartan Stadium, and the Modern Pentathlon World Championships.

M.A., University of San Francisco

Jonathan Lowe

Mr. Lowe is a strategic marketing and promotions professional with over ten years' experience in creating dynamic and innovative campaigns for sports teams, live events, music artists and consumer products. Jonathan has created and executed marketing campaigns for its most prized assets in Los Angeles: STAPLES Center, The Los Angeles Kings and The Home Depot Center. In addition, Jonathan has created marketing and promotions campaigns for The Los Angeles Lakers, ten world championship boxing events, Celine Dion's Las Vegas Show (A New Day), The King Tut Exhibit at the Los Angeles County Museum of Art (LACMA) as well as national concert tours with Prince and Rod Stewart, just to name a few.

Jonathan is the Vice President of Marketing for the LA Kings.

B.A., Oberlin College Politics and English

Stephanie Martin

Ms. Martin is a corporate communications executive with an established reputation of creating and executing high-touch, award-winning communications strategies for global audiences. Stephanie has extensive experience in corporate public relations, internal communications, crisis communications, social media and corporate social responsibility.

Most recently, she was chief communications officer for the America's Cup Event Authority, the commercial arm of the 34th America's Cup where she currently serves as a consultant, and previously held communications and community engagement leadership positions at Avery Dennison, SUPERVALU, The Home Depot and Mitsubishi Motors. In addition to the America's Cup, she has worked on communication, marketing and community investment partnerships with a number of sports properties including the Rose Bowl, the Los Angeles Clippers and The Home Depot Center.

Martin is a graduate of Tufts University, with a B.A. in English, and the University of Southern California, with a M.A. in Communication Management. She is a Board Member of the Fitzgerald Youth Sport Institute and the San Francisco chapter of WISE, Women in Sports and Entertainment. In addition she is an Advisory Board member to the Pacific Coast Sailing Foundation.

M.A., University of Southern California, Communications

Mark Nagel

Dr. Nagel is currently an Associate Professor in Sport and Entertainment Management at the University of South Carolina. He has previously taught a course in revenue development as well as the research methods course at USF. He is an active member of the North American Society for Sport Management, the Sport Marketing Association, and the Sport and Recreation Law Association. He has written articles for a variety of publications including Sport Marketing Quarterly, International Journal of Sport Management, Journal of the Legal Aspects of Sport, and The Sports Business Journal. Dr. Nagel's research interests are primarily focused in the areas of sport finance, sponsorship, and sport law. He was an assistant coach with the University of San Francisco's Women's Basketball team from 1994-1997.

Ed.D., University of Northern Colorado

George Pappas

Mr. Pappas is currently Vice President of Sales for Bellator MMA - a division of Viacom and Spike TV. George sells national sponsorships across Bellator's live events and ancillary programming. Prior to Bellator, George was VP of Corporate Alliances for Dick Clark productions selling national sponsorships, on-site and digital activations across DCP's live event portfolio - American Music Awards, Academy of Country Music Awards, So You Think You Can Dance among other properties. Before Dick Clark, George spent four years at Six Flags Entertainment developing key national, regional and local sponsorships for all 19 Six Flags theme parks. He created cross-promotional platforms enabling partners to showcase their products and services while providing Six Flags with added exposure through partners' advertising and marketing assets. George spent 5 years at Publicis and Hal Riney Advertising handling advertising duties for Sprint and 24 Hour Fitness. George holds a B.S. from the University of Southern California and a M.A. in Sport Management from USF.

M.A., University of San Francisco

Jonathan Pauley

Mr. Pauley started Make-U-Fit Productions LLC and Renegade Racing in 2005. Make-U-Fit Productions is about getting people out and participating in sports activities with the goal of getting participants to enjoy themselves in a competitive atmosphere where they can test their physical and mental limits. Renegade Racing, the event management division of Make-

U-Fit Productions, manages fun, safe and interesting running, triathlon and adventure sports events. Additionally, Mr. Pauley has over 20 years of experience in the fitness and health club industry. He holds a Bachelor's Degree from California State University, Long Beach in Kinesiology and Physical Education, Fitness. He worked for The Sports Club LA for more than 15 years. Not only is he an advocate for fitness and health, he practices what he preaches. Jonathan has successfully competed in over 40 marathons and 10 Ironman Triathlons.

M.A., University of San Francisco

DeSha Runnels

Mr. Runnels is a graduate of the University of San Francisco's Sport Management Master's Program. He is the Senior Account Executive for USC Sports Properties with Fox Sports Media Group, a brand new division of Fox Sports. He is responsible for maintaining and growing over \$10 million in current sponsorships for USC Athletics, as well as generating an additional \$3-5 million in revenue.

Prior to his role at Fox Sports Media Group, he joined the University of Southern California's Athletic Department staff in 2002, during his time in the program. For the next eight years, DeSha' worked his way up through various positions in the athletic department, including Assistant Director of Operations and Game Management and ultimately Assistant Athletic Director in charge of Corporate Sales and Activation. As the Assistant Athletic Director he oversaw more than 70 corporate sponsorship accounts, which represented approximately \$10 million in corporate sponsorship revenue.

Through combining his experience, as well as his connections from his time with USC, DeSha' is able to bring an expertise to the new college sports division at Fox that was previously lacking. DeSha' earned a degree in Rhetoric and Communication from the University of California, Davis where he was also a three-year starter for the football team. As a result of his love for sports, he decided to pursue his Master's degree in Sport Management at the University of San Francisco.

M.A., University of San Francisco

B.A., University of California, Davis

Kristin Shaff

Ms. Shaff is currently Director of Strategic Partnerships and Business Development at 24 Hour Fitness. She is responsible for the development, management, and implementation of sports, entertainment, strategic alliance, owned media, and promotional partner activities. Key partnerships include the United States Olympic Committee, NY Yankees, Nike, Coca-Cola, and professional athletes. Prior to that, Kristin was on the Visa account at GMR Marketing where she developed and managed strategic activation programs with many of Visa's partners, including: the IOC, USOC, US Ski and Snowboard, the NFL, NASCAR, ISC, Pebble Beach, NY Yankees, SF Giants, EA Sports, and the NFL Players Association. She's managed client programs for high-caliber events including: the Olympic Trials, Olympic Games, Super Bowl, Pro Bowl, Daytona 500, NFL Draft, Madden, and NFL Kickoff. In addition, she helped develop and implement Visa's proprietary ROI/ROO measurement tool, which informs Visa's sponsorship decisions. Kristin's earlier experience includes: Fox Sports Net Arizona, developing marketing programs with the Suns, Diamondbacks, and Coyotes; the University of Notre Dame, selling sponsorships and managing the game-day experience for 26 athletic teams; and IMG College, doing market research and national sales for IMG's NCAA properties.

M.B.A., Arizona State University

Mike Shapiro

Mr. Shapiro is a veteran of over 25 years in the sports and entertainment industries, having served roles in: sports team management, television production and administration, new media production and rights acquisitions, marketing, athlete representation, consulting and golf course management. Mike has worked in a wide range of professional sports including baseball, golf, basketball and hockey

Bryan Srabian

Mr. Srabian is now entering his 16th year in professional sports. He is now overseeing the Social Media platform for the San Francisco Giants, overseeing Twitter and Facebook, exploring new technologies, working with Major League Baseball Advanced Media with the SFGiants.com website, and integrating the Giants Marketing and Communications plan with comprehensive Social Media Plan. Srabian began his career with the Giants in the media relations department, advancing to the sponsorship and promotions department from 1996-1999. He was promoted as team's Director of Marketing and Entertainment, before leaving to become the Vice President of Marketing for the AAA Sacramento River Cats, in 2008. Srabian is a graduate of Santa Clara University.

B.S. Santa Clara University Business and E-Commerce

Rick Walden

Mr. Walden teaches the Sport Law course at the Los Angeles area location. He has been a member of the California State Bar since 1983 and is a partner in the law firm of Burris, Schoenberg & Walden in Los Angeles where his practice involves substantial transactional work and civil litigation, including sports, real estate and business matters. Prior to that, he was a partner in the law firm of Saphier, Rein & Walden. He is also the founder, Chief Executive Officer and General Counsel of the sports agency Dishon & Walden Associates, Inc. Although Dishon & Walden represents primarily professional ice hockey players, it has counted professional baseball and tennis players, boxers, and race car drivers among its clients.
J.D., University of Texas

Lynnette Ward

Ms. Ward has a unique ability to motivate and influence others to take action and adapt to change. As a Career Consultant she coaches people across all functions and industries to execute successful career transitions and build lifelong career management strategies. Her insight into corporate infrastructure comes from extensive experience in management and sales roles in the Time Inc. division of Time Warner. She developed key client relationships, advertising partnerships and marketing strategies to achieve profitable growth on behalf of some of the most recognizable names in magazine publishing - LIFE and PEOPLE - and worked with an executive team to implement a national magazine launch from the editors of TIME. Currently she delivers training and coaching services at companies throughout Southern California on behalf of Leadership Choice, Right Management and the LA Valley College Job Training Department. She holds a bachelor's degree from Cal Poly San Luis Obispo.
B.S., Journalism

Steve Webster

Mr. Webster serves as President and CEO of CMPR (Crimson Marketing & Public Relations), an LLC specializing in the world of entertainment and sports. The company represents such clients as Pete Sampras, Sugar Ray Leonard, ESPN; Reveille & Mark Burnett Productions. Prior to forming CMPR, Webster held various executive positions at major Hollywood studios, including Universal Studios (Universal Television Group); Sony Pictures Entertainment (GSN-The Network for Games); and 20th Century Fox (Fox Sports Net). Webster began his career by working for the Charlotte Hornets NBA franchise in 1989 before moving to California in 1991. Having served as an adjunct professor in the Annenberg School at the University of Southern California for six years, Webster also currently serves on the Advisory Board of the Los Angeles Sports & Entertainment Commission (LASEC) and is a member of the Academy of Television Arts & Sciences (ATAS).

Appendix III
CVs and Résumés

Nola Agha

Assistant Professor, Sport Management Program
University of San Francisco
2130 Fulton Street KA 241, San Francisco, CA 94117
Phone: 415-422-6642, E-mail: nagma@usfca.edu

CURRENT FACULTY POSITION

University of San Francisco, Sport Management Program, Assistant Professor

2010-present

- Teaching graduate-level courses in *Strategic Management/Human Resources in Sport* (SM 606) and *Sport Business Research Methods* (SM 605)
- Research interests involve the empirical analysis of the efficiency and equity outcomes from public stadium subsidies. Presently, my research revolves around the extent to which the quality, location, proximity, and brand equity of a strategic alliance partner affect a firm's ability to achieve a competitive advantage.

EDUCATION

University of Massachusetts Amherst, Isenberg School of Management

Ph.D. Management, 2010

- Specialization: Sport Economics
- Dissertation: The Economic Effects of Minor League Baseball: A Comprehensive Assessment Using Econometric Analysis and a Hedonic Pricing Model

University of San Francisco

M.A. Sport Management, 1999

Indiana University, Bloomington

B.S. Kinesiology, 1996

PUBLICATIONS

Peer-Reviewed Articles

- Agha, N. & Coates, D. (2014). A compensating differential approach to valuing the social benefit of Minor League Baseball. *Contemporary Economic Policy*
- Kealy, P., Shastri, Y., Battistini, F., Durrell, T., Huh, J., Agha, N. (2014). Bloomberg Sports: Information overload goes abroad. *Case Studies in Sport Management*.
- Agha, N. (2013). The economic impact of stadia and teams: The case of Minor League Baseball. *Journal of Sports Economics*, 14(3), 227-252.
- Agha, N., Fairley, F., & Gibson, H. (2012). Considering legacy as a multi-dimensional construct: The legacy of the Olympic Games. *Sport Management Review*, 15(1), 125-139.

Book Chapters

- Longley, N. & Agha, N. (2014). Chapter 4 - Financial and Economic Principles Applied to Sport Management. In L. Masteralexis, C. Barr & M. Hums (Eds.) *Principles and Practice of Sport Management, 5th Edition*. Sudbury, MA: Jones & Bartlett Learning.
- Agha, N. (2013). The Count – 324 Days Into This Mess. In *The Day My Nipple Fell Off and Other Stories of Survival, Solidarity, and Sass: A BAYS Anthology*. Charleston, SC: CreateSpace
- Agha, N. (2013). My New Weight-Loss Plan. In *The Day My Nipple Fell Off and Other Stories of Survival, Solidarity, and Sass: A BAYS Anthology*. Charleston, SC: CreateSpace
- Agha, N. (2013). Happy Bald Day. In *The Day My Nipple Fell Off and Other Stories of Survival, Solidarity, and Sass: A BAYS Anthology*. Charleston, SC: CreateSpace

Revise and Resubmit

- Beasley, B., Greenwald, R., & Agha, N. NFL Time Management: The Role of Timeouts in End-Game Scenarios, *Journal of SPORT*
- Agha, N. & Rascher, D. A. An explanation of economic impact: Why positive impacts can exist for smaller sports. *Sport, Business, Management: An International Journal*
- Agha, N. & Cobbs, J. Is the Grass Greener? Switching Costs and Geographic Proximity in the High Status Affiliations of Professional Baseball, *Managerial and Decision Economics*
- Agha, N. & Taks, M. A Theoretical Comparison of the Economic Impact of Large and Small Events, *International Journal of Sport Finance*

Articles Under Review

- Bisson, J., Jackson, N., Mallot, R., Strome, W., & Agha, N. Experience, LLC: Filling the Beast Seats in the House, *Case Studies in Sport Management*
- Burks, A., Goldman, M., & Agha, N. CONCACAF strategic repositioning: Rebuilding trust in the 'Beautiful Game', *International Cases in the Business of Sport, Routledge*

Works in Progress

- Agha, N., Dixon, J. C., & Goldman, M. The Value of Team Name Changes, in preparation.
- Agha, N. & Tyler, B. D. Highly Identified Fans and the Propensity to Bet Against One's Own Team, in preparation.
- Dixon, J. C. & Agha, N. Transfer of Training in the World Baseball Classic, in preparation.
- Agha, N. & Denny, G. Kwarter Case Study
- Agha, N. & Longley, N. Overall impact of Minor League teams
- Agha, N. & Kennedy, D. Quantifying crowding out effects: An assessment of small events in small communities, in preparation.

Other Articles

- Agha, N. (2014, August 18). Pictures Don't Always Tell the Entire Story: Greek Olympic Edition. *Wages of Wins*.
- Agha, N. (November 2010). The Effect of Minor League Baseball on Local Incomes. *SportsEconomics Perspectives*, Issue 5.
- Agha, N. (November 2005). Examination of Economic Impact. *SportsEconomics Perspectives*, Issue 2.
- Agha, N. (October 2005). MLB is Feeling the Pinch. *SportsEconomics Perspectives*, Issue 1.
- Agha, N. (October 2005). Pay for Play: A Comparison of Team Salaries in Team Sports. *SportsEconomics Perspectives*, Issue 1
- Agha, N. (November - December 2002). Following The Dollar: Economic impact of a sports event is greater than the sum of its parts. *SportsTravel*, 6(10).
- Agha, N. & Rascher, D. (2000, April 4). Ball Park Attraction. *FoxSportsBiz.com*.

REFEREED CONFERENCE PRESENTATIONS

- Agha, N. (2014, September). Legacy Effects of a New Sports Venue. Paper presented at the annual conference of the European Association of Sport Management, Coventry, UK.
- Agha, N. (2014, March). *Teaching Sport Strategy Case Studies in Strategic Management Courses*. Panel Facilitator. Western Academy of Management annual conference, Napa, CA.
- Agha, N. & Dixon, J. C. (2013, September). *The Value of Team Name Changes*. Paper presented at the annual conference of the European Association of Sport Management, Istanbul, Turkey.

- Dixon, J. C., Agha, N., & Mailloux, R. (2013, September). *Transfer of Training: Assessing the Impact of WBC Participation on MLB Performance*. Poster session at the annual conference of the European Association of Sport Management, Istanbul, Turkey.
- Agha, N. & Tyler, D. (2013, May). *Highly identified sport fans and the peculiar habit of wagering against their favorite team*. Paper presented at the annual conference of the North American Society for Sport Management, Austin, TX.
- Rascher, D. Agha, N., & Brown, M. (2012, July). *What's in a Name? Does the Amount and Source of Public Financing Impact Team Names?* Paper presented at the annual conference of the Western Economic Association International, San Francisco, CA.
- Agha, N. & Coates, D. (2012, July). *A Compensating Differential Approach to Valuing the Social Benefit of Minor League Baseball*. Paper presented at the annual conference of the Western Economic Association International, San Francisco, CA.
- Agha, N. & Rascher, D. (2012, July). *When Can Economic Impact be Positive? Twelve conditions that explain why smaller sports have bigger impacts*. Paper presented at the annual conference of the Western Economic Association International, San Francisco, CA.
- Agha, N. & Cobbs, J. (May 2012). *Farm Team Shuffle: The Effects of Major League Affiliations in Minor League Baseball*. Paper presented at the annual conference of the North American Society for Sport Management, Seattle, WA.
- Agha, N. & Rascher, D. (2012, May). *When Can Economic Impact be Positive? Twelve conditions that explain why smaller sports have bigger impacts*. Paper presented at the annual conference of the North American Society for Sport Management, Seattle, WA.
- Agha, N. (2009, September). *Size Does Matter: Why Smaller Sports have Bigger Impacts*. Paper presented at the annual conference of the First European Conference in Sports Economics, Centre d'Economie de la Sorbonne, Paris, France.
- Agha, N. (2009, July). *The Economic Effects of Minor League Baseball: An Assessment of Pecuniary and Non-Pecuniary Benefits*. Paper presented at the annual conference of the Western Economic Association International, Vancouver, BC.
- Agha, N. (2007, July). *Redistributional Effects of Publicly Financed Stadiums in Major League Baseball*. Paper presented at the annual conference of the Western Economic Association International, Seattle, WA.

TEACHING EXPERIENCE

University of San Francisco, Assistant Professor

- *Strategic Management/Human Resources in Sport*
Fall 2010, 2011, 2012, 2013
Spring 2012
Summer 2013, 2014
- *Sport Business Research Methods*
Fall 2010
Spring 2012, 2013, 2014
Summer 2013

University of Massachusetts Amherst, Graduate Assistant with full teaching responsibility

- *Sport Finance and Business*
Fall 2005, 2006, 2007
Spring 2006, 2008
- *Economics of Sport*
Fall 2009

University of Massachusetts Amherst, Adjunct Instructor

- *Sport Finance and Business*
Fall 2004

Spring 2005

INVITED PRESENTATIONS

- Agha, N. (2013, July). *Women's Engagement in Sports*. Lecture at the joint USF Office of Diversity Engagement and Community Outreach and Leadership California event: Women and Sports. University of San Francisco.
- Agha, N. (2010, January). *Why Size Matters: The Economic Effects of Minor League Baseball*. School of Kinesiology, University of Michigan.
- Agha, N. (2009, April). *The Economic Effects of Minor League Baseball*. School of Business, University of New Haven.
- Agha, N. (2009, April). *Investing in Sports: A Wise Economic Strategy?* Sport Management Research Seminar, Department of Sport Management, Isenberg School of Management, University of Massachusetts Amherst.
- Agha, N. (2008, May). *Evaluating Economic Impact in Sport*. Sport Finance and Business 424, University of Massachusetts Amherst.
- Agha, N. (2007, December). *Current Topics in Economic Impact*. Sport Finance and Business 424, University of Massachusetts Amherst.
- Agha, N. (2004, March). *Fundamentals of Economic Impact in Sport*. Sports Economics 392A, University of Massachusetts Amherst.

PROFESSIONAL DEVELOPMENT

- Seminar on Influencing and Communicating with Confidence for Women, February 2014
- Attended Women's Economic Forum hosted by Nancy Pelosi, January 2014
- Attended the Center for Teaching Excellence Winter Intensive on Enhancing Rigor by Creating Inclusive and Identity-Safe Classrooms, January 2014
- Submitted two proposals for CTE's Faculty Learning Communities, Spring 2013
- New Faculty Workshop organized by the CTE on the book *How Learning Works*, Fall 2012
- Engaged in Open Classroom Visits, 2011, 2012, 2013
- Enrolled in Service Learning Faculty Seminar sponsored by the Leo T. McCarthy Center for Public Service and the Common Good, Fall 2011
- Read Ken Bain's book *What the Best College Teachers Do*, Summer 2011

EDITORIAL/REVIEWER ACTIVITIES

Editorial

- Editorial Board member for *Case Studies in Sport Management* journal, 2011-present
- Guest co-editor of a *Case Studies in Sport Management* Special Issue on Strategic Management in Sport Business, 2013-2015
- Editorial Board member for the Mark H. McCormack Case Study Collection, 2014-present

Invited Reviewer for Scholarly Journals

- *European Sport Management Quarterly*, 2009, 2010, 2014
- *International Journal of Sport Finance*, 2013
- *Journal of Sport Management*, 2011, 2012
- *Sport, Business and Management: an International Journal*, 2014
- *Sport Management Review*, 2011 (twice)
- *Sport Marketing Quarterly*, 2012
- *Urban Studies*, 2013, 2014

Reviewer for Scholarly Conference Papers

- NASSM Conference, 2011, 2012
- SEVT Conference, 2011
- Western Academy of Management Conference, 2014

- Western Casewriters Association Conference, 2014

PROFESSIONAL MEMBERSHIPS

Current

- European Association of Sport Management
- North American Association of Sports Economists (NAASE)
- North American Society for Sport Management (NASSM)
- Western Economic Association International

Past

- Academy of Management
- American Economic Association
- Institute for Operations Research and the Management Sciences (INFORMS)
- Western Academy of Management

UNIVERSITY SERVICE

Faculty Union

- USFFA Policy Board Member, 2012-2015
- Post-Sabbatical Merit Award committee, 2014-2015

University

- In conjunction with the Office of Diversity Engagement and Community Outreach, helped plan and execute a joint event with Leadership California on Women and Sports, July 2013
- Upward Bound Faculty Coach, 2011
- University Scholars Volunteer, 2010

College

- Arts Council, Policy Board Representative, 2012-2014

Program

- Hosted a reception for Leadership California on *Research on Sport and Women Leaders*, Spring 2013
- Sport Management Program, Faculty Search Committee, 2012-2013

GRADUATE STUDENT RESEARCH ADVISING

- Bisson, J., Jackson, N., Mallot, R., Strome, W., & Agha, N. (advisor). (2014, March). Experience, LLC: Filling the Beast Seats in the House. Case study presented at the Western Casewriters Association annual conference. Award winner for Best Mentored Sports Case.
- Gavett, A., Coogan, C., Miller, J., & Bennett, K. (Agha, N., advisor). (2013, October). Does Specialization Matter? An investigation of female DI and DIII soccer players. Submitted to the *Journal of SPORT*.
- Kealy, P., Shastri, Y., Battistini, F., Durrell, T., Huh, J., & Agha, N. (advisor). (2013, May). Bloomberg Sports: Information Overload Goes Abroad. Case submitted to *Case Studies in Sport Management*. Published 2014.
- Beasley, B., Greenwald, R., & Agha, N. (advisor). (2013, April). NFL Time Management. Paper submitted to the *Journal of Quantitative Analysis in Sport*.
- Gavett, A., Coogan, C., Miller, J., Bennett, K., & Agha, N. (advisor). (2013, April). Does Specialization Matter? An investigation of female DI and DIII soccer players and the pathways that led them to the collegiate level. Poster presented at the USF College of Arts and Sciences 3rd Annual Creative Activity and Research Day.
- Moseley, D., Shamsapour, O., Gao, J., Almulhim, S., Wortham, B., & Agha, N. (advisor). (2013, April). People who watch the NFL, Their Fan Identification and Mobile Devices. Poster presented at the USF College of Arts and Sciences 3rd Annual Creative Activity and Research Day.

- Lippe-Klein, J., & Agha, N. (advisor). (2012, April). Race and Recruiting in Division I NCAA Basketball. Submitted to the NCAA Graduate Student Research Grant Program.
- Gorham, J., Hechtner, B. L., Greenwald, R., Butler, C. J., Barbieri, T., & Agha, N. (advisor). (2012, October). Fanatics, Inc. and Dreams, Inc.: The Growth of Licensed Sport Online Retail. Case submitted to the ecch Case Writing Competition.
- Kealy, P., Shastri, Y., Battistini, F., Durrell, T., Huh, J., & Agha, N. (advisor). (2012, October). Bloomberg Sports: Information Overload Goes Abroad. Case submitted to the ecch Case Writing Competition.
- Shreck, L., Beasley, B., Denny, G., Klase, M., Moorhead, M., & Agha, N. (advisor) (2012, October). AEG's Farmers Field. Case submitted to the ecch Case Writing Competition.
- Sagapolu, R., Toker, A., Thomas, C., Wang, Y., & Agha, N. (advisor). (2012, April). Maximizing Return on Investment for USF Athletics through Sponsorship. Poster presented at the USF College of Arts and Sciences 2nd Day of Celebration of Students' Research and Artistic and Scholarly Creative Activity.
- Beasley, B., Greenwald, R., & Agha, N. (advisor). (2012, April). NFL Time Management Efficiency. Poster presented at the USF College of Arts and Sciences 2nd Day of Celebration of Students' Research and Artistic and Scholarly Creative Activity.

COMMUNITY SERVICE

Participant in the Breast Cancer Fund's annual Peak Hike for Prevention

- 2013, raised over \$6800.
- 2012, raised over \$6000
- 2011, raised over \$9000

Active participant of BAYS (Bay Area Young Survivors)

- Member, Board of Directors, 2014-present
- Contributor to a moderated support forum for patients before, during, and after treatment
- Developed a fundraising partnership in conjunction with the San Francisco 49ers and the NFL's Crucial Catch campaign
- Contributor to an Anthology compiled to provide support, perspective, and insight for both cancer patients and the general public

RELEVANT INDUSTRY EXPERIENCE

2003 - present: Sports Economics Consultant, Northampton, MA and San Francisco, CA

- In concert with leading sports economists performed economic impact studies for clients in the NBA and collective bargaining agreement consultation for MLB.

2002 - 2003: Business Strategist and Operations Consultant, Greece101, Athens, Greece

- Oversaw and managed all aspects of the company's business strategy and corporate organization. Setup business structure, obtained funding, and developed business strategy. Financial responsibilities included forecasting and budgeting.

2000 - 2002: Director of Operations, Missing Link Technology Partners, San Francisco, CA and Brussels, Belgium

- Organized and implemented all aspects of the consulting company's operations. Established a corporate entity, responsible for corporate share allocation, legal and business filings, licenses, and contracts. Performed budgeting, forecasting, and tax strategy analysis.
- Single point of contact with international lawyers, tax accountants, and government functionaries to setup MLTP's European office in Brussels, Belgium. Responsibilities included legal filings and dual-nation finances for accounting, payroll, budgeting, and tax strategy (all in French).

1998 - 2001: Sports Economics Consultant, San Francisco Bay Area

- Worked independently and with high profile sports economist on economic impact, feasibility studies, and competitive analyses for both sports and fitness organizations.

MEDIA COVERAGE OF RESEARCH, TEACHING, AND SERVICE ACTIVITIES

Articles about my research or citing evidence from my research

- Hinkle, A. B. (2013, November 6). Could a Small Stadium Do Big Good? Maybe *small* ballparks could economically justify their existence, though not necessarily public investment. *Richmond Times Dispatch*, http://www.timesdispatch.com/opinion/our-opinion/columnists-blogs/bart-hinkle/hinkle-could-a-small-stadium-do-big-good/article_ea01de8e-d441-579f-923b-65f0756a007a.html cross-posted at *Reason.com*, <http://reason.com/archives/2013/11/06/could-a-small-stadium-do-big-good>
- Firey, T. A. (2013, August 28). How Hagerstown Should Fund a New Stadium. *The Maryland Public Policy Institute*. <https://mdpolicy.org/research/detail/how-hagerstown-should-fund-a-new-stadium>
- Considine, J. (2013, August 23). Al Pacino, Cameron Diaz, and the Minor Leagues. *The Economics of Sport*. <http://www.sportseconomics.org/2/post/2013/08/al-pacino-cameron-diaz-and-the-minor-leagues.html>
- Todd, M. (2013, May 20). Major Lessons From the Minor Leagues. *Pacific Standard*. <http://www.psmag.com/business-economics/now-stepping-to-the-plate-david-beckham-58192/>
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Articles / Video where I was interviewed for my expert opinion

- Goode, S. (2014, June 16). In minor-league cities, stadium use key to job creation. *The Hartford Courant*. <http://www.courant.com/news/connecticut/hc-hartford-rockcats-jobs-0607-20140614,0,5840646,full.story>
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- Ross, E. (2014, January 3). Deal or No Deal? Talks On Future of AutoZone Park Continue. (Lead Story 10 O'clock News) *Local Memphis ABC Station*. <http://www.localmemphis.com/story/deal-or-no-deal-talks-on-future-of-autozone-park-c/d/story/yUcNdUYqXkeJ5WcuPJavBw>
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- Gilbert, C. (2012, June 13). St. Paul City Council votes on asking state for money to build ballpark. *Minnesota Public Radio News*. <http://minnesota.publicradio.org/display/web/2012/06/13/business/saints-midway-stadium>
- Giegerich, A. (2010, September 5). Beavers strike out. *Portland Business Journal*. <http://www.bizjournals.com/portland/stories/2010/09/06/story1.html>

Articles about my service activities

- Leadership California. (2013, July). Women Leaders in the World of Sports.
<http://www.leadershipcalifornia.org/i4a/pages/index.cfm?pageid=3557>

HONORS & AWARDS

- Western Casewriters Association & Case Studies in Sports Management Best Mentored Sports Case Award, 2014
- Beta Gamma Sigma, International Business Honors Society, Inducted 2010
- Nominated for the University of Massachusetts Amherst Distinguished Teaching Award, 2009-2010 academic year
- University of Massachusetts Isenberg School of Management Outstanding Teaching Associate Award, 2008
- University of San Francisco, Sport Management Program, Director's Award, 1999
- Outstanding Student Member, Association for Worksite Health Promotion, Region IV, 1996
- Student Speaker, December Graduation, Indiana University, School of Health, Physical Education, and Recreation, 1996
- Senior Achievement Award, Indiana University Honors Division, 1996
- Golden Key National Honor Society, Inducted 1995
- Phi Eta Sigma Freshman Honor Society, Inducted 1994
- Alpha Lambda Delta National Academic Honor Society, Inducted 1994

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Education

Ph.D., Sports Administration, University of New Mexico
Dissertation Title: Television's Coverage of Professional Football: Information vs. Entertainment

M.A., Mass Communication, California State University, Fresno
Thesis Title: A Content Analysis of the Language Used by Three Different Play-by-play Announcers

B.A., Communication, California State University, Fresno

Present Position

University of San Francisco

- Professor of Sport Management, 2013-current
- Associate Professor of Sport Management, 2009-2013
- Assistant Professor of Sport Management, 2002-2008
- Associate Director for Internships and Community Outreach, 2002-2004
- Adjunct Professor of Sport Management, 2000-2002
- Adjunct Professor of Communication Studies, 1999-2002

Teaching Assignments- 2002 to present

- M.A. Course - Leadership and Critical Thinking in Sport Management
- M.A. Course - Internship in Sport Management
- M.A. Course - Media and the Sport Industry
- M.A. Course - Master's Project in Sport Management
- M.A. Course - Contract Negotiation and Agent Administration
- M.A. Course - Integrated Marketing and Communication
- M.A. Course - Sales Analysis
- M.A. Course - Financial Analysis of Professional Athletes
- M.A. Course - Fitness Industry Analysis
- M.A. Course - Partnership Marketing: Secondary Ticket Strategies in Europe
- M.A. Course - Product Development at Nike: Competition, Athleticism, Fashion
- M.A. Course - Professional Golf Tournament Administration
- M.A. Course - Operations Management in the Sport Industry

- M.A. Course - General Manager Duties in Minor League Baseball
- M.A. Course - Special Topics in Sport Management
- M.A. Course - Analysis of Sport Finance
- M.A. Course - Analysis of Professional Tennis
- M.A. Course - Analysis of Sports Television
- M.A. Course - Equipment Management in the NFL
- B.A./B.S. Course - Public Speaking

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EDUCATION

DBA, Marketing, University of Pretoria, April 2014
MBA, Management, University of Pretoria, April 2005
PMD, Management, University of Pretoria, 2001
B.PrimEd, Education, University of Port Elizabeth, 2000

TEACHING

UNIVERSITY OF SAN FRANCISCO

Assistant Professor, Sport Management Program, 2013-current

- M.A. Course (Redesigned) – Sport Marketing
- M.A. Course (Redesigned) – Business Development & Sales
- M.A. Course (Designed) - Global Sport Immersion Week: Study Abroad South Africa

UNIVERSITY OF PRETORIA

Adjunct Faculty, Gordon Institute of Business Science, 2013-current

Senior Lecturer, Gordon Institute of Business Science, 2007-2013

Lecturer, Gordon Institute of Business Science, 2005-2007

- MBA Course (Redesigned) – Marketing
- Post-Graduate Diploma in Business Administration Course (Redesigned) – Marketing
- Program for Management Development Course (Redesigned) – Marketing
- Strategic Marketing Course (Redesigned) - Marketing
- Numerous open and closed executive education courses for companies ranging from SuperSport to PepsiCo to the Country Club Managers Association of South Africa

Invited to present a demonstration lecture to Faculty from Nigeria, Ghana and South Africa at the Association of African Business Schools Teaching the Practice of Management Program in June 2013.

Faculty leader for MBA Global Elective study visits to India (2005), South Korea (2006), and the United States of America (2007 & 2008 & 2013).

STRATHMORE UNIVERSITY

Adjunct Faculty, Strathmore Business School, 2009-2012

- Advanced Management Program Course (Redesigned) – Global Marketing
- Program for Management Development Course (Redesigned) – Marketing
- CEO Summit (Redesigned) – Social Media Marketing

PAN-ATLANTIC UNIVERSITY

Adjunct Faculty, Lagos Business School, 2013

- International Management Program (Redesigned) – Marketing

RESEARCH

PEER-REVIEWED JOURNAL ARTICLES

Kruger, T. S., Goldman, M. M., & Ward, M. (2014). The impact of new, renewal and termination sponsorship announcements on share price returns. *International Journal of Sport Marketing & Sponsorship*, 15(4), 223-238.

Kleyn, N., Abratt, R., Chipp, K., & Goldman, M. M. (2012). Building a strong corporate ethical identity: Key findings from suppliers. *California Management Review*, 54(3), 61-76.

Goldman, M. M. (2011). Post-crisis sports marketing business model shifts. *Managing Global Transitions*, 9(2), 171-184.

Goldman, M., and Johns, K. (2009). Sportainment: Changing the pace of limited-overs cricket in South Africa. *Management Decision*, 47(1), 124-136.

Chipp, K., Goldman, M., and Kleyn, N. (2007). What they really think: Resolving methodological issues in supply chain ethics research. *Acta Commercii*, 7, 112-122.

Under review

When sport fans disengage. Manuscript under review with *Sport Marketing Quarterly*.

Under development

I am distinctive when I belong: The function of team identity in seeking individual and group distinctiveness. Manuscript targeted at *Sport Management Review*.

The effect(s) of a Team Name Change. Manuscript targeted at *Journal of Sport Management*.

BOOKS OR CHAPTERS IN BOOKS

Goldman, M., and McCoy, S. (forthcoming). Branding and Positioning. Chapter 7 in Jansen van Rensburg, M. and Venter, P. *Strategic Marketing* (2nd Edition). Cape Town: Oxford University Press

Goldman, M. M. (2011). Corporate Sponsorship Philosophy. In Swayne, L. E. and Dodds, M. *Encyclopedia of Sports Management and Marketing*. Los Angeles: Sage

Goldman, M., and McCoy, S. (2009). Branding and Positioning. Chapter 7 in Jansen van Rensburg, M. and Venter, P. *Strategic Marketing*. Cape Town: Oxford University Press

Kleyn, N., and Goldman, M. (2008). "The Art of Sponsorship" Chapter in *Sponsorship South Africa - An Investor's Guide*, Ed. Richard Steyn. Wag the Dog Publishers: Johannesburg

Goldman, M. (2005). "Adapt or Die", Chapter in Affinity Advertising and Publishing cc, *Encyclopedia of Brands & Branding in South Africa 2005*. Cape Town: ABC Press.

Under review

Burks, A., Goldman, M. M., and Agha, N. (under review). CONCACAF strategic repositioning: Rebuilding trust in the 'Beautiful Game'. In S. Chadwick, D. Arthur, and J. Beech, *International Cases in the Business of Sport* (2nd Edition). London: Elsevier.

BOOK REVIEWS

Goldman, M. M. (2014). Sports on Television: The How and Why Behind What You See by Dennis Deninger. Book Review. *Journal of Sport Management*, 28(3), 376-377.

Goldman, M. (2009). Africa Rising by Vijay Mahajan. Book Review. *Journal of Marketing*, 73(4), Online.

Goldman, M. (2005) Book Review: Under Construction: 'Race' and Identity in South Africa Today. *The GIBS Review*, 9, September 2005.

CASE STUDIES AND TEACHING NOTES

Goldman, M. M., & Lindsey-Renton, J. (2014). *Business Systems Group and the Triathlon Sponsorship Question* (Case reference 9B13A052). London, Ontario: Ivey Publishing.

Goldman, M. M., & Lindsey-Renton, J. (2014). *Business Systems Group and the Triathlon Sponsorship Question* (Teaching Note reference 8B13A052). London, Ontario: Ivey Publishing.

Fisher, G., & Goldman, M. M. (2013). *Beyond Epic: Building the business beyond a single event* (Case reference 9B13M051). London, Ontario: Ivey Publishing.

Fisher, G., & Goldman, M. M. (2013). *Beyond Epic: Building the business beyond a single event* (Teaching Note reference 8B13M051). London, Ontario: Ivey Publishing.

Goldman, M. M., & Lindsey-Renton, J. (2012). *Growing the Mamas & Papas brand* (Case reference 9B11A044). London, Ontario: Ivey Publishing.

Goldman, M. M. (2012) *Growing the Mamas & Papas brand* (Teaching Note reference 8B11A044). London, Ontario: Ivey Publishing.

Goldman, M. (2010). *Tedcor: Profitably Creating Sustainable Enterprises While Enhancing Government Service Delivery* (Case reference B092). New York: United Nations Development Programme.

Goldman, M. (2010). *Kuyasa CDM Project: Renewable Energy Efficient Technology for the Poor* (Case reference B070). New York: United Nations Development Programme.

Goldman, M. (2008). *General De La Rey and the Blue Bulls* (Case reference 9B08A010). London, Ontario: Ivey Publishing.

Goldman, M. (2008). *General De La Rey and the Blue Bulls* (Teaching Note reference 8B08A10). London, Ontario: Ivey Publishing.

Goldman, M. (2006). *Nandi Khoza's Life (A)* (Case reference G-MCS-30-06). Johannesburg: Gordon Institute of Business Science.

Goldman, M. (2006). *Nandi Khoza's Life (B)* (Case reference G-MCS-31-06). Johannesburg: Gordon Institute of Business Science.

Goldman, M. (2006). *Nandi Khoza's Life (C)* (Case reference G-MCS-32-06). Johannesburg: Gordon Institute of Business Science.

Goldman, M. (2006). *Nandi Khoza's Life (D)* (Case reference G-MCS-33-06). Johannesburg: Gordon Institute of Business Science.

Under review

Mazinter, L., Kleyn, N., Goldman, M. M., Lindsey-Renton, J. (case under review). *Banking on social media*. London, Ontario: Ivey Publishing.

Mazinter, L., Kleyn, N., Goldman, M. M., Lindsey-Renton, J. (teaching note under review). *Banking on social media*. London, Ontario: Ivey Publishing.

Under development

The night watchman. Case study and teaching note targeted at Ivey Publishing.

The 34th America's Cup. Case study and teaching note targeted at Ivey Publishing.

CONFERENCE PAPERS

Goldman, M. M., Chadwick, S., Funk, D. C., & Wocke, A. (2014). I am different when I belong: The function of team identity in seeking optimal psychological distinctiveness. *North American Society for Sport Management*, Pittsburgh, PA, 27-31 May 2014.

Martin, L., & Goldman, M. M. (2014). When sport fans disengage: A structured Abstract. *Academy of Marketing Science*, Indianapolis, IN, 21-23 May 2014.

Agha, N., Dixon, J. C., Goldghen, L., & Goldman, M. M. (2014). Teaching Sport Strategy Case Studies in Strategic Management Courses [panel discussion], *Western Academy of Management*, Napa, CA, 19-22 March 2014.

Goldman, M. M., Chadwick, S., Funk, D. C., & Wocke, A. (2012). Profiling sport fan characteristics. *10th Annual Conference of the Sport Marketing Association*, Orlando, FL, 24-27 October 2012.

Goldman, M. M., Chadwick, S., Funk, D. C., & Wocke, A. (2011). A review of the function of sport fan identity in seeking optimal psychological distinctiveness. *19th Conference of the European Association of Sport Management*, Madrid, 7-10 September 2011.

Goldman, M. (2010). Recession-triggered sports marketing business model shifts. *8th Annual Conference of the Sport Marketing Association*, New Orleans, LA, 26-29 October 2010.

Goldman, M. (2008). Sports brand repositioning in a transitional political economy. *6th Annual Conference of the Sport Marketing Association*, University of Southern Queensland, 16-20 July 2008.

Seyama, W., and Goldman, M. (2007). Success factors for brand extensions in fast-moving consumer goods. *19th Annual Conference of the Southern Africa Institute of Management Scientists*, University of Johannesburg, 19-21 September 2007.

NON-PEER REVIEWED ARTICLES

Goldman, M., & Night, O. D. (2014, June 24). Soccer tweets from the outfield, end zone, court and hockey rink. *The Scorecard*. Retrieved from <http://thescorecard.org/post/392>

Goldman, M. (2014, June 8). Going inside the Home of the Braves. *The Scorecard*. Retrieved from <http://thescorecard.org/post/146>

Goldman, M. (2014). March's marketing madness. *Strategic Marketing*, June-July, 41.

- Goldman, M. (2014). A hot Super Bowl weekend in a frozen New York. *Strategic Marketing*, April-May, 18.
- Goldman, M. (2013). Mega events for mega returns? *Acumen*, 3.
- Goldman, M. (2012). Being super-flexible in dynamic markets. *Prestige*, 61, 48.
- Goldman, M. (2012). Playing the field. *Africa Investor*, 10(3), 62-64.
- Goldman, M. (2012). Board Report. *Sports Marketing Frontiers*, 10, 5.
- Goldman, M. (2012). Dealing with public disputes. *Prestige*, 60, 48-49.
- Goldman, M. (2012). Creating an authentic green brand. *Prestige*, 59, 50-51.
- Goldman, M. (2012). Managing with no managers. *Prestige*, 58, 46-47.
- Goldman, M. (2012). Innovation + stability = success. *Prestige*, 57, 10-11.
- Goldman, M. (2012). Built to last: Are you creating a company or institution? *Prestige*, 56, 10-11.
- Goldman, M. (2011). Best business practice: Finding the right CEO. *Prestige*, 55, 16-17.
- Goldman, M. (2011). Branding in business: Need your project to fly? Brand it. *Prestige*, 54, 10-11.
- Goldman, M. (2011). Reaching the customer: When tough times dictate. *Prestige*, 53, 10-11.
- Goldman, M. (2011). Change is good: Competitive advantage through adaptation. *Prestige*, 52, 10-11.
- Goldman, M. (2011). Yes or No: Improving strategic decision making is no easy task. *Prestige*, 51, 10-11.
- Goldman, M. (2011). Global and local luxury branding. *Prestige*, 50, 10-11.
- Goldman, M. (2011). Excite and engage. *Strategic Marketing*, 1, 42-43.
- Goldman, M. (2010). Now's the time to capitalise on Cup. *Business Times*, Sunday Times, 11 July
- Goldman, M. (2010). A bundle of value? *Strategic Marketing*, 3, May/June, 42-43.
- Goldman, M. (2010). How to find your niche in Marketing. *Leader.co.za*, 29 April

- Goldman, M. (2010). A tale of two World Cups? *Moneyweb.co.za*, 11 March
- Goldman, M. (2010). World Cup 2010: Liquor licenses: What FIFA says and how the DTI causes confusion. *Moneyweb.co.za*, 22 February
- Goldman, M. (2010). Position Matters. *Strategic Marketing*, 1, January/February, 44-45.
- Goldman, M. (2009). Lights, camera... branding. *Strategic Marketing*, 5, September/October, 18-19.
- Goldman, M. (2009). Waning influence. *Strategic Marketing*, 3, May/June, 32-33.
- Goldman, M. (2009). Breaking through the clutter. *Entrepreneur*, February, 39-41.
- Goldman, M. (2009). A time for relationships? *Strategic Marketing*, 1, January/February, 22-23.
- Goldman, M. (2008). Understanding the value of customer referrals. *Business Report*, 25 January, 2
- Goldman, M. (2008). Sponsors are feeling political heat from Olympic Flame. *Business Report*, 25 April, 34
- Goldman, M. (2008). Relationships & Innovation financing the future. *Entrepreneur*, 27, 1 June, 95-97.
- Goldman, M. (2008). Game of Pool anyone?. *Entrepreneur*, 27, 1 June, 59-60.
- Goldman, M. (2008). Incubators. *Entrepreneur*, July.
- Goldman, M. (2008). Add bite to your brand. *Succeed*, July, 2-3.
- Goldman, M. (2008). Harnessing the competitive spirit. *Sunday Times Top Brands Survey*, 17 August, 24
- Goldman, M. (2008). Reconsidering Customer Satisfaction. *Strategic Marketing*, September/October, 31-32.
- Goldman, M. (2008). Getting the word out. *Entrepreneur*, November.
- Goldman, M. (2008). To rebrand or reposition the Springbok brand? *Sportingweb.co.za*, 7 December.
- Goldman, M. (2007). Who do you worship? *Journal of Marketing*, February/March 2007, 49.

Goldman, M. (2006). Is Davos in India? *Marketingweb*.

Goldman, M. (2006). Market development at the 'bottom of the pyramid'. *The South African Magazine*, 1 May 2006, 38.

Goldman, M. (2005). The Lure of Bangalore. *Finance Week*, 26 October 2005.

Goldman, M. (2005). India's Tata Group shifting gears. *The GIBS Review*, volume 9, September 2005.

Goldman, M. (2004). *Product and promotion adaptation of selected South African consumer goods export products*. MBA Research Report. Gordon Institute of Business Science, University of Pretoria.

REPORTS

"Business & Arts South Africa (BASA) Arts Partnership Toolkit." Research and consulting project undertaken in 2013 in collaboration with Michelle Constant and Lonwabo Mavuso from BASA.

"Sun International Supplier and Concessionaire reputation and ethics survey." Research project undertaken in 2012 in collaboration with Nicola Kleyn and Kerry Chipp from the Gordon Institute of Business Science, University of Pretoria.

"Business & Arts South Africa (BASA) Business Sponsorship Toolkit." Research and consulting project undertaken in 2012 in collaboration with Michelle Constant, CEO of BASA and funded by UNESCO and National Lottery.

"Tourvest Destination Management Brand Architecture and Positioning." Research and consulting project undertaken in 2011 and 2012 in collaboration with Nicola Kleyn from the Gordon Institute of Business Science, University of Pretoria.

"Business & Arts South Africa (BASA) Art Sponsorship Management & Decision-Making Study." Research and consulting project undertaken in 2011 in collaboration with Kerry Chipp from the Gordon Institute of Business Science, University of Pretoria.

"The South African Breweries Limited – Second Supplier Survey Regarding Business Ethics." Research project undertaken in 2006, 2007 & 2010 in collaboration with Nicola Kleyn from the Gordon Institute of Business Science, University of Pretoria and Kerry Chipp from the School of Economic and Management Sciences, University of Witwatersrand.

HONORS AND AWARDS

2014 Case Writing Competition Award from Emerald Publishing and the African Association of Business Schools for *Business Systems Group and the Triathlon Sponsorship Question* case study and teaching note

Doctoral Fellow of the 2013 Annual Conference of the Emerging Markets Conference Board

Doctoral Fellow of the 2013 Academy of Management Africa Conference

2012 Case Writing Competition Award from Emerald Publishing and the African Association of Business Schools for *Growing the Mamas & Papas brand* case study and teaching note

SERVICE

SERVICE TO PROGRAM, COLLEGE & UNIVERSITY

Participant in Interview process for Administrative Director of MA in Sport Management, 2014

Participant in Interview process for Associate Director of MA in Sport Management, 2014

Presenter for 'Writing the introduction' faculty colloquium at the Gordon Institute of Business Science, August 2014

Participant in demonstration lecture meeting for USF School of Management Executive Education Immersion Programs, March 2014

Faculty contributor to AACSB accreditation preparation process at the University of Pretoria's Gordon Institute of Business Science, 2014

Participant in University of San Francisco Sport Management Program Alumni & Student social events in Northern & Southern California, since 2013

Member of the Academic Curriculum Review Committee at the University of Pretoria's Gordon Institute of Business Science, 2013

Member of the Academic Committee at the University of Pretoria's Gordon Institute of Business Science, 2007-2013

Participant in Gordon Institute of Business Science Faculty Teaching Workshops: 2007-2014

Facilitator of Telecommunications and Financial Services panels at Base of the Pyramid executive conference at the Gordon Institute of Business Science, June 2009

Presentation and workshop to Gordon Institute of Business Science Faculty and Staff on Marketing in Tough Times, April 2009

Researcher in the Southern African Base of the Pyramid (BoP) Learning Lab. Project undertaken in 2008 and 2009 in collaboration with Nicola Kleyn and Dr. Helena Barnard from the Gordon Institute of Business Science, University of Pretoria.

Participant in Gordon Institute of Business Science Faculty Case Study Writing Colloquium, February 4, 2008.

Facilitator of Gordon Institute of Business Science Faculty Media Profiling Colloquium, 5 March 2007.

Co-organizer and participant in Gordon Institute of Business Science Faculty Colloquium on Spring 2005 special “Sages” edition of the Journal of Public Policy and Marketing, 23 November 2006.

Participant in the South African Business Schools Association Colloquium on “The Art of Research Supervision” facilitated by Professor Arthur Money, Henley Management School, United Kingdom, at the University of Stellenbosch Business School, 20-21 November 2006.

Participant in the South African Business Schools Association Colloquium on “Writing for publication – an overview” facilitated by Professor Chris Kapp, University of Stellenbosch Business School, 4-5 May 2006.

Organizer and participant of the Gordon Institute of Business Science Faculty Colloquiums on CK Prahalad’s “The Fortune at the Bottom of the Pyramid”, 22 March & 2 May 2006.

Organizer and participant of the Gordon Institute of Business Science Faculty Colloquium on “A Multiple Pathway Anchoring and Adjustment (MPAA) Model of Attitude Generation and Recruitment” with Professor Joel B. Cohen, University of Florida, 30 August 2005.

Supervised numerous syndicate-based Gordon Institute of Business Science Action Learning Projects for Open and Closed Leadership Development Programs; and judged numerous Closed Action Learning Projects presentations, 2005-2013.

Technical contact at the Gordon Institute of Business Science, University of Pretoria, for the Harvard Business School Microeconomics of Competitiveness course, 2005 and 2006.

Member of the Executive Committee and Management Committee of the University of Pretoria’s Gordon Institute of Business Science, 2002-2005.

Supervised over 30 MBA Research Dissertations since 2005

SERVICE TO PROFESSION

Referee for peer-reviewed journals

Journal of Sport Management
International Journal of Sport Marketing and Sponsorship
Sport, Business and Management: an International Journal
Case Studies in Sport Management
Sport Marketing Quarterly
Management Decision
Journal of Marketing Education
Journal of Brand Management
International Journal of Euro-Mediterranean Studies
South African Journal of Economic & Management Sciences

Other reviewing assignments

Sport Marketing Association Annual Conference paper reviewer, 2014
Academy of Marketing Science Annual Conference paper reviewer, 2014
Academy of Management Africa Conference paper reviewer, 2013
Emerging Markets Conference Board Annual Conference track co-chair & paper reviewer, 2013

External Examiner

Department of Biokinetics Sport & Leisure Science, Faculty of Humanities,
University of Pretoria: External examiner for Sport Marketing RKB 780 in 2012

School of Economic & Management Sciences, University of Witwatersrand: External
examiner for Marketing IIA and IIB in 2007-2010

Memberships (current and past)

Sport Marketing Association
American Marketing Association
Academy of Marketing Science
National Sports Marketing Network
African Sports Business Association (Advisory Board member)
South African Sport Management Knowledge Forum (Founding member)

SERVICE TO COMMUNITY AND INDUSTRY

Academic Faculty on Advisory Board of the Sable Accelerator, since 2014

Advisory Board member of the African Sports Business Association, since 2014

Facilitator of the Grandstand Management strategy workshop related to the Absa
Cape Epic mountain bike race, 2014

Design and delivery of BrandQuad Brand management & innovation workshop in Nairobi, Kenya, 2011-2014

Co-host of the marketing community dinner with Gaurav Bhalla at the Gordon Institute of Business Science, 2014

Board of Advisors member of AIESEC in South Africa, 2009 to 2012

Member of the Brand Strategy Committee of Cricket South Africa, 2012

Design and delivery of BrandQuad Sport Marketing workshop in Nairobi, Kenya, 2012 & 2013

Brand Communications to Sake24 Breakfast Briefing, September 2012

Founder and host of the SportsThought networking dinner series at the Gordon Institute of Business Science, 2011-2013

Member of the Marketing Association of South Africa (MASA) and MASA representative on the Advertising Standards Authority's Advertising Standards Committee, 2010-2013

Researcher and host of the Moneyweb Business of Sport podcast series, 2010-2012

Presenter on Teaching/Facilitation Methodology to FIFA African Administration & Management Regional Instructors Seminar, July 2012

Design and facilitation of Strategy Workshop for SuperSport United FC, July 2012

Presenter on Customer Centricity to Sandoz South Africa, July 2011

Presenter on sponsorship management to Megapro Marketing and the CEOs of Cricket South Africa's domestic franchises, May 2011

Presenter on 2010 FIFA World Cup Economic Impact to Coca-Cola Southern Africa, March 2011

Presenter on 2010 FIFA World Cup South Africa™ Sponsorship Leveraging to MTN Group Corporate Affairs Forum, May 2009

Host and facilitator of Gordon Institute of Business Science Forum event on Advertising in a Recession, May 2009

Host and facilitator of Gordon Institute of Business Science Forum event on Branding the 2010 FIFA World Cup, May 2009

Presentation and workshop to FNB Direct Marketing Forum on direct marketing strategies and metrics, April 2009

Presentation and workshop to Global Conferences Africa on Team Effectiveness, March 2009

Presentation and workshop to Telkom Implementing Strategy and Managing Performance Programme on Brand Positioning & Leveraging, March 2009

Presentation to WorldsView Technologies on potential growth of SA marketplace and strategies to differentiate in this market, February 2006

Participation in Gauteng Tourism Authority Interview Panel for Senior Marketing Manager, October 2005

Facilitation of Department of Environmental Affairs & Tourism National Black Economic Empowerment Workshop, August 2005

Judge for Students in Free Enterprise (SIFE) South Africa Competition, July 2005

Marketing strategy advisor to READ Educational Trust, 2005 & 2006

Conference convener, facilitator and previous organizer of Sasol 2020 Management & Leadership Conference, 2005-2012

Conference convener, facilitator and previous organizer of Murray & Roberts Young Professionals Conference, 2006 & 2007

Selected participant for the Emerging African Leaders Initiative at the World Economic Forum Africa Economic Summit, June 2005

Numerous radio (KCBS; SportsByLineUSA; SAFM; Radio 2000; Classic FM; Talk Radio 702; Khaya FM) and television appearances (KGO-TV; KOFY; E News Channel; CNBC Africa; CCTV News; Carte Blanche/MNET; Summit TV; SABC 3; SABC Africa; SuperSport) in the U.S., South Africa and Kenya

DANIEL A. RASCHER, PH.D.

EDUCATION

B.A., Economics, University of California at San Diego.

Ph.D., Economics, University of California at Berkeley.

Dissertation Title, *Organization and Outcomes: A Study of the Sports Industry*

Certified Valuation Analyst (CVA) by the National Association of Certified Valuators and Analysts

PRESENT POSITIONS

University of San Francisco

Director of Academic Programs for the Sport Management Program, 2002-current

Professor of Sport Management, 2010-current

Associate Professor of Sport Management, 2005-2010

Assistant Professor of Sport Management, 2000-2005

Adjunct Professor of Sport Management, 1999-2000

- M.A. Course – Economics and Finance for Sport Management
- M.A. Course – Master’s Project in Sport Management
- M.A. Course – Sport Business Research Methods

Institute of Sports Law and Ethics (Santa Clara University). Board Member, 2011-current

SportsEconomics, LLC (www.sportseconomics.com)

Founder and President, 1998-current

Performed economic analysis for sports industry clients including multiple projects involving the NFL, NBA, NASCAR, NCAA, NHRA, NHL, MLS, AHL, professional cycling, media companies, sports commissions and government agencies, event management, B2B enterprises, and IHRSA. Specialized in industrial organization, antitrust, valuations, market research, labor issues, financial modeling, strategy, economic impact, and feasibility research.

OSKR, LLC (www.oskr.com)

Co-Founder and Partner, 2008-current

Performed economic analysis for clients involved in sports and other industries, including insurance, technology, and consumer products.

PREVIOUS ACADEMIC EXPERIENCE

NORTHWESTERN UNIVERSITY

Adjunct Professor, Winter 2014

NEW YORK UNIVERSITY (NYU)

Faculty-in-Residence Program, Fall 2013

IE BUSINESS SCHOOL (Madrid, Spain), Visiting Professor, 2010-2013

UNIVERSITY OF MASSACHUSETTS AT AMHERST, Sport Management Department

Assistant Professor, 1997-1998

* M.S. Courses—Principles of Sport Business Management, Applied Sport Business Management

* B.S. Courses—Sport Business Finance, Sports Economics

UNIVERSITY OF CALIFORNIA AT BERKELEY, Department of Economics
Teaching Assistant

* Economic Principles & Intermediate Microeconomics.

PREVIOUS CONSULTING EXPERIENCE

LECG, LLC

Affiliate, 2003-2007; Principal, 2000-2003; Senior Economist, 1998-2000

* Performed economic analysis for sports industry clients including multiple projects involving the NFL, MLB, NBA, NHL, PGA, Formula One racing, CART, and Premier League Football (soccer). Specialized in industrial organization, antitrust, M&As, valuations, and damages analysis.

* Provided testimony for cases involving sports industry clients, including damages analysis and liability.

* 40% of work is related to antitrust litigation, 20% is IP and breach of contract damages litigation, 20% is merger related, and 20% is management consulting.

* 60% of work involves the sports and entertainment industries, 15% involves technology, and 25% is in other industries including agriculture, transportation, and energy.

UNIVERSITY OF CALIFORNIA AT BERKELEY, Competitive Semiconductor Manufacturing Program

Visiting Scholar, Institute of Industrial Relations, 1998-2000

Research Fellow, 1995-1997

* Funded by the Alfred P. Sloan Foundation, the CSM study is an interdisciplinary project that analyzes the determinants of high performance in semiconductor manufacturing.

* Research on HR, training, small sample analyses and generalizability of case study results.

NATIONAL ECONOMIC RESEARCH ASSOCIATES, Summer 1994; January-August 1995
Research Assistant

* Research on the energy industry, on transmission pricing, and on the economic damages of contract breaches.

QUANTUM CONSULTING, 1992-1994

Research Assistant

* Developed a model and a software package using spline techniques to weather-normalize energy usage, allowing the PUC to evaluate regulation policies.

HONORS AND AWARDS

Research Fellow of the North American Society for Sport Management, 2009.

College of Arts & Sciences Collective Achievement Award, 2009

Innovation Award Winner (for the innovative use of technology in teaching), 2004. From the *Center for Instruction and Technology*, University of San Francisco.

Alfred P. Sloan Foundation Research Grant for the Study of Human Resource Systems, 1995-1997.

Newton-Booth Fellowship for graduate study at University of California at Berkeley, 1990-1991.

PEER-REVIEWED JOURNAL ARTICLES

“An Explanation of Economic Impact: Why Positive Impacts Can Exist for Smaller Sports,” with Nola Agha. In *Sport, Business, and Management: An International Journal* (forthcoming).

“Sport Pricing Research: Past, Present, and Future,” with Joris Drayer. In *Sport Marketing Quarterly*, Vol. 22, No. 3, September 2013.

“The Antitrust Implications of “Paperless Ticketing” on Secondary Markets,” with Andrew D. Schwarz. In *Journal of Competition Law and Economics*, doi: 10.1093/joclec/nht006, 2013.

“An Examination of Underlying Consumer Demand and Sport Pricing Using Secondary Market Data” with Joris Drayer and Chad McEvoy. In *Sport Management Review*, Vol. 15, No. 4, November 2012.

“Financial Risk Management: The Role of a New Stadium in Minimizing the Variation in Franchise Revenues” with Matt Brown, Mark Nagel, and Chad McEvoy. In *Journal of Sports Economics*, Vol. 13, No. 3, August 2012.

“Factors Affecting the Price of Luxury Suites in Major North American Sports Facilities” with Tim DeSchraver and Steve Shapiro. In *Journal of Sport Management*, Vol. 26, No. 3, May 2012.

“Free Ride, Take it Easy: An Empirical Analysis of Adverse Incentives Caused by Revenue Sharing” with Matthew Brown, Mark Nagel, and Chad McEvoy. In *Journal of Sport Management*, Vol. 25, No. 5, September 2011.

“Simulation in Sport Finance,” with Joris Drayer. *Simulation & Gaming: An Interdisciplinary Journal of Theory, Practice, and Research* Vol. 41, No. 2, April 2010.

“Where did National Hockey League Fans go During the 2004-2005 Lockout?: An Analysis of Economic Competition Between Leagues,” with Matthew Brown, Mark Nagel, and Chad McEvoy. In *International Journal of Sport Management and Marketing*, Vol. 5, Nos. 1, 2, January 2009.

“The Effects of Roster Turnover on Demand in the National Basketball Association,” with Steve Shapiro, Alan Morse, and Chad McEvoy. In *International Journal of Sport Finance*, Vol. 3, No. 1, February 2008.

“Variable Ticket Pricing in Major League Baseball” with Chad McEvoy, Mark Nagel, and Matthew Brown. In *Journal of Sport Management*, Vol. 21, No. 3, July 2007.

“Do Fans Want Close Contests?: A Test of the Uncertainty of Outcome Hypothesis in the National Basketball Association” with John Paul Solmes. In *International Journal of Sport Finance*, Vol. 3, No. 2, August 2007.

“The Use of Simulation Technology in Sport Finance Courses: The Case of the Oakland A’s Baseball Business Simulator” with Joris Drayer. In *Sport Management Education Journal* Vol. 1, No. 1, May 2007.

“Washington “Redskins” – Disparaging Term or Valuable Tradition?: Legal and Economic Issues Concerning *Harjo v. Pro-Football, Inc.*” with Mark Nagel. In *Fordham Intellectual Property, Media, and Entertainment Law Journal*, Vol. XVII, No. 3, Spring 2007.

“Treatment of Travel Expenses by Golf Course Patrons: Sunk or Bundled Costs and the First and Third Laws of Demand,” with Matthew Brown, Chad McEvoy, and Mark Nagel. In *International Journal of Sport Finance*, Vol. 2, No. 1, February 2007.

“Major League Baseball Anti-Trust Immunity: Examining the Legal and Financial Implications of Relocation Rules” with Mark Nagel, Matthew Brown, and Chad McEvoy. In *Entertainment and Sports Law Journal*, Vol. 4, No. 3, December 2006.

“The Use of Public Funds for Private Benefit: An Examination of the Relationship between Public Stadium Funding and Ticket Prices in the National Football League” with Matthew Brown and Wesley Ward. In *International Journal of Sport Finance*, Vol. 1, No. 2, June 2006.

“An Analysis of Expansion and Relocation Sites for Major League Soccer” with Matthew Baehr, Jason Wolfe, and Steven Frohwerk. In *International Journal of Sport Management*, Vol. 7, No. 1, January 2006.

“Revenue and Wealth Maximization in the National Football League: The Impact of Stadia” with Matthew Brown, Mark Nagel, and Chad McEvoy. In *Sport Marketing Quarterly*, Vol. 13, No. 4, December 2004.

“NBA Expansion and Relocation: A Viability Study of Various Cities” with Heather Rascher. In *Journal of Sport Management*, Vol. 18, No. 3, July 2004.

“Does Bat Day Make Cents?: The Effect of Promotions on the Demand for Baseball,” with Mark McDonald. In *Journal of Sport Management*, Vol. 14, No. 1, January 2000.

“The NBA, Exit Discrimination, and Career Earnings,” with Ha Hoang. In *Industrial Relations*, Vol. 38, No. 1, January 1999.

BOOKS

“Financial Management in the Sport Industry” 2nd ed. with Matthew Brown and Mark Nagel. Holcomb Hathaway, Inc., (forthcoming). A textbook.

“Financial Management in the Sport Industry” with Matthew Brown and Mark Nagel. Holcomb Hathaway, Inc., June 2010. A textbook.

BOOK CHAPTERS

“Illustrations of Price Discrimination in Baseball” with Andrew D. Schwarz in L. Kahane and S. Shmanske eds., *Economics Through Sports*, Oxford: Oxford University Press, (2012).

“The Expanding Global Consumer Market for American Sports: The World Baseball Classic” with Mark Nagel, Chad McEvoy, and Matt Brown in G. Mildner, and C. Santo, eds., *Sport and Public Policy*, Champaign, IL: Human Kinetics, 2010.

“Franchise Relocations, Expansions, and Mergers in Professional Sports Leagues.” In B. Humphreys, and D. Howard, eds., *The Business of Sports*, pp. 67-106. Westport, CT: Praeger, 2008.

“Collective Bargaining in Sport” with M. Nagel, M. Brown, and C. McEvoy. In *Encyclopedia of World Sport*, pp.335-339. Great Barrington, MA: Berkshire Publishing, 2005.

“The Role of Stadia in the USA: Wealth Maximization in the National Football League” with Matthew Brown and Mark Nagel in G. Trosien & M. Dinkel (eds.), *Grenzen Des Sportkonsums* (Frontiers of Sport Commerce), Heidelberg, Germany: SRH Learnlife AG, 2003.

“A Test of the Optimal Positive Production Network Externality in Major League Baseball,” in E. Gustafson and L. Hadley, eds., *Sports Economics: Current Research*, 1999. Praeger Press.

“A Model of a Professional Sports League,” in W. Hendricks (ed.), *Advances in the Economics of Sport*, vol. 2. June 1997, JAI Press, Inc.

BOOK REVIEWS

“Review of: Much More Than a Game: Players, Owners, and American Baseball Since 1921”, by Robert F. Burk in *Journal of Economic Literature*, Vol. 40(3), September 2002, pp. 949-951.

NON-PEER REVIEWED ARTICLES

“Competitive Balance in Sports: “Peculiar Economics” Over the Last Quarter Century,” with Andrew. D. Schwarz. In *Entertainment, Arts, and Sports Law Journal*, 24(1), Spring 2013.

“The Impact on Demand from Winning in College Football and Basketball: Are College Athletes More Valuable than Professional Athletes?” with Chad McEvoy. In *Selected Proceedings of the Santa Clara University Sports Law Symposium*, September 2012.

“Smooth Operators: Recent Collective Bargaining in Major League Baseball” with Tim DeSchrive, 2012. In *International Journal of Sport Finance*, 7(2).

“The Economics of Competitive Balance on the Field and in the Courts” in *Selected Proceedings of the Santa Clara University Sports Law Symposium*, 2011.

“5 Themes from 50 Economic Impact Studies” in *SportsEconomics Perspectives*, Issue 5, 2010.

“What is the Value of Control of a Sports Enterprise?: Controlling Interest Premiums in Sports Valuations” in *SportsEconomics Perspectives*, Issue 4, April 2008.

“Executive Interview: Charlie Faas, Executive Vice President and CFO of Silicon Valley Sports and Entertainment.” in *International Journal of Sport Finance*, Vol. 2, No. 2, June 2007.

“Executive Interview: Dan Champeau, Managing Director, and Chad Lewis, Analyst with Fitch.” in *International Journal of Sport Finance*, Vol. 2, No. 1, February 2007.

“Executive Interview: Dennis Wilcox, Principal with Climaco, Lefkowitz, Peca, Wilcox & Garofoli Co., L.P.A.” in *International Journal of Sport Finance*, Vol. 1, No. 4, November 2006.

“Executive Interview: Randy Vataha, Founder of Game Plan, LLC” with Dennis Howard in *International Journal of Sport Finance*, Vol. 1, No. 2, June 2006.

“Executive Interview: Mitchell H. Ziets, President and CEO of MZ Sports, LLC” in *International Journal of Sport Finance*, Vol. 1, No. 1, February 2006.

“The Oakland Baseball Simworld: Enabling Students to Simulate the Management of a Baseball Organization” in *Journal of Sports Economics*, Vol. 6, No. 3, August 2005.

“Examining the Viability of Various Cities for NBA Expansion or Relocation” with Heather Rascher in *SportsEconomics Perspectives*, Issue 2, April 2002.

“Following a Dollar: the economic impact of a sports event is greater than the sum of its parts” by Nola Agha in *SportsTravel Magazine*, Vol. 6, No. 10, November/December 2002. Heather Rascher and Daniel Rascher contributed to the article.

“Real Impact: understanding the basics of economic impact generated by sports events” in *SportsTravel Magazine*, Vol. 6, No. 7, July/August 2002. Reprinted in four regional sports commission newsletters.

“What is the Size of the Sports Industry?,” in *SportsEconomics Perspectives*, Issue 1, August 2001.

“Neither Reasonable nor Necessary: “Amateurism” in Big-Time College Sports”, with Andrew D. Schwarz. In *Antitrust* (Spring 2000 Special Sports Issue).

“What Brings Fans to the Ballpark?,” with Nola Agha in *FoxSportsBiz.com*, Spring 2000.

RE-PUBLICATIONS

Republication of “Do Fans Want Close Contests? A Test of the Uncertainty of Outcome Hypothesis in the National Basketball Association”, with John Paul G. Solmes in *Recent Developments in the Economics of Sport*, ed. Wladimir Andreff; *The International Library of Critical Writings in Economics*, 2011, Elgar Pub., United Kingdom.

Republication of “What Brings Fans to the Ballpark?,” with Nola Agha in *Brilliant Results* 2005.

Republication of “What is the Size of the Sports Industry?,” in *Brilliant Results* 2005.

Republication of “Neither Reasonable nor Necessary: “Amateurism” in Big-Time College Sports”, with Andrew D. Schwarz in *The Economics of Sport, Vol. I*, ed. Andrew Zimbalist; *The International Library of Critical Writings in Economics* 135, 2001, Elgar, Northampton, MA.

PEER-REVIEWED JOURNAL ARTICLES UNDER REVIEW

“If We Build It, Will They Come?: Examining the Effect of Expansion Teams and Soccer-Specific Stadiums on Major League Soccer Attendance,” with Steve Shapiro and Tim DeSchriver. 2014. Submitted to *Sport, Business, and Management*.

MONOGRAPHS

“The Effect of Human Resource Systems on Fab Performance,” with Clair Brown, in C. Brown (ed.), *The Competitive Semiconductor Manufacturing Human Resources Project: Final Report*, 1997.

“Inter-industry Comparisons: Lessons from the Semiconductor Industry,” with Rene Kamita, in C. Brown (ed.), *The Competitive Semiconductor Manufacturing Human Resources Project: Final Report*, 1997.

“Problem-Solving Structures; A Case Study of Two U.S. Semiconductor Fabs,” in C. Brown (ed.), *The Competitive Semiconductor Manufacturing Human Resources Project: Final Report*, 1997.

“Transferability of Case Study Research: An Example from the Semiconductor Industry,” with Clair Brown, in C. Brown (ed.), *The Competitive Semiconductor Manufacturing Human Resources Project: 2nd Interim Report*, 1996.

“Headcount and Turnover,” in C. Brown (ed.), *The Competitive Semiconductor Manufacturing Human Resources Project: 2nd Interim Report*, 1996.

“Training,” with Jumbi Edulbehram in C. Brown (ed.), *The Competitive Semiconductor Manufacturing Human Resources Project: 2nd Interim Report*, 1996.

REPORTS

“The Economic Benefit and Impact of Nucor Steel on the State of North Carolina,” with Tom Regan and Matt Brown. A report for Nucor Steel. 2013.

“Economic Impact of the 2012 Valero Alamo Bowl on the City of San Antonio,” with Richard Irwin and Heather Rascher. A report for the Alamo Bowl Foundation. 2013.

“Economic Impact of the 2012 NBA All-Star Game and Related Events on Orange County, Florida,” with Richard Irwin and Heather Rascher. A report for the Orlando Magic. 2012.

“Economic Impact of the 2011 Meineke Car Care Bowl on the City of Houston,” with Richard Irwin and Heather Rascher. A report for the Houston Texans. 2012.

“Economic Impact of the West Coast Conference Men’s Basketball Tournament,” with Heather Rascher. A report for the West Coast Conference. 2012.

“Economic Impact of the 2011 Valero Alamo Bowl on the City of San Antonio,” with Richard Irwin and Heather Rascher. A report for the Alamo Bowl Foundation. 2012.

“AAU Junior Olympic Games 2012: A Forecast of Economic & Fiscal Impact,” with Richard Irwin. A report for the Harris County-Houston Sports Authority. 2011.

“Economic Impact of the 2010 Valero Alamo Bowl on the City of San Antonio,” with Richard Irwin and Heather Rascher. A report for the Alamo Bowl Foundation. 2011.

“Economic impact study of organized youth camps in Western North Carolina (Buncome, Jackson, Henderson, and Transylvania Counties),” with Harrolle, M. G., Rich, S. R., Rascher, D., Xu, S., King, M., & Supak, S. Report prepared for the North Carolina Youth Camp Association. 2011.

“Findings from a Survey of Cal Football Fans”. For UCB’s Intercollegiate Athletics Department. 2010.

“Washington State vs. Notre Dame: Economic & Fiscal Impact Analysis on San Antonio MSA,” with Richard Irwin for the Alamo Bowl Foundation. 2010.

“2008 San Antonio Rock N’ Roll Marathon Economic & Fiscal Impact Analysis,” with Richard Irwin. 2009.

“2008 NCAA Men’s Final Four Economic & Fiscal Impact Analysis,” with Richard Irwin. A report for the San Antonio Sports Foundation. 2008.

“Analysis of the Economic & Fiscal Impact of the Nike Women’s Marathon in San Francisco,” with Heather Rascher. A report for Nike, Inc. 2008.

“Reply Report of Daniel A. Rascher in the Matter of *Adderley et al. v. NFLPA*.” 2008. An expert report in Federal Court.

“Expert Report of Daniel A. Rascher in the Matter of *Adderley et al. v. NFLPA*.” 2008. An expert report in Federal Court.

“Economic Impact of the 2008 Amgen Tour of California on the Host Cities,” with Heather Rascher. A report for AEG Cycling, LLC. 2008.

“Economic Impact of the 2008 Valero Alamo Bowl on the City of San Antonio,” with Dick Irwin and Heather Rascher. A report for the Alamo Bowl Foundation. 2008.

“Economic Impact of the Dr. Pepper Big 12 Championship on the City of San Antonio,” with Dick Irwin and Heather Rascher. A report for the Alamo Bowl Foundation. 2008.

“Economic Impact of HP Pavilion and Sharks Ice on the City of San Jose,” with Heather Rascher. A report for the City of San Jose. 2007.

“An Analysis of Luxury Suite/Club Seat Ticket Pricing at Red Bull Park,” with Tim DeSchraver. A report for the New York Red Bulls. 2007

“Economic Impact Forecast of the 2008 NCAA Men’s Final Four,” with Dick Irwin and Heather Rascher. A report for the San Antonio Sports Foundation. 2007.

“An Analysis of the Salary System in Major League Soccer – Improving the Quality of Play,” with Tim DeSchraver. A report for the New York Red Bulls. 2007

“Economic Impact Analysis of a New Major League Soccer Stadium in the City of San Jose,” with Heather Rascher. A report for the City of San Jose. 2007.

“Economic Impact Analysis of the 2007 Amgen Tour of California,” with Heather Rascher. A report for AEG. 2007.

“The Economic Impact of Six Sports and Cultural Events on the City of San Jose,” with Heather Rascher. A report for the City of San Jose. 2006.

“The Economic Impact of NHRA’s O’Reilly Raceway Park on the Local Community,” with Heather Rascher. A report for the NHRA. 2006.

“Rebuttal in Regards to Financial Valuation of Major League Soccer”. An Expert Report for Alan I. Rothenberg. 2006.

“Financial Valuation of Major League Soccer”. An Expert Report for Alan I. Rothenberg. 2006.

“Economic Impact Analysis of the 2006 Amgen Tour of California,” with Heather Rascher. A report for AEG. 2006.

“Setanta Sports Market Research Report – A Secondary Study,” with Heather Rascher and ADC Partners. 2006. A report for Setanta Sports, Inc.

“Economic Impact of 2005 NCAA Women’s Final Four Volleyball Tournament,” with Richard Irwin. 2005. A report for the San Antonio Sports Foundation.

“Setanta Sports Market Research Report – A Primary Study,” with ADC Partners. 2005. A report for Setanta Sports, Inc.

“Study of the Economic and Fiscal Impacts for Texas Stadium and a New Cowboys Stadium,” with Turnkey Sports. 2004. A report for the City of Irving, TX.

“Economic Impact of 2004 NCAA Men’s Final Four Basketball Tournament,” with Richard Irwin. 2004. A report for the San Antonio Sports Foundation.

“2004 NCAA Men’s Final Four: Forecast of Economic & Fiscal Impact,” with Richard Irwin. 2003. A report for the State Comptroller of Texas.

“Oral Testimony Regarding California State Senate Bill 193, Student Athletes’ Bill of Rights”. 2003. Testimony to the California State Senate Subcommittee on Entertainment.

“Economic Impact Analysis” in Turnkey Sports, LLC (ed.), *Phase 2 Analysis of a Sacramento Sports & Entertainment District*, 2003. A report for the City of Sacramento, The Sacramento Kings basketball franchise, and Union Pacific Railroad.

“Economic and Fiscal Impact Analysis” in Goal Group (ed.), *Analysis of a New Sports and Entertainment District in Sacramento*, 2002. A report for the City of Sacramento, The Sacramento Kings basketball franchise, and Union Pacific Railroad.

“Economic Impact Analysis: The Economic Effects of the Kentucky ThoroughBlades on the Lexington Metropolitan Area, 1996-2000,” with Nola Agha. 2001. A report for the Kentucky ThoroughBlades hockey franchise.

“Sports Events Contain an Element of Financial Risk that can be Hedged Using a Futures Market”. 2001. A report for GSX, PLC.

“Valuation of the Common Shares of the Cincinnati Bengals, Inc. held by the Brown Family Irrevocable Grantor Trust and Related Option to Acquire Additional Shares,” with Mukesh Bajaj. 2000. A report for the United States Internal Revenue Service.

“Expert Report of Daniel A. Rascher In the Matter of Paul Stankowski and Bugle Boy Industries, Inc.” 2000. An expert report for the American Arbitration Association.

“Forecasting the Economic Benefits of the 2007 Pan Am Games,” with Richard Irwin. 1998. A report for the San Antonio Sports Foundation and the City of San Antonio.

“The Economic Benefit of the 1998 Men’s Final Four Basketball Tournament on the San Antonio Community,” with Richard Irwin. 1998. A report for the San Antonio Sports Foundation and the NCAA.

“Analysis of Musco/ECF Merger,” with Gordon C. Rausser. 1998. A report for the United States Department of Justice.

WORKING PAPERS

“The Demand for College Football Bowl Games,” with Terence Eddy. 2014.

“What Drives Athlete Endorsement Values?” with Terence Eddy and Giseob Hyun. 2014.

“The Beckham Effect: A Longitudinal Investigation of David Beckham’s Impact on Major League Soccer, 2007-2012,” with Steve Shapiro and Tim DeSchraver. 2014.

“An Analysis of National Collegiate Athletic Association (NCAA) Football Enforcement Actions from 1990-2011,” with Nicholas Fulton, Mark Nagel, and Richard Southall. 2012.

“The Practical Use of Variable Ticket Pricing in Major League Baseball” with Chad McEvoy, Matt Brown, and Mark Nagel. 2012.

“Will the Oakland A’s Relocation to San Jose Harm the Sharks – A Case Study of Competition Across Professional Sports Teams” with Chad McEvoy, Matt Brown, and Mark Nagel. 2011.

“Counting Local Residents in Economic Impact Analysis: New Findings from Sporting Events” with Richard Irwin. 2008.

“Perverse Incentives with the NCAA Basketball Tournament Seeding Process” with Matthew Brown, Chad McEvoy, and Mark Nagel. 2006.

“Do the Giants Compete with the A’s: The Degree of Competition Between Teams” with Matthew Brown, Chad McEvoy and Mark Nagel. 2006.

“Forecasting Model of Airport Economic Impacts” with Alan Rozzi and Christopher Gillis. 2004.

“Psychic Impact of Professional Sports: A Case Study of a City Without Major Professional Sports” with Matthew Brown, Mark Nagel, and Chad McEvoy. 2003.

“The Use of New Technology and Human Resource Systems in Improving Semiconductor Manufacturing Performance”, with Clair Brown and Greg Pinnoneault, Working Paper, University of California at Berkeley, 1999.

INVITED SPEAKING ENGAGEMENTS

“The Business of Intercollegiate Sports,” presented in Scott McRoberts sport law course, University of Toronto, 2014.

“The Finances of College Sports,” presented in Matthew Brown’s sport finance course, Ohio University, 2014.

“Antitrust Economics and Sports,” presented in Professor Robert Elias’s Politics and Sport course, University of San Francisco, 2014.

“The Economics of the Sports Industry,” presented to the Haas School of Business, U.C. Berkeley, 2014.

“Economic Impact in Sports.” Presentation in the masters in sports business program at New York University (NYU). 2013.

“Pricing the Game Experience,” with Stephen Shapiro and Tim DeSchriver. Invited research presentation at *Sport Entertainment & Venues Tomorrow* conference, 2013, University of South Carolina.

“Academia and the Industry: Opportunities for Meaningful Research Collaboration.” Invited panelist at *Sport Entertainment & Venues Tomorrow* conference, 2013, University of South Carolina.

“Sports Sponsorships in 2013,” Panelist at Court Vision (Sheppard Mullin Sports Law Speaker Series and SLA). Continuing Legal Education (CLE) units program. 2013.

“Using Contract Law to Tackle the Coaching Carousel – Commentary.” Presented at University of San Francisco, *Sports & Entertainment Law Association*, 2013.

“Sports Economics, Analytics, and Decision Making: 8 Examples.” Invited speaker at the *IEG Sports Analytics Innovation Summit*, 2012

“ ‘Paperless Ticketing’ and its Impact on the Secondary Market: An Economic Analysis with Antitrust Implications” with Andy Schwarz. Presented at U.C. Berkeley, Boalt Law School’s *Sports and Entertainment Law Society*, 2011.

“Financial Valuation of Sports Assets,” presented at the *Sport Management Today Video Conference Series* at the IE Business School, 2011

“Financial Valuation of Sports Assets,” presented to the *Sport Management Department* at the University of Northern Denmark, 2011.

“Economic Impact in Sports,” presented to the *Sport Management Department* at the University of Northern Denmark, 2011.

“The Economics of the Sports Industry,” presented to the *Sports Business Association* at U.C. Irvine, 2011.

“Is Free Riding a Problem in Sports Leagues?: Adverse Incentives Caused by Revenue Sharing” with Mark Nagel, Chad McEvoy, and Matt Brown. Presented at the *Economics Lecture Series* at Sonoma State University Business School, April 2010.

“Economics for Antitrust Lawyers: Application to Class Certification” presented to Lieff Cabraser Heimann & Bernstein for Continuing Legal Education (CLE) units. November 2009.

“Economics for Antitrust Lawyers: Market Structure and Economic Modeling” presented to Lieff Cabraser Heimann & Bernstein for Continuing Legal Education (CLE) units. October 2009.

“Sports Stadium Financing in Today’s Economy” presented to the Rotary Club of San Jose, May 2009.

“The Economic Impact of Liberty Bowl Memorial Stadium,” presented at the University of Memphis, *Issues in College Sports* lecture series (invited panelist), March 2007.

“The Economics of the Sports Industry,” presented to the MBA Program at the Haas School of Business, U.C. Berkeley, January 2007.

“Stadium Financing – Dallas Cowboys Case,” presented to the MBA Program at the Graduate School of Business, Stanford University, 2006.

“Taking the Gown to Town: Research and Consulting for the Sport Industry.” Invited presentation at the Past President’s Workshop, *North American Society for Sport Management*, June 2006.

“Various Topics in Sports Economics,” presented at the Wednesday Workshop on Economics Research, California State University, East Bay, 2005.

“Stadium Financing – Dallas Cowboys Case,” presented to the MBA Program at the Graduate School of Business, Stanford University, 2005.

“The Economics of the Sports Industry,” presented to the MBA Program at the Haas School of Business, U.C. Berkeley, 2005.

“The Economic Impact of General Aviation Airports: An Econometric Model,” presented at Niche Ventures Spring Meeting, 2004.

“The Economics of the Sports Industry,” presented to the MBA Program at the Haas School of Business, U.C. Berkeley, 2004.

“The Economics of the Sports Industry,” presented to the MBA Program at the Haas School of Business, U.C. Berkeley, 2003.

“The Use of New Technology and Human Resource Systems in Improving Semiconductor Manufacturing Performance,” with Clair Brown and Greg Pinsonneault. Presented at *The Wharton School*, University of Pennsylvania, 1999.

CONFERENCE PRESENTATIONS

“The Beckham Effect: David Beckham’s Impact on Major League Soccer, 2007-2012,” with Stephen Shapiro and Tim DeSchriver. Presented at *North American Society for Sport Management*, May 2014.

“Where is Everyone? An Examination of Consumer Demand for College Football Bowl Games,” with Terry Eddy and Rebecca Stewart. Presented at *Collegiate Sports Research Institute* conference, April 2014.

“If We Build It, Will You Come?: Examining the Effect of Expansion Teams and Soccer-Specific Stadiums on Major League Soccer Attendance,” with Stephen Shapiro and Tim DeSchraver. Presented at *North American Society for Sport Management*, May 2013.

“Should San Jose say ‘No Way’ to the Oakland A’s,” with Mark Nagel and Matt Brown. Presented at *North American Society for Sport Management*, May 2013.

Panel member for “Financial Issues in Intercollegiate Sports.” Presented at the *Santa Clara University Sports Law Symposium*, 2012.

“What’s in a Name?: Does the Amount and Source of Public Financing Impact Team Names?” with Nola Agha and Matt Brown. Presented at *Western Economics Association International*, July 2012.

“When Can Economic Impact be Positive? Twelve conditions that explain why smaller sports have bigger impacts” with Nola Agha. Presented at *Western Economics Association International*, July 2012.

“Reflections on the MLB Collective Bargaining Agreement.” Part of a symposium on the Economics of Labor-Management Relations in Sports Today at *Western Economics Association International*, July 2012.

“The Economics of Competitive Balance on the Field and in the Courts.” Presented at the *Santa Clara University Sports Law Symposium*, 2011.

“ ‘Paperless Ticketing’ and its Impact on the Secondary Market: An Economic Analysis with Antitrust Implications” with Andy Schwarz. Presented at *International Association of Venue Managers*, July 2011.

“ ‘Paperless Ticketing’ and its Impact on the Secondary Market: An Economic Analysis with Antitrust Implications” with Andy Schwarz. Presented at *TicketSummit*, July 2011.

“ ‘Paperless Ticketing’ and its Impact on the Secondary Market: An Economic Analysis with Antitrust Implications” with Andy Schwarz. Presented at *Western Economics Association International*, July 2011.

“Financial Risk Management: The Role of a New Stadium in Minimizing the Variation in Franchise Revenues” with Matt Brown, Chad McEvoy, and Mark Nagel. Presented at *Western Economics Association International*, July 2011.

“A Panel Study of Factors Affecting Attendance at Major League Soccer Contests: 2007-2010” with Tim DeSchraver. Presented at the *Sport Marketing Association IX* conference in New Orleans, October 2010.

“The NCAA and the Prisoner’s Dilemma”. Presented at the *Sports Law Symposium* at the University of Santa Clara Law School, September 2010.

“Financial Risk Management: The Role of a New Stadium in Minimizing the Variation in Franchise Revenues” with Matt Brown, Chad McEvoy, and Mark Nagel. Presented at *North American Society for Sport Management*, May 2010.

“An Analysis of the Value of Intercollegiate Athletics to its University: Methods”. Presented at the *Scholarly Conference on College Sport*, April 2010.

“Demand, Consumer Surplus, and Pricing Inefficiency in the NFL: A Case Study of the Secondary Ticket Market Using StubHub” with Joris Drayer and Chad McEvoy. Presented at *North American Society for Sport Management*, May 2009.

“Luxury Suite Pricing in North American Sports Facilities” with Tim DeSchriver. Presented at *North American Society for Sport Management*, May 2009.

“A Smorgasbord of Lessons Learned from Economic Impact Studies” Presented at *North American Society for Sport Management*, June 2008.

“Globalization and Sport Finance: What is True and What is Myth?” with Mark Nagel and Ross Booth. Presented at the *Sport Management Association of Australia and New Zealand*, November 2007.

“Exploring the Myth that a Better Seed in the NCAA Men’s Basketball Tournament results in an *ex ante* Higher Payout” with Mark Nagel, Matt Brown, and Chad McEvoy. Presented at the *Sport Management Association of Australia and New Zealand*, November 2007.

“Oakland A’s Baseball Simulator” with Joris Drayer. Presented at *North American Society for Sport Management*, June 2007.

“Teaching Sport Financial Management: A Symposium” with Timothy DeSchriver, Matthew Brown, and Michael Mondello. Presented at *North American Society for Sport Management*, June 2007.

“The Economics of the Sports Industry,” presented to the MBA Program at the Haas School of Business, U.C. Berkeley, January 2007.

“Practical Strategies for Variable Ticket Pricing in Professional Sports” with Chad McEvoy, Matt Brown, and Mark Nagel. Presented at *Sport Marketing Association IV*, November 2006.

“Do the Giants Compete with the A’s: The Degree of Competition Between Teams”, presented at *Western Economic Association International*, July 2006.

“Do the Giants Compete with the A’s: The Degree of Competition Between Teams”, presented at *North American Society for Sport Management*, June 2006.

“Measuring Sponsorship Return on Investment: A Need for Quantitative Analysis” with Matt Brown, Mark Nagel, and Chad McEvoy. Presented at *Sport Marketing Association III*, November 2005.

“The Use of Economic Impact Analysis for Marketing Purposes” with Dick Irwin and Matt Brown. Presented at *Sport Marketing Association III*, November 2005.

“Is Free Riding a Problem in Sports Leagues?: Adverse Incentives Caused by Revenue Sharing” with Mark Nagel, Chad McEvoy, and Matt Brown. Presented at *Western Economic Association International*, July 2005.

“Public Funds for Private Benefit: Equity Issues in Sport Stadia Funding and the Question of Who Really Pays,” with Matt Brown and Mark Nagel. Presented at *North American Society for Sport Management*, June 2005.

“Is Free Riding a Problem in Sports Leagues?: Adverse Incentives Caused by Revenue Sharing” with Mark Nagel, Chad McEvoy, and Matt Brown. Presented at *North American Society for Sport Management*, June 2005.

“Is Free Riding a Problem in Sports Leagues?: Adverse Incentives Caused by Revenue Sharing” with Mark Nagel, Chad McEvoy, and Matt Brown. Accepted by *Sport Management Association of Australia and New Zealand*, Nov. 2004.

“Redskins: Legal, Financial, and Policy Issues relative to Harjo v. Pro-Football, Inc.” with Richard Southall, Matt Brown, and Mark Nagel. Presented at *North American Society for the Sociology of Sport*, Nov. 2004.

“An Analysis of Distance Traveled and Tourism Economic Impact: A Test of the Alchian-Allen Theorem” with Matt Brown, Mark Nagel, and Chad McEvoy. Presented at *Sport Marketing Association II* conference, Nov. 2004.

“Is Free Riding a Problem in Sports Leagues?: Adverse Incentives Caused by Revenue Sharing” with Mark Nagel, Chad McEvoy, and Matt Brown. Presented at *Sport Marketing Association II* conference, Nov. 2004.

“Beyond The Economic Impact Study: Examining Economic Impact Data for Support of the Third Law of Demand” with Matthew Brown, Mark Nagel, and Chad McEvoy. Presented at *North American Society for Sport Management*, 2004.

“Optimal Variable Ticket Pricing in Major League Baseball” with Mark Nagel, Chad McEvoy, and Matthew Brown. Presented at *North American Society for Sport Management*, 2004.

“*Clarett v. NFL*: Age Eligibility Rules and Antitrust Law in Professional Sports” with Chad McEvoy, Mark Nagel, and Matt Brown. Presented at *Sport and Recreation Law Association*, 2004.

“Variable Pricing in Baseball: Or, What Economists Would Just Call ‘Pricing’,” presented at *Western Economic Association International*, 2003.

“The Impact of Stadia on Wealth Maximization in the National Football League: To Build or Renovate?” with Matthew Brown, Mark Nagel, and Chad McEvoy. Presented at *North American Society for Sport Management*, 2003.

“Major League Baseball’s Antitrust Immunity: Examining the Financial Implications of Relocation Rules,” with Matthew Brown and Mark Nagel. Presented at *Society for the Study of the Legal Aspects of Sport and Physical Activity*, 2003.

“Locational Choice in the NBA: An Examination of Potential Cities for Expansion or Relocation,” presented at *North American Society for Sport Management*, 2002.

Panel discussant on the effects of the economy on the business of sports at *Sports Facilities and Franchises Forum*, Dallas, TX 2002 (presented by SportsBusiness Journal).

“Psychic Impact Findings in Sports,” presented at *Sport Management Association of Australia and New Zealand*, 2001.

“Locational Choice in the NBA: An Examination of Potential Cities for Expansion or Relocation” presented at *Sport Management Association of Australia and New Zealand*, 2001.

“Psychic Impact as a Decision Making Criterion,” presented at the *North American Society for Sport Management*, 2000.

“Economic Impact Methods,” presented at the *North American Society for Sport Management*, 2000.

“Valuation of Naming Rights,” presented at the *Sports Finance Forum*, 2000.

“ ‘Amateurism’ in Big-Time College Sports,” presented at the *Western Economic Association International*, 1999.

“Does Bat Day Make Cents?: The Effect of Promotions on the Demand for Baseball,” with Mark McDonald. Presented at the *17th Annual Consumer Psychology Conference*, 1998.

“A Test of the Optimal Positive Production Network Externality in Major League Baseball,” presented at the *North American Society for Sport Management Conference*, 1998.

“A Test of the Optimal Positive Production Network Externality in Major League Baseball,” presented at the *Western Economic Association International*, 1998.

“The NBA, Exit Discrimination, and Career Earnings,” presented at the *Western Economic Association International*, 1997.

“Sports Salary Determination,” presented at the *International Atlantic Economic Society Conference*, 1997.

“A Model of a Professional Sports League,” presented at the *International Atlantic Economic Society Conference*, 1996.

“Transferability of Case Study Research: An Example from the Semiconductor Industry,” presented at the *American Society of Training and Development Conference*, 1996.

EDITORIAL BOARDS OF PEER-REVIEWED JOURNALS

Case Studies in Sport Management, 2011 – present (founding member)

International Journal of Sport Finance, 2006 – present (founding member)

International Journal of Sport Management and Marketing, 2011-present

Journal of Quantitative Analysis in Sports, 2005 – 2012 (founding member)

Journal of Sport Management, 2003 – present

Associate Editor, 2010 – 2012

Sport Management Review, 2001 – 2008

Global Interdisciplinary Business-Economics Advancement Conference, 2014
Scientific Committee member

REFEREE FOR PEER-REVIEWED JOURNALS & GRANTING AGENCIES

American Behavioral Scientist, 2008
Case Studies in Sport Management, 2012, 2014
Contemporary Economic Policy, 2004
Eastern Economic Journal, 2010
Economic Inquiry, 2008, 2010, 2011
European Sport Management Quarterly, 2012
Industrial Relations, 1993, 2000, 2000, 2001, 2013
International Journal of Sport Communication, 2011
International Journal of Sport Finance, 2005, 2006a, 2006b, 2006c, 2007a, 2007b, 2008a, 2008b, 2010, 2011, 2012, 2013, 2014a, 2014b
International Journal of Sport Management and Marketing, 2005, 2010, 2013, 2014
International Journal of Sport Policy and Politics, 2014
International Review for the Sociology of Sport, 2012
Journal of Industrial Economics, 1997
Journal of Sport Management, 2001, 2002, 2003a, 2003b, 2004a, 2004b, 2004c, 2004d, 2004e, 2005a, 2005b, 2005c, 2005d, 2006a, 2006b, 2006c, 2006d, 2006e, 2006f, 2006g, 2006h, 2006i, 2007a, 2007b, 2007c, 2007d, 2008a, 2008b, 2008c, 2008d, 2009a, 2009b, 2009c, 2009d, 2009e, 2009f, 2009g, 2010a, 2010b, 2010c, 2010d, 2011a, 2011b, 2013, 2013b, 2014
Journal of Sports Economics, 2003, 2007, 2008a, 2008b, 2009, 2010, 2011, 2012a, 2012b, 2014a, 2014b
Journal of Venue and Event Management, 2012
Journal of the Quantitative Analysis of Sports, 2005, 2006a, 2006b, 2007
Perceptual and Motor Skills, 2009
Review of Industrial Organization, 2012, 2013
Southern Economic Journal, 2001, 2007a, 2007b
Sport, Business and Management: An International Journal, 2011, 2012, 2013
Sport Management Review, 2002a, 2002b, 2003a, 2003b, 2003c, 2003d, 2004a, 2004b, 2004c, 2006a, 2006b, 2006c, 2007a, 2007b, 2007c, 2010a, 2010b, 2011

External review of \$250,000 grant proposal for the *Social Sciences and Humanities Research Council of Canada*, 2008

PROFESSIONAL AFFILIATIONS (CURRENT AND PREVIOUS)

American Bar Association
American Economic Association
National Association of Certified Valuation Analysts
North American Society for Sport Management
North American Association of Sports Economists
Sport and Recreation Law Association
Sport Marketing Association
Sports Lawyers Association
Western Economic Association International

TESTIMONY

Provided trial testimony (and multiple reports and depositions) on class certification issues, damages, and antitrust economics in regards to group licensing for former and current college football and basketball players in *O'Bannon et al. v. NCAA*. 2013-14.

Submitted three expert reports regarding lost earnings for a Major League Baseball player in *Backe et al. v. Fertitta Hospitality, LLC et al.* 2013.

Submitted two expert reports on class certification issues in regards to ticket holder lawsuit in *Phillips et al. v. Comcast Spectacor et al.* 2013.

Submitted expert report in federal case involving defamation of character in the boxing industry (*Pacquiao v. Mayweather Jr. et al.*). 2012.

Provided deposition testimony and prepared expert report regarding an alleged sponsorship breach of contract in motorsports (*Vici Racing, LLC v. T-Mobile USA, Inc.*). 2012.

Prepared expert witness testimony on trade secrets case involving the sports consulting industry (*Sport Management Research Institute v. Keehn*). 2011.

Provided deposition testimony on the value of a minor league baseball team and related damages from an alleged breach of a facility lease permit (*Long Beach Armada v. City of Long Beach*). 2011.

Provided deposition testimony on the value of athlete endorsements in a breach of contract case involving an NBA player and a charter school business in an arbitration proceeding (*D Wade's Place v. Dwyane Wade*). 2010.

Provided deposition testimony on the value of athlete endorsements in a breach of contract case involving an NBA player and a restaurant investment in a state court proceeding (*Rodberg v. Dwyane Wade*). 2010.

Submitted two reports and provided deposition and arbitration testimony regarding damages related to how media coverage has impacted an NFL team's brand (*Kiffin v. Raiders*). 2009.

Submitted expert report, rebuttal report, gave deposition and trial testimony in federal court (*Adderley et al. v NFLPA and NFLPI*). 2008.

Public testimony on economic impact of a Major League Soccer stadium in San Jose to the San Jose City Council. 2008.

Public testimony on economic impact of six sports and cultural events in San Jose to the San Jose City Council. 2007.

Submitted expert report, rebuttal report, and testified at arbitration hearing on the financial valuation of Major League Soccer (*Rothenberg v. Major League Soccer, LLC*). 2006.

Named expert witness for a Major League Baseball club to analyze a punitive damages claim from an injury at a baseball game (*Bueno v. Rangers*). 2006.

Prepared expert testimony on liability and damages related to the operations of a minor baseball league on behalf of the league's owner (*Don Altman et al., v. Jeffrey Mallet, et al.*). Case was settled prior to deposition. 2004.

Public testimony on economic impact of an existing and new professional football stadium in Irving, TX to the Irving City Council (two council meetings). 2004.

Testimony on college athletics regarding Senate Bill 193 to the California State Senate Subcommittee on Entertainment. 2003.

Public testimony on economic impact of a downtown entertainment district in Sacramento to the Sacramento City Council (two council meetings). 2003.

Determination of IP valuation and damages from a clothing endorsement alleged breach of contract for PGA Tour player (*Stankowski v. Bugle Boy*). Submitted expert report. Case was settled prior to deposition. 2000.

Deposition testimony in breach of contract matter concerning damages analysis in the auto racing industry (*Parente v. Della Penna Racing*). 2000.

Public testimony on forecast of economic impact of Pan Am Games on San Antonio to the San Antonio City Council. 1999.

Updated October 2014

Andrew J. Roberts

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Education: **Doctor of Education in Organization and Leadership (Expected, May 2017)**
University of San Francisco; San Francisco, California

Master of Arts in Sport Management (May 2005)

University of San Francisco; San Francisco, California

- Master's Project: *If Life is a Game, What are the Rules?* Developing a curriculum for a semester-long life skills seminar addressing the unique needs of student-athletes.

Bachelor of Science in Exercise Science (May 2002)

Millikin University; Decatur, Illinois

Experience: **Director of Administration, Sport Management Program (June 2014 – Present)**
University of San Francisco, Southern California Program; Orange, California

- Oversee the development and implementation of all aspects of the program's marketing and recruiting efforts
- Manage the processing and decision making of all program applications
- Supervise full-time staff that manage all administrative aspects of the Sport Management program, including staff at the distributed campus in Southern California
- Oversee and manage academic advising and student retention efforts for over 200 ongoing students
- Serve as a member of the University Graduate Admission Council
- Serve as a Title IX Investigator and Appeals Officer as part of the University student conduct process

Associate Director, Sport Management Program (December 2011 – June 2014)

University of San Francisco, Southern California Program; Orange, California

- Served as the Senior Administrator at the Southern California program site
- Supervised student and full-time staff that manage all aspects of the Southern California program office
- Oversaw the implementation of the annual marketing and communication plan
- Identified and implemented new recruiting and marketing strategies, including the Sport Management program's first online marketing campaign via LinkedIn
- Processed and evaluated all applications at the Southern California program site
- Provided academic and career advising to students
- Monitored progress of, and met with, matriculating students to ensure student success and retention
- Served as a liaison between the Sister's of St. Joseph in Orange and University of San Francisco's Vice Provost for Branch Campuses to develop a proposal which would bring four new academic programs and 200 new USF students to Southern California

Assistant Director of Judicial Affairs (November 2010 – December 2011)

Loyola Marymount University; Los Angeles, California

- Adjudicated high-level student conduct cases
- Managed all aspects of the University wide sanctioning program
- Provided statistical analysis and yearly tracking reports to the Dean of Students and the Senior Vice President of Student Affairs

- Administered University wide appeals process, as outlined by the Student Conduct Code
- Researched, developed, and wrote new University policy to address ongoing changes at the University

Assistant Coach, Cross Country / Track (September 2006 – November 2010)

Loyola Marymount University; Los Angeles, California

- Served as Recruiting Coordinator, tracking and logging all communication with potential student-athletes in a recruiting database
- Maintained all ongoing NCAA compliance paperwork
- Planned and implemented all aspects of practice for sprinters and jumpers
- Served as travel coordinator making plans for groups as large as 40 traveling across the country
- Helped track and manage annual operating budget

Student-Athlete Academic Advisor (June 2007 – June 2008)

Loyola Marymount University; Los Angeles, California

- Held academic check-in meetings with student-athletes on Academic Probation
- Monitored student-athlete study hall
- Implemented CHAMPS Life Skills programming

Interim Co-Director for New Student Orientation (May 2006 – July 2006)

Loyola Marymount University; Los Angeles, California

- Assisted in the planning and implementation of Orientation Leader training
- Assisted in the implementation of six two-day New Student Orientation sessions
- Served as emergency on-call professional for all evening events

Resident Director, Student Housing Office (July 2005 – June 2007)

Loyola Marymount University; Los Angeles, California

- Supervised and trained 6 paraprofessional Resident Advisors
- Oversaw daily operations and facilities of a co-ed residence hall housing 250 first-year students
- Adjudicated student conduct cases and developed educational sanctions
- Participated in campus-wide duty coverage supporting 4,000 residents

Teaching

Experience: *Loyola Marymount University; Los Angeles, California*

- EDLA 489: Leadership Seminar I – Individual Values of Leadership
- THST 298: Theology of Ignatian Leadership

Professional

Organizations:

- National Association of Graduate Admissions Professionals (NAGAP), 2011 - present
- Jesuit Association of Graduate Admissions Professionals (JGAP), 2011 - present
- NAGAP Membership Committee, June 2012 – June 2014
- The Association for Student Conduct Administrations (ASCA), 2010 – 2011
- U.S. Track & Field and Cross Country Coaches Associations (USTFCCCA), 2006 – 2010
- American College Personnel Association (ACPA), 2003 – 2007