



SPORT MANAGEMENT MASTER'S PROGRAM
SELF-STUDY

Prepared for the College of Arts & Sciences, University of San Francisco
February 4, 2008

TABLE OF CONTENTS

1.0	MISSION AND HISTORY.....	3
1.1	MISSION.....	3
1.2	HISTORY	3
1.3	GOALS	4
2.0	CURRICULUM	5
2.1	GENERAL OVERVIEW.....	5
2.2	ADMISSION AND TRANSFER POLICIES.....	19
2.3	ADVISING	20
2.3	OVERALL ACADEMIC QUALITY	21
3.0	ASSESSMENT	22
4.0	FACULTY	23
4.1	DEMOGRAPHICS	23
4.2	TEACHING	23
4.3	RESEARCH	25
4.4	SERVICE.....	27
4.5	RELATIONSHIP WITH OTHER DEPARTMENTS	29
4.6	RECRUITMENT AND DEVELOPMENT.....	29
5.0	PROGRAM GOVERNANCE	30
6.0	STUDENTS.....	31
7.0	STAFF	32
8.0	DIVERSITY AND INTERNATIONALIZATION.....	33
8.1	DIVERSITY	33
8.2	INTERNATIONALIZATION.....	35
9.0	TECHNOLOGY AND INFORMATIONAL RESOURCES	35
9.1	TECHNOLOGY	35
9.2	LIBRARY.....	36
10.0	FACILITIES	37
11.0	CONCLUSIONS.....	37
12.0	COMPREHENSIVE PLAN FOR THE FUTURE.....	39
13.0	DATA APPENDICES	43

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 is internationally recognized as a premier Master's Program that provides professional preparation and educates leaders. The Program utilizes 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 is the largest sport management master's program in the world! Moreover, because of recent changes in the leadership team, the curriculum, the faculty, the facilities, the students, and support from the University, it is also considered one of the best. The Master's Program is a 23-month, 36-unit M.A. degree program with approximately 190 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 85 students graduate with their Master's degree in sport management each year (approximately 57 in SF; about 28 in Southern California). As of December 2007, USF has nearly 725 alumni with an M.A. in Sport Management (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, having recently surpassed Environmental Management. Moreover, the quality of the adjunct faculty has increased substantially helping to increase overall quality.

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.

Five years ago the Program underwent substantial changes in its leadership team (see below). 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 human resources, facilities management and public relations are now 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.

The program has never undergone an academic program review. 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 75 new alumni each year) and retained more students. 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.

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, cultural analysis, team management plan, stock portfolio prospectus, strategy plan, career plan, legal analysis, research prospectus, 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 in Cohorts 18-22 (San Francisco) and Cohorts 5S-6S (Southern California) consisted of 43% women, 6% African-American, 17% Asian, and 9% Hispanic.¹ From 2001-2007, the program had international students from Australia, Brazil, Canada, China, Columbia, England, Germany, Greece, India, Indonesia, Ireland, Israel, Japan, Mexico, Netherlands, Portugal, Puerto Rico, Slovakia, South Korea, Spain, Sweden, Taiwan, Thailand, Trinidad and Tobago, Turkey, and South Africa constituting 12% of the student body.

Sport Management students come from diverse undergraduate majors: 22% are Business/Econ, 23% are Health or Sport Sciences, 25% are Communication with the remainder being social sciences, humanities, etc. Our students have received their undergraduate degrees from some of the finest institutions in the country, including:

Arizona State University, Boston College, Brown University, University of Chicago, U.C. Berkeley, UCLA, University of Colorado, University of Connecticut, Duke University, Georgetown University, Indiana University, University of Iowa, Louisiana State University, University of Michigan, New York University, Northwestern University, University of Pennsylvania, Princeton University, USC, Stanford University, Vanderbilt University, University of Washington, and University of Wisconsin.

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.

¹ Cohort 22 graduated in Dec. 2006.

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 recent additions: Accounting & Budgeting in Sport, Strategic Management in Sport, Business Development & Sales in Sport, and numerous electives (e.g., Entrepreneurship in Sport, Public Relations in Sport, Facilities Management, 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 35 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 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 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.² Due to the cohort-type model 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.

² Typical reasons include change of student career direction, cost of the program, and other personal issues.

Figure 1. Enrollment Trends in Sport Management

<u>SEMESTER</u>	<u>NUMBER OF APPLICANTS</u>	<u>NUMBER OF STUDENTS ACCEPTED</u>	<u>NUMBER OF ACCEPTED STUDENTS WHO ENROLLED</u>
Fall 2001	188	146	60
Spring 2002	86	71	33
Fall 2002	179	138	65
Spring 2003	83	60	38
Summer 2003	193	111	71
Spring 2004	69	47	35
Summer 2004	207	139	69
Spring 2005	79	44	32
Summer 2005	217	110	68
Spring 2006	92	44	32
Summer 2006	216	106	67
Spring 2007	102	54	33
Summer 2007	218	91	71

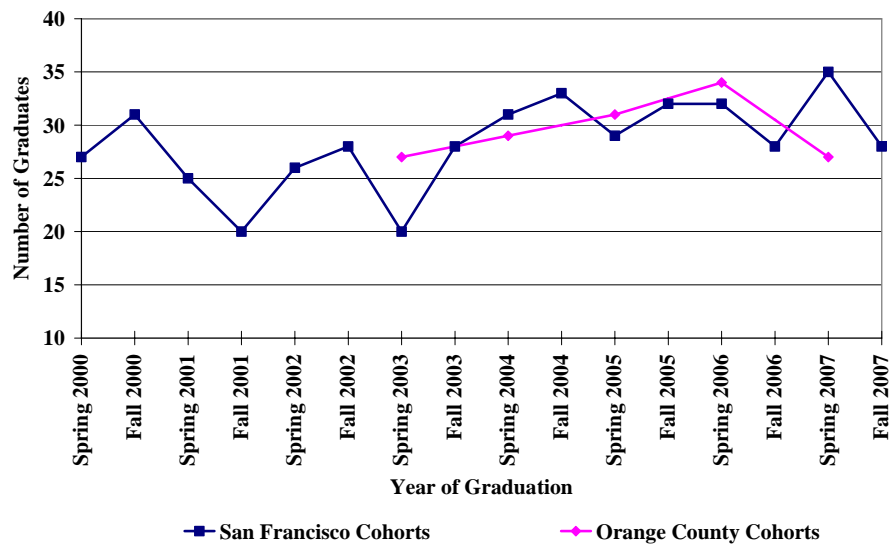
* Fall/Summer numbers include both Main Campus/SF and Southern California Campus applicants/enrolled. Summer 2007 enrollment is based on July 2007 new student enrollment, not on fall 2007 census (available Sep 14, 2007).

** Only the Main Campus/SF has Spring admission.

*** Accept numbers have varied for application seasons as the Office of Graduate Admission has applied a variety of policies for when to cancel accepted applicants who do not confirm an intent to enroll.

The number of graduates in each cohort has averaged approximately 31 over the past five years (Fall 2003 – Fall 2007). In the three years prior to that, the number of graduates averaged 25 per graduation, as shown in Figure 2. Of course the total number of graduates each year has risen dramatically because the program began graduating students in 2003 in Southern California. There were many students who graduated in Spring 2007 who began their matriculation in Southern California, but transferred to the main campus and graduated.

Figure 2. Number of Graduates by Year and Campus



Enrollments will continue to be at capacity over the next five to ten years, with each of the three annual cohorts enrolling 35 students.³

Determination of Curricular Content

Curricular content in the program is determined by the Curriculum Committee, which consists of Cellini, Choi, Howell, and Rascher. Any significant changes to the curriculum are voted on by the Committee. Often ideas are discussed informally amongst these four faculty and Stan Fasci (Dir. of Administration) and Peggy O'Leary (Sr. Assoc. 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 either 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. 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 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 a few 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.
6. Students can opt to take one elective (two units) and the Master's Project (four units).

³ Often, we enroll 36-37 students with the knowledge that a few will drop out early during their matriculation.

7. The program meets one night per week 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. Learning outcomes are measured using tests, papers, problem sets, and major projects. In most courses, we are meeting our objectives. In Business Development and Sales in Sport, we are still in the process of fully developing the course content since it is a unique course without many academic resources. In Sport Business Research Methods, we struggle to fit all of the content into the eight-week course. In general, all of our core courses fully utilize each hour of class time because the topics are so broad that fitting them within 6 or 8 week segments is difficult. We require a lot of home work outside of the classroom in these courses. The projects in the Master's Project are often more like Master's Theses and the research training in the program is not enough to fully succeed at writing a Master's Thesis. The brightest students do work with the faculty to learn advanced research skills, but some students struggle with the analytical and methodological portions of their work. Students who choose to write a professional document, like a business plan, often find it easier to succeed in the course. Courses taught by adjunct faculty are inconsistently delivered causing students to feel that they are not always getting what they are paying for. 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 never as much as a full-time professor. The number of new adjunct faculty hired during calendar years 2005-2007 was 26, or about 8-9 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	Sport Culture & Commerce	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	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	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	I, EC	EC	EC	I
Demonstrate knowledge of specific components of sport management such as public relations, facilities management, fundraising, and brand management.	I				I					R, EC	EC	

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

Recent and Expected Future Changes

Recently, the program has added a full-time professor, Andrew Choi, who teaches Sport Marketing, Sport Business Research Methods, and the Master's Project. Concurrently, Jeremy Howell became Chair of Exercise and Sport Science, so he is no longer full-time in the program. He now teaches two Sport Culture and Commerce courses in San Francisco and occasionally the Master's Project. The program has also brought on two new Program Assistants in San Francisco (David Manning) and in Southern California (Cheryl Brier). They both have quickly met and exceeded our expectations. Business Development and Sales in Sport was added and the Master's Project was taken from mandatory to optional, which provided the available time slot for the business development course. It also allowed the majority of students, who were not succeeding in the Master's Project course, to take elective courses instead. This enables students to focus and create concentrations and specialty areas of study.

Over the next five years, we would like to improve the faculty by adding one or two additional full-time faculty positions. The projected courses that these new faculty would teach are Strategic Management in Sport, Business Development and Sales in Sport, and the Master's Project (and possibly an elective or the accounting course). Andrew Choi may switch into teaching the business development course, leaving research methods open to a new faculty member. We have discussed adding more events to the program like an elective that travels to Asia, a speaker series, and perhaps more opportunities for students and alumni to interact. These offerings would require more human and financial resources.

Recruiting

Recruiting graduate students is part of what Stan Fasci and Peggy O'Leary 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. Stan and Peggy also host dozens of information meetings all over California (and in on-line chat format) 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 Stan Fasci or Peggy O'Leary. 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, Fasci, and O'Leary 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 31 students who graduated in Cohort 23 (graduated in May, 2007 from SF location), 27 are working in sports. Two others are in marketing with Coca-Cola and Levi Strauss, one is a Treasury Analyst with Goldman Sachs, and another is in finance as a Compliance Coordinator.⁴

Of the 27 students in Cohort 7S (graduated in May, 2007 from Southern California location), 23 are working in sports. One other is the CFO of a luxury brand eye wear company. Another works in corporate accounts with an Internet e-commerce firm. One is in lending and the fourth student not working in sports is a hospitality manager at a luxury resort.

Earlier cohorts are not working in sports at the same high rate as recent cohorts. For instance, eight of 23 students in C14 (graduated in Dec. 2002 from SF location) are not working in sports. Similarly, eleven of 23 students in the second cohort in Southern California are not working in sports. The overall improvement in the quality of students, faculty, staff, and the program in general are a testament as to why recent students are succeeding relative to their earlier counterparts.

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 put together 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. We are in the process of adjusting our policy to decrease the number of transferred-in courses.

Coordination of Courses

Dan 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?

⁴ We often have students go in and out of consumer marketing jobs. The skills in marketing sports products are conducive to marketing other consumer products.

All students participate in the Internship course which provides an active, not passive, environment for learning. Teaching assistants are not used in the program, thus our students do not 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 Choi's Sport Marketing class, students are asked to develop direct contact and relationship with local sport organizations to produce marketing plans that represent as relevant and "real-world" solutions to various marketing needs. In the process, they interact freely and professionally with established marketing practitioners who provide directions and feedback. These practitioners, in turn, receive an opportunity to listen to and consider student-generated marketing ideas for their own implementations. Some of the organizations that have participated in the course include the Pebble Beach Resorts, the Bay Area Senior Games, the LPGA, the JUMA Ventures, the Oakland A's, the SF Giants, and the LA Galaxy.

Some students have recently voiced their interest in organizing and managing an actual sport business-related event, such as the Guest Speaker Series, the Study Abroad Program, or a Charity Golf Tournament. This would be an area where the students can definitely benefit from experiencing and being accountable for managing a complete event from A to Z, but the logistical details as well as credit allocation need to be finalized. Faculty involvement would also be required for guidance and evaluation, but the current teaching load makes it difficult to pursue more actively.

Do Courses Meet Student Needs?

The required Research Methods class needs to be restructured to better meet the needs and wants of graduate students in our program who are less interested in academically-skewed empirical research. Not only is it challenging for the students to grasp all the analytical and technical aspects of research in 8 class meetings, but it would also be more productive and motivational for the course to focus on practical marketing research that the majority of students will encounter more frequently in their professional careers. In addition, the recent cohorts have overwhelmingly expressed their desire to take the Research Methods course earlier in the curriculum, possibly in the 2nd slot. This would allow them to utilize the acquired knowledge and techniques in subsequent courses which often involve projects such as development of business and marketing plans.

Personnel Management is another needs-area that the students wanted to get more exposure to, in lieu of some other required classes such as Accounting. Many students have mentioned that dealing with or managing human resources is a more broadly-applicable skill-set that the students can benefit from, regardless of organizational or functional classification.

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), more balanced number of guest-lectures (some have too many while some have none), and the implementation of classes that address multiculturalism and international aspects of sports (based on the growing number of international students we have).

The consistency in the quality of courses taught and the amount of work needed to succeed in the course varies over time depending on who is teaching the course. The significant amount of turnover among adjunct faculty

has been a major cause of this. The number of new adjunct faculty hired during calendar years 2005-2007 was 26, or about 8-9 per year.

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 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. Recent core classes that have not been well received are Sport Culture and Commerce taught in Orange (not the course taught in SF by Howell – that is well received), Business Development and Sales in both locations, and all Strategic Management courses in SF until Spring 2007. The elective courses are almost exclusively taught by Adjuncts, who do a very good job (in general) because they have created the courses based around what they know *and* students self-select into the courses.

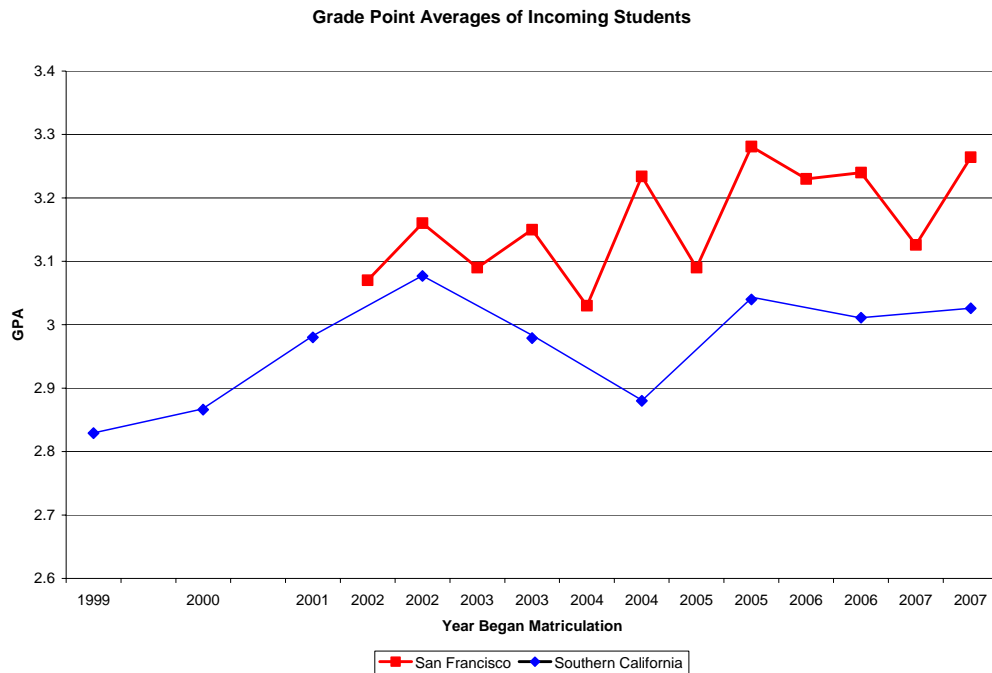
Resources for Students

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, but it does not have the proper technology needed to teach effectively. Faculty who use a computer must hook up to a portable projector that projects onto a screen that is far away from the students. A proper “smart” room would be best.

In San Francisco, there is not enough space for students to meet, interact, work on projects, and access the Internet near the Program Office.

Student Quality

Student quality has improved over the past five years. The average incoming GPA in SF is 3.20 in 2007, while it was 3.11 five years ago, as shown in the graph below. In Southern California, the GPA has been over 3.0 for the past three years, having done that only once during the prior six years. The quality of undergraduate institutions is also indicative of an improvement in student quality.



In the classroom, it is evident that the quality of students has improved. The students are pushing the program with better projects and deeper understanding of the material. In fact, student quality improvement has had the dual effect of improving the program, but also unveiling its weaknesses. One weakness is that the difference in teaching quality between full-time and part-time faculty is apparent. The curricular/classroom issues that students complain about are almost always tied to courses taught by adjunct faculty. It may be that in the past a consistently high quality of instruction was not as important to students as other things. Now, we hear when an adjunct professor is not up to the standards set by the full-time faculty.

By the same token, the program has also heard of some disappointments from the adjunct faculty members about lack of maturity and professionalism from our graduate students. While the overall quality of students may have improved, there is still a discernible gap in the form of commitment and drive from the student groups as well. In each cohort, about one-third of the students are extremely focused, mature, and academically-driven. Another third is visibly weaker. Then, there are about 10 students who are middle-of-the-road group who can be influenced either way depending on the topic and nature of the course that they take. The faculty's ability to convert this middle group to the upper-echelon academics is vital and they often do. However, the level of professionalism and maturity that are expected of graduate students, particularly from those who are in our program for the purpose of receiving applied and real-world education, still leaves a lot of room for improvement.

Stipend Levels for Students

Until this past academic year, the Sport Management Program was the only graduate program at USF that did not have any student scholarships. The College has recently provided \$75,000 in student scholarships to be

spread across the approximately 100 entering graduate students each year. This allows us to compete for some of the top candidates who are considering other top programs.

Retention Rates

Each cohort begins with approximately 35-37 students. For the eight graduating classes from Spring 2000 through Fall 2003 at the San Francisco campus, the average number of graduates was 25.6. For the eight graduating classes from Spring 2004 through Fall 2007, the average number of graduates was 31.0, an increase of 21%. In Southern California, the number of graduates averaged 28.0 for the first two cohorts (Spring 2003, 2004) and 30.5 for the last two graduating classes (Spring 2006, 2007).⁵ Overall, retention rates have risen. Each student provides nearly \$36,000 in tuition revenue to the university. Of the students who do drop out, many of them do so during the first semester. USF loses out on tuition in that "seat" for the remaining three semesters. However, the nature of the curriculum is such that taking all of the courses in order is very important to the success of the student (both in the classroom and in the industry).

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 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 subscribes to about eight) and alumni/student/friends of the program contacts. We maintain a database of contacts in the industry that students are allowed to search. A significant improvement in the program would be the upgrade of the contact database into web-based system that allows students and alumni to update their information and search for others in their field, location, etc. Given that we are nearing 1000 alumni (and average about 180-190 students in matriculation), it is necessary to create an online community for communication purposes.

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, Pirates, Astros, 49ers, Seahawks, Raiders, Chargers, Broncos, Texans, Warriors, Kings, Lakers, Clippers, Monarchs, Mighty Ducks, Sharks, SJ Earthquakes, LA Galaxy, SJ SaberCats,

⁵ Spring 2005 had 31 graduates from the Orange location.

- **Leagues, Facilities, Ownership Groups:** NFL, NFL Europe, NBA, WNBA, NHRA, Staples Center, HP Pavilion Arena, Phoenix International Raceway, Kroenke Sports Enterprises, Silicon Valley Sports & Entertainment,
- **College Athletics:** Big West Conference, West Coast Conference, Pac-10, 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-Hayward, CSU-San Bernardino, University of Notre Dame, Arizona State University, University of Tennessee, University of Minnesota, Ohio State University, Colorado State University, Northern Arizona University, University of Pennsylvania, University of South Florida, York College, University of Chicago, Marymount College,
- **Consultancies, Agencies, Councils/Commissions:** Octagon, Ogilvy PR, IMG, GMR Marketing, Paragon Marketing, Hutt Sports Group, BRC Group, Sony, Nike, Nike-Japan, SportsMark, Global Sports & Entertainment, Premier Partnerships, Saatchi & Saatchi, Sharpe PR, Oakland Football Marketing Association, 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, Clear Channel (SFX), ESPN Videogames, EA Sports, Sega, MLB Advanced Media, CollegeSports Online, www.sportsline.com, 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.

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

- [Name Redacted] (Class of 2006), **Marketing Director**, Kinesys Performance Sunscreen
- [Name Redacted] (2006), **CFO**, The Optical Shop of Aspen International
- [Name Redacted] (2006), **Senior Women's Administrator**, U. Alaska-Fairbanks
- [Name Redacted] (2005), **Senior Associate**, Octagon Football
- [Name Redacted] (2005), **Director of Marketing**, Setanta Sports
- [Name Redacted] (2004), **General Manager**, ISP Sports
- [Name Redacted] (2004), **Scouting Supervisor**, Boston Red Sox
- [Name Redacted] (2004), **Client Coordinator**, Octagon Marketing
- [Name Redacted] (2004), **Founder and Director**, Pacific West Athletics
- [Name Redacted] (2004), **Director of Compliance.**, West Coast Conference
- [Name Redacted] (2004), **Director of Championships**, NAIA
- [Name Redacted] (2004), **Assistant Professor**, University of Memphis
- [Name Redacted] (2003), **President**, Holland Sports Properties, LLC
- [Name Redacted] (2003), **Director of Security**, Kroenke Sports properties (NBA, MLS stadiums)

- [Name Redacted] (2003), **General Manager and Part-Owner**, Emerson Sport Training and Fitness
- [Name Redacted] (2003), **Vice President**, Golden State Warriors
- [Name Redacted] (2003), **Project Coordinator**, Sport for Development, Sierra Leone
- [Name Redacted] (2003), **Director of Communications**, West Coast Conference
- [Name Redacted], **Founder**, Lacrosse for Life
- [Name Redacted] (2002), **Athletic Director**, Marymount College (NY)
- [Name Redacted] (2002), **Sales Analyst**, Nike Japan
- [Name Redacted] (2002), **Associate General Counsel**, Arizona Diamondbacks
- [Name Redacted] (2002), **Dir. of Sports & Marketing Sponsorships**, Reliant Energy
- [Name Redacted] (2002), **Associate Director for Recreation**, University of Pennsylvania
- [Name Redacted] (2002), **Director**, GMR Marketing
- [Name Redacted] (2002), **Director of Operations for Recreation**, UCSD
- [Name Redacted] (2002), **Director of Business Development**, PacSports Philippines
- [Name Redacted] (2001), **Chief Operating Officer** of Hutt Sports Group
- [Name Redacted] (2001), **Financial Analyst**, San Francisco Giants
- [Name Redacted] (2001), **Manager of Season Ticket Services**, Sacramento Kings
- [Name Redacted] (2001), **Assistant Commissioner**, West Coast Conference
- [Name Redacted] (2001), **Teacher**, Brent International School, Manilla, Philippines
- [Name Redacted] (2001), **Director of Strategic Marketing**, SportsMark Management Group
- [Name Redacted] (2000), **Assistant Professor**, West Georgia State University
- [Name Redacted] (2000), **Athletic Director**, Evergreen State College
- [Name Redacted] (2000), **Business Operations Manager**, KGO-TV
- [Name Redacted] (2000), **Manager of Corporate Partnerships**, San Diego Chargers
- [Name Redacted] (2000), **Associate**, Folger Levin & Kahn LLP
- [Name Redacted] (1999), **Manager of Finance**, NFL Network
- [Name Redacted] (1999), **National Director**, Nike Golf Schools
- [Name Redacted] (1998), **Commissioner**, Sacramento Sports Commission
- [Name Redacted] (1998), **Senior Director**, Electronic Arts, Inc.
- [Name Redacted] (1997), **Athletic Director**, Menlo College
- [Name Redacted] (1996), **Assistant Professor**, Sonoma State University
- [Name Redacted] (1995), **Athletic Director**, Sonoma State University
- [Name Redacted] (1995), **Principal**, ADC Consulting
- [Name Redacted] (1994), **Associate Athletic Director**, Stanford University
- [Name Redacted] (1993), **Director of Public Affairs & Community Relations**, San Francisco Giants
- [Name Redacted] (1993), **Communications Director**, Nike

How Students View Their Graduate Experience?

Students seem to highly value their internship experiences (averaging 3.5 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. Unfortunately, there are also students who want *other* students (in other cohorts) to take the new curriculum. Nonetheless, curriculum changes create a logistical and student-expectations management challenge.

During 2006-2007 academic year, 49 courses were taught. Of those, adjunct faculty taught 36 courses. Rascher was on sabbatical and would typically teach 3 courses. On average, 2/3 of courses are taught by adjunct faculty. In the last two calendar years, the program has hired 17 new adjunct faculty. Therefore, the faculty and staff feel that there is too much turnover among adjunct faculty and recommend the hiring of two 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. Students have transferred in two units for study abroad (often designated as six units by the host school). Currently, we are only allowing transfer courses for extraordinary reasons. 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. 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 Stan Fasci or Peggy O'Leary. 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, recreational sports management).

There is not a formal policy that rewards advising (e.g., every 10 students counts as a unit). Instead, Stan and Peggy 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 is 27) – 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. 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. For instance, more coverage of personnel management, more marketing and marketing research, and more economics and finance would be very beneficial to student education.

Last Five Years

Recently, the program has added a full-time professor, Andrew Choi, who teaches Sport Marketing, Sport Business Research Methods, and Master's Project. Concurrently, Jeremy Howell became Chair of Exercise and Sport Science, so he is no longer full-time in the program. He now teaches two Sport Culture and Commerce courses in San Francisco and occasionally the Master's Project. The program has also brought on new Program Assistants in San Francisco (David Manning) and Southern California (Cheryl Brier). They both have quickly met and exceeded expectations. Business Development and Sales in Sport was added and the Master's Project was taken from mandatory to optional, which provided the available time slot for the business development course. It also allowed the 80% of students who were not succeeding in the Master's Project course to take elective courses instead. This enables them to focus and create concentrations and specialty areas of study.

Additionally, the program moved into a new location at USF that allowed for a tight knit cluster of offices (including the program office and adjunct faculty/student office). The name of the program changed from Sports & Fitness Management to Sport Management, reflecting the nomenclature of the industry and our competitors.

It is not evident that any area of the program has deteriorated over the past five years. The maintenance of the program contact database has been difficult as the number of contacts has risen by over 100 each year. Our solution for this is to make it web-based where the contacts could log in and update their information and search for other contacts. The timetable for this is dependent upon the College. A vendor has been identified and is ready to complete the task within 3 months.

Over the next five years, we would like to add at least two full-time faculty positions. The projected courses that these new faculty would teach are Strategic Management in Sport, Business Development and Sales in Sport, and the Master's Project (and possibly an elective or the accounting course). Andrew Choi may switch into teaching the business development course, leaving research methods open to a new faculty member. We have discussed adding more events to the program like an elective that travels to Asia, a speaker series, and perhaps more opportunities for students across the two campuses and alumni to interact. These offerings would require more human and financial resources.

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 instruction in a few areas such as personnel management, quantitative analytical skills for decision-making.

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). This is how we've learned about the gap between full-time and part-time teaching quality that has arisen since the quality of the students has risen over the past 5-7 years.

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

One factor that has impeded the program's abilities to meet its goals is a lack of full-time faculty. The inconsistency in teaching quality from the adjunct faculty has affected the program meeting its goals. Another factor has been the inconsistent conditions of classrooms in SF, especially during the summer (when construction has occurred) and during early January (when most of USF is closed). Currently, the technology in the SF classrooms is sufficient, but getting our courses into better rooms has not always been possible. Additionally, there is a lack of staff and faculty resources with which to network within the industry to foster stronger relationships for internships, jobs, service learning courses, and a better pool of applicants.

Factors that have helped us meet our goals include professional looking space in Southern California (but lack of "smart" classrooms), autonomy with respect to the curriculum and hiring adjunct faculty, and a quality staff that runs the program like a business (as much as is possible within a university setting). Further, faculty and staff availability to students creates a very tight knit community and fosters personal relationships and a stronger alumni base.

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 Stan or Peggy about their academic status and what to do to improve.

4.0 FACULTY

4.1 DEMOGRAPHICS

The full-time faculty currently in the program include Rich Cellini, Andrew Choi, and Dan Rascher. Jeremy Howell is a full-time professor at USF, but is the Chair of the Exercise and Sport Sciences Department, so he is not full-time in the Sport Management Program. Howell typically teaches two or three courses each year. Dan Rascher shares management duties with Stan Fasci, thus his teaching load is half-time. Therefore, there are almost three full-time equivalent faculty in terms of teaching loads (counting just under half for Jeremy Howell and half for Dan Rascher). Demographically, Rich and Dan are Caucasian, Andrew is Korean, and Jeremy is Welsh.

During 2006-2007 academic year, 49 courses were taught. Of those, adjunct faculty taught 36 courses. Rascher was on sabbatical and would typically teach 3 courses. On average, 2/3 of courses are taught by adjunct faculty. The makeup of the adjunct faculty is constantly changing. In the last two calendar years, the program has hired 17 new adjunct faculty. Therefore, the faculty and staff feel that there is too much turnover among adjunct faculty and recommend the hiring of two more full-time faculty.

From academic years 2005-2007, twenty-nine courses (of approximately 98) were taught by women. Two courses was taught by two different Hispanic women, two by an African-American man, one by a Chinese-American man, and one by an African-American 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.

Andrew Choi – Three sections of Sport Marketing (9 units total), three sections of Research Methods (9 units total), occasional Master's Project course (4 units). Andrew's FT required load is 18 units.

Jeremy Howell – Two sections of Sport Culture and Commerce (6 units total), occasional Master's Project (4 units total).

Dan Rascher – Three sections of Sport Economics & Finance (9 units total).

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 7-9 students. The sport media elective course averages about 10 students.

Rich Cellini is an Assistant 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. He has taught the Master's Project course. 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.

Andrew Choi began teaching in the program in Summer 2006. He has been teaching the three Sport Marketing and three Research Methods courses each year, as well as a Master's Project course. He is an Assistant Professor on the tenure track. Andrew is also involved in the industry through marketing consulting to organizations involved in sports.

Dan Rascher teaches the three sections of Sport Economics & Finance each year. He is a tenured Associate Professor and Director of Academic Programs. He is involved in the sports industry through his economics and financial consulting work for sport organizations.

Jeremy Howell teaches two of the three sections of the Sport Culture and Commerce that are offered in San Francisco. He has taught the same course for the Southern California location in the past, but due to his management duties in ESS, he is not currently teaching that course. Finding a suitable adjunct to teach that course has been a difficult challenge for the program. Jeremy is involved in the sport industry through his management of a philanthropic fund, health and fitness management consulting, as well as through other avenues.

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 an accounting background. Andrew Choi has a background that would allow him to teach the Business Development and Sales course. Dan Rascher has academic training that would allow him to teach the Strategic Management course. However, none of the FT faculty are trained sufficiently to teach the Sport Law course. All of the FT faculty can teach the Master's Project course. The FT faculty could offer some elective courses in their fields, 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 no strong overlap in academic training, the assignment of courses is relatively simple. Each of us teach in the areas in which we are expert. 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.

Rob Halvaks teaches both Strategic Management and Master's Project each year. Dennis Bickmeier taught both Public Relations (an elective always chosen by the students) and Master's Project, but recently moved to Michigan and will no longer be teaching for us. Rick Walden has been teaching Sport Law in Southern California for a number of years and recently he's been flying up to San Francisco to teach the Sport Law course. Maria Veri has taught Sport Culture and Commerce, the Master's Project, Research Methods and an occasionally elective. She recently took a full-time position at San Francisco State University. Rich Rogers taught Sport Economics & Finance when Dan Rascher was out on sabbatical. He has also been teaching Strategic Management and will be teaching an elective.

Faculty Teaching Satisfaction

Faculty seem to enjoy the courses that they teach. However, Dr. Choi might switch out of Research Methods and into Business Development & Sales in Sport in the near future. Given his expertise in marketing and experiences in sales and business development, Andrew is also interested in eventually developing and teaching an International Aspect of Sport class, incorporating classroom learnings as well as study abroad experiences for our diverse student body. The curriculum is very flexible to allow innovations in teaching or the offering of new courses. A simple discussion with the faculty and approval by the College's Curriculum Committee can change a course or get a new one to be offered.

Technology

The smart rooms have allowed for a greater use of web-based teaching methods for those faculty who have chosen to do so. Dan Rascher co-developed an on-line simulator that is part of his economics course. Rich Rogers uses a strategy simulator in the Strategic Management in Sport course.

Monitor Teaching Effectiveness

FT faculty monitor their own teaching effectiveness. This gets reviewed at the College level by the Deans each year. Dan Rascher monitors the PT faculty courses through methods described earlier. 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

Dan Rascher's interests are in sports economics and sports finance. He has authored or co-authored 12 peer-reviewed journal articles, 3 book chapters, 7 non-peer reviewed articles, and 18 research reports for industry and government in the last 5 years. He is focused on optimal outcomes from league design and location, stadium financing, and demand and pricing in sports.

Andrew Choi's research interests include sport marketing and sport sponsorship. He is particularly interested in qualitative assessment of sponsorship impact and activations. As a 2nd year professor, he has established a solid

groundwork for journal publication and conference presentations. His work was published in internationally-recognized journals such as Sport Marketing Quarterly and International Journal of Sport Management and two more articles are being reviewed. He has delivered five presentations at international conferences such as North American Society for Sport Management and Sport Marketing Associations. He has also written numerous in non-peer-reviewed international media and journals.

Jeremy Howell's research focuses on the production, distribution and consumption of sport products, spaces and practices. His articles appear in numerous book anthologies and journals such as the Journal of Sport and Social Issues, Journal of Sport Sociology and the International Journal of Sport Management and Marketing. He also sits on the editorial board of two of the journals. In recent years, Howell has become increasingly involved in funding, coordinating and leading research in exercise and disease prevention, focusing extensively on breast cancer and childhood obesity.

Impact of Faculty Research

Dr. Rascher's research has been cited at least 50 times in peer-reviewed journals and downloaded over 1,300 times on the Social Science Research Network. Three of his publications are in the top sport management journal (*J. of Sport Mgmt*). In the field, Rascher's work on effectively measuring economic impact of sporting events, facilities, and teams is becoming adopted by professional consulting organizations. The City of San Jose exclusively uses a method developed by Dan to measure the economic impact of all of its sporting and cultural events. Dan helped author a law in the State of Texas that sets aside over \$10 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. The league locational articles have been used in a number of antitrust lawsuits in sports. Numerous students have been involved in many of these projects collecting, coding, and analyzing data. The research is also used as examples in the classroom.

Andrew Choi believes that all faculty research work should eventually augment the learning experiences of his students and has thus involved his students in a number of research projects outside the classroom. He has worked closely with local organizations, such as the Bay Area Sport Organizing Committee and the SF Giants, in providing hands-on research experiences to his students in his research projects. Many of his students were able to partake in data collection and analysis aspects of empirical research and have submitted abstracts of their Master's Projects to conference proceedings.

Jeremy Howell's work is felt throughout the Bay Area and beyond. While his academic research in sociology of sport is well respected, it is his more interventionist academic practice that is having immediate affect. He is increasingly involved in community continuing education, hosting numerous events that target industry and academic audiences. Additionally, using corporate philanthropic funds, he has expanded this community scholarly interest allocating over \$7.5 million over the last three years in corporate philanthropic funds on intervention programs focusing on disease prevention, healthy aging and disenfranchised children. Consequently, he is regularly asked to sit on community advisory boards in both the for-profit and non-profit corporate realm. Presently, he is the Executive Director of Free to Play, a platform of the Not for Sale Campaign that focuses on

ending slavery in our lifetime. This summer he travels to Spain, England, Korea and Thailand to lecture on the campaign.

Areas of Emphases and Strength

All of the faculty emphasize consumer behavior and decision making in their research and how that pertains to the business of sports.

Factors that Have Shaped the Areas of Strength

The factors have simply been who is on the faculty. Rascher is an economist by training, so his research pertains to economics, pricing, consumer decision-making. Choi is a sport marketer by training and from work experience, so his research pertains to understanding consumer behavior.

Variations in Methodologies

Rascher is mostly a quantitative research utilizing secondary data (panel data, cross-sectional, and some time series). Choi conducts both qualitative and quantitative research, utilizing primary survey data and other qualitative information. His interest in qualitative tradition, a relatively underutilized area in his discipline, has precipitated him to pursue visual assessment of sponsorship impact in the past and continues to explore collaborative opportunities with industry and academic partners. Howell mostly conducts qualitative research utilizing ethnographic research.

The faculty have not co-authored any research together. However, these different methods do not create obstacles to communication, but might create obstacles to conducting research. The faculty have existing research relationships with faculty 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 Andrew to find time to conduct research given that he has to teach 6 master's courses per year (18 units). This holds true for the other faculty. Additionally, Rascher would like a faster computer to analyze his large datasets. 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.

Expectations for Quality and Quantity of Faculty Research

The simple answer is that we don't know. We've never set any formal expectations. We all abide by the Collective Bargaining Agreement, which is quite general. As a faculty, we are quite productive, publishing 15 peer-reviewed articles over the last 3 years. That's with just three full-time research faculty. We've published in the leading journals in sport management. Moreover, we've published 22 other publications over the same time period.

4.4 SERVICE

Service Contributions

The faculty and staff run the program with the highest ROI on campus. The program is the largest or second largest master's in sport management program in the world.⁶ It is also one of the better ones. 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.

Additionally, Rascher has conducted nearly 150 media interviews (mostly newspaper, but some radio and TV) that have provided PR for the university as a whole. During Choi's limited presence in the Bay area, he has conducted interviews with local media and delivered speeches at American Marketing Association functions. He serves on a committee that includes members of the University Board of Regents.

Cellini adds value to the Sport Management Program 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, The mtn. network, Fox Sports and Fox Sports Net. In addition to the television work he also broadcasts for Sports USA Radio Network's national coverage of college football and the NFL. For each NFL national radio broadcast between *4 and 5 million people* will have listened, 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.

The Faculty are also Connected to the Community

Dan Rascher sits on the Board of Directors of the San Francisco Sports Council. The Board includes members from most of the areas sports organizations. One of its goals is to bring more sporting events to San Francisco. One such event that the SFSC won is the 2008 International Children's Games ("ICG"). This event will be held in San Francisco and utilize many of USF's assets (dorms, playing fields/gyms, Sport Management alumni and students). It is an International Olympic Committee event. Jeremy Howell sits on the Board of the ICG.

Rascher is also involved in both paid and unpaid consulting to the sports industry. Some of the organizations are local like the Tour of California, Oakland Raiders, San Jose Sharks, and the City of San Jose. Others are national like NASCAR and the Cincinnati Reds, and some are international like his work for the New Zealand government.

Choi has developed strong working relationships with the local community through his student projects. He has worked with local teams (SF Giants, Oakland A's, and the LA Galaxy) and non-profit organizations like the JUMA Ventures and the Bay Area Sport Organizing Committee to provide marketing assistance over the last 15

⁶ The NYU program might be larger. It is not clear.

months. In addition, he has been serving as the Faculty Advisor of the USF Korean Student Association and has sponsored prominent visiting researchers from Korea to the USF campus.

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 49'ers, 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 also serves as a committee member for the Bay Area Sports Hall of Fame and has recently been profiled in the Oakland Tribune.

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). Additionally, the ESS department (via Jeremy Howell) utilizes Sport Management students to teach physical education courses. Academically, the program does not collaborate with other departments or programs on campus. 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 would like to shore up the faculty by adding at least two full-time faculty. The projected courses that these new faculty would teach are Strategic Management in Sport, Business Development and Sales in Sport, and the Master's Project (and possibly an elective or the accounting course). Further, we could add courses (possibly to the core curriculum) in Entrepreneurship, Customer Relationship Management, International/Globalization of Sport, and Facilities or Event Management. 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 1/3 of the courses offered. That is too low for the program to maintain and raise its quality.

There do not appear to be any anticipated retirements with the faculty over the next ten years, but Peggy and Stan may retire over the next five to ten years. Choosing the personnel needed to replace them will be a very important task of for the program.

The program provides a lot of flexibility for faculty. This can allow faculty the necessary time to develop professionally. The College provides nearly suitable funding for conferences and scholarly engagement with other faculty around the world.

Senior faculty (a relative term) mentor junior faculty. Rascher mentors Choi and Cellini. Fasci and O'Leary communicate with faculty regarding logistics, learning outcomes, and student progress. Rascher communicates regarding academics.

We have discussed adding more events to the program like an elective that travels to Asia, a speaker series, and perhaps more opportunities for students and alumni to interact. 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

Stan Fasci is Director of Administration. He oversees the Senior Associate Director (Peggy O'Leary) who runs the operations in Southern California. He also oversees David Manning, the Program Assistant in San Francisco. Peggy oversees the Program Assistant in Southern California, Cheryl Brier. David oversees a graduate 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 (Stan and Peggy) and the FT faculty (Andrew, Dan, Jeremy, and Rich).

The program is not a department. Both Stan 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 Michael Bloch, Associate Dean of Social Sciences.

The FT faculty participate in major decisions. For instance, we all agreed to change the name of the program, move the offices, add and subtract certain courses, add electives, and launch a newsletter. We believe that the program is governed very well. Its 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 constantly 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.

Allocation of Work

As mentioned, Stan and Peggy 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. Choi and Howell teach their courses and participate in advising, faculty meetings and curriculum decision-making.

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 2-5 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.

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 student body is very diverse. An analysis of students in Cohorts 18-22 (San Francisco) and Cohorts 5S-6S (Southern California) consisted of 43% women, 6% African-American, 17% Asian, and 9% Hispanic.⁷ The program may be less diverse than USF as a whole, but it is more diverse than its competitors in sport management, both ethnically and in terms of gender. From 2001-2005, the program had international students from Australia, Canada, England, Greece, India, Israel, Japan, Netherlands, Slovakia, South Korea, Spain, Taiwan, Thailand, Turkey, and South Africa constituting 12% of the student body.

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.,

⁷ Cohort 22 graduated in Dec. 2006.

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 Southern California, who mostly do not meet each other – Clubs were going to try to help solve this. 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 accessing the database has also helped with this. In the Leadership and Marketing courses, students are required (as part of an assignment) to make contact with other alumni, students, or practitioners. This helps to immediately foster relevant relationships.

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.

Communication with Students has been Inconsistent

This has been an area of inconsistency. With six different cohorts in two locations consisting of nearly 200 students who are not on campus except to attend class, communicating with students has been a challenge. We use a Blackboard course web site as a program web site to post information about courses, the curriculum, internship opportunities, the schedule, etc. We frequently send out letters and emails to students to alert them about changes in the program. However, with nearly every significant change we make, there are always students who feel that it is being made too late in their curriculum. Each cohort, depending on where they are in the process has a different view of curriculum changes.

When we made the Master's Project from required to optional, alumni heard about it and felt that it was a rite of passage that they had to endure so all students should endure it. The students that were in the middle of completing it were not happy (as would be expected) because the cohort right behind would not have to complete it. Yet, if we delayed it, then a new cohort would have been beginning or in the middle of their MP course. The nature of our schedule causes any changes we make to be potentially controversial. There is also no common communication message that fits well with all of the students. We would like to have a better communication plan.

Students access their grades after each course. They know exactly how they stand. Grades are posted five weeks or less after a course has ended in the program office and on-line. Adjunct faculty typically need five weeks to complete their grading.

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. Stan Fasci 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. Peggy O'Leary runs the Southern California

campus and program. She is responsible for admissions, student services, management, etc. of that program site. There are about 60-65 students at the Southern California location.

David Manning is the Program Assistant in San Francisco. Cheryl Brier 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. Cheryl creates and manages the program quarterly newsletter. They update the program web site and program collateral. They set up and maintain record-keeping procedures and files. They manage the computer lab and software updates. 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. David 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. David also oversees a student worker.

There has been substantial turnover at the Program Assistant level in recent years. Ray Pettit (alumnus) was the Program Assistant from 1999-2001. Dustin Rocke (alumnus) was Program Assistant in San Francisco from 2001-2005. Maria Palmo held the same position from 2005-early 2007. David has been with us since February of 2007. In Southern California, Matt Casana (alumnus) was the Program Assistant from 2001-2003, with Sabrina Karras working from 2004-2006. Cheryl Brier has been with the program since August of 2006.

Ray, Dustin, and Matt all left to pursue careers in the sports industry. Otherwise, turnover has been high because staff are underpaid given the workload and responsibility that they have. Also, there is little to no room for career advancement in place, especially in Southern California where there are no other USF staff positions. Fasci is working with the University to address this problem of overworked, underpaid staff.

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, (b) a study abroad course to Asia, (c) manage an additional off-campus social event in the San Francisco and Southern California locations, (d) foster closer relationships with alumni and begin fundraising, (e) manage the Newsletter, (f) manage the student/faculty/contact database, and other things that arise. Additionally, a graduate assistant in Southern California would help with workload issues immensely.

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 in Cohorts 18-22 (San Francisco) and Cohorts 5S-6S (Southern California) consisted of 43% women, 6% African-American, 17% Asian, and 9% Hispanic.⁸ From 2001-2007, the program had international students from Australia, Brazil, Canada, China, Columbia, England, Germany, Greece, India, Indonesia, Ireland, Israel, Japan, Mexico, Netherlands, Portugal, Puerto Rico, Slovakia, South Korea, Spain, Sweden, Taiwan, Thailand, Trinidad and Tobago, Turkey, and South Africa, constituting 12% of the student body.

The full-time faculty consist of Rich Cellini (Asst. Prof) and Dan Rascher (Assoc. Prof) who are both Caucasian, Andrew Choi (Asst. Prof) who is Korean, and Jeremy Howell (Assoc. Prof) who is Welsh.

From academic years 2005-2007, twenty-nine (29) courses (of approximately 98) were taught by women. Two courses were taught by two different Hispanic women, two by an African-American man, one by a Chinese-American man, and one by an African-American woman.

Stan Fasci, Peggy O'Leary, Cheryl Brier and David Manning are all Caucasian.

Our student body and staff are very diverse. There is less diversity in our full-time faculty, but there has been diversity in our part-time faculty. When we had the opening that Andrew Choi filled, we tried extremely hard to promote candidates that were diverse, but there were not many of those candidates and those that did apply either did not submit complete applications or did not fit the academic areas in which we were searching. When we go out to hire another full-time faculty member, we will ensure that it is open to any qualified candidates and will work hard to look at diversity as a positive effect in and of itself. There are not as many women and other underrepresented persons in sport management, although that appears to be changing somewhat. We had the unique requirement that the person had to have substantial industry experience. Most applicants from all groups did not have this.

Andrew is interested in improving this area as well. One of the first steps taken was to invite visiting scholars (an established sport journalist and a prolific researcher) from Asia to interact with our students and broaden their global perspectives. This has also allowed him to build groundwork for a future Study Abroad Program in Asia. The proximity of USF across the Pacific to Asia can be an ideal destination for Asian students and scholars alike, and vice versa. With additional support in terms of logistics, funding, and coordination, we feel that an initiative like this would certainly cater to the needs of increasingly diverse group of our students. In addition, Andrew has already done a lot of academic and personal mentoring for many of our international students. We could create a position for him to formally introduce a program that will in turn recruit more culturally diverse student population and foster on-campus diversity.

Once students enter the program, there is not any evidence that underrepresented groups leave the program at rates that are different from represented groups. We have heard from one African-American student about three

⁸ Cohort 22 graduated in Dec. 2006.

years ago that she felt that there wasn't a faculty member for her to talk to or that the program was not representative enough. However, she did finish the program and is currently successful in the sports industry.

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 nearly \$36,000 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 financially. 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.

8.2 INTERNATIONALIZATION

Many International Issues are Covered in our Courses

The Sport Culture and Commerce course discusses the globalization of sport. The marketing course uses examples from international business. Some students have taken a study abroad course in Europe and transferred some of those units into the program. Students have opportunities in each course to individualize projects to specific interests. The Internship course often has students interning at international events like the Olympics. In addition, faculty have traveled to international sport management conferences and learned about issues with sport management that other countries face.

The program would like to launch a course (elective) that contains a study abroad element in Asia. There is not sufficient staff available to complete this project successfully. One of the first steps taken was to invite visiting scholars (an established sport journalist and a prolific researcher) from Asia to interact with our students and broaden their global perspectives. This has also allowed him to build groundwork for future Study Abroad Program in Asia. The proximity of USF across the Pacific to Asia can be ideal destination for Asian students and scholars alike, and vice versa. With additional support in terms of logistics, funding, and coordination, we feel that an initiative like this would certainly cater to the needs of increasingly diverse group of our students. In addition, Andrew has already done a lot of academic and personal mentoring for many of our international students. We could create a position for him to formally introduce a program that will in turn recruit more culturally diverse student population and foster on-campus diversity.

9.0 TECHNOLOGY AND INFORMATIONAL RESOURCES

9.1 TECHNOLOGY

In terms of technology, the lack of updated SPSS software packages on campus computers has been a continual problem for the program. Often, the licenses run out in the computer labs. Students use this software for Research Methods and in their Master's Project. The program could use more scanners that work, and it would be very helpful to have speedy scanners that would allow us to maintain many documents electronically and deliver them to students via Blackboard. The PC's that the faculty currently use should be considered for upgrades as well. In lieu of carrying old videotapes or even DVD's, some of our faculty store audio-visual files for class materials on their laptops. The technical specs and audiovisual functions on their laptops can be improved to better facilitate smoother and faster deliveries. The classroom in Southern California needs to be updated to a "smart" room. A significant technological gap that has been mentioned is the lack of a database that is integrated with the Internet, which would allow students and alumni to access it and update their information and search for others from any computer. Also, we use Blackboard as a program communication tool (not just for individual courses) for students and faculty.

Students learn to conduct basic statistical analysis in SPSS. In the accounting course and in the economics course, the students use MS Excel to create budgets and measure economic impact, respectively. Other courses require presentations. Some students opt to use PowerPoint for their presentation. Training for these skills takes place during class or students are expected to partner with someone who knows basic Excel (in the case of the economics class). Also, students in the Master's Project course need a program that helps them make poster presentations.

The technology used varies from course to course. Some professors have videos or DVDs that are watched by students. Others use the Internet during class, PowerPoint, Excel, and SPSS. In the economics course, the students use a stock portfolio management software (that was coincidentally developed by one of the adjunct faculty many years ago) to track their stock picks. They also use a baseball simulator that simulates owning a baseball team with all of the major decisions involved for an owner.

The program does not have a specific plan to increase the use of technology in the classroom. Each faculty member is free to teach in the most effective manner that he or she sees fit. A number of faculty videotape class presentations by students and/or guest speakers. The videotaping equipment is insufficient. The majority of faculty use PowerPoint as part of their presentation method. The full-time faculty use Blackboard to deliver course materials, and some use the discussion board. Many of the part-time faculty do the same. Some faculty use BB for quizzes. The program does not wish to offer distance learning courses.

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. Students use the physical library and the databases for many of their course papers. We have been able to get the library to buy some books for the Southern California location, but we believe that we have not fully spent our library budget.

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. Howell maintains his office with the ESS department. Fasci has an office. There is an adjunct faculty/student office in the same location that is used by adjuncts to prep class and hold office hours. Students use the same office to print materials and finish work prior to the night's class meeting. There are two computers in that office.

Most courses are taught in Lone Mountain in smart rooms. There are no formal research facilities where students and/or faculty can engage in outside-the-classroom group discussions with easy access to sport management literature. Most of the research carried out by the faculty does not require any special equipment other than computers and related software.

Current Facilities in Southern California

The program in Southern California has a centralized sitting area where students congregate and staff offices for O'Leary and Brier, additional space for adjunct faculty, and a computer lab for the students. There are some books made available to students. There is a main classroom near the offices. As mentioned above, it has the proper environment for a long, evening course, but the technology is lacking. A smart room set up would be better. The smaller classroom is designed for fewer students and is also lacking smart technology.

Most of the facilities meet the needs of the program. The landlords in Southern California have been resistant to having us upgrade the main classroom with smart features. We are continuing to explore this. The program is going to move into new office space on the main campus within the next year.

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 that 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 a qualified marketing expert (Choi) 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 recent surge in students attending doctoral programs in sport management and business, 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

The major 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. In 06/07, the program had 28 different adjunct faculty teach courses. Students expect high quality across the board, especially when paying nearly \$36,000 for their two-year degree. Many of the adjunct faculty do a very good job, but others fail. Seven (7) of those 28 adjunct faculty had never taught before. The adjunct faculty teach just about 2/3 of the courses – that's too much. Our student/FT teacher ratios are very high compared with the rest of USF.

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. It needs to be maintained using the web and allowing alumni and students to self-update and search.

A third weakness is the lack of extracurricular functions. These include ideas like a speaker series, student clubs, study abroad to Asia managed by the program (not by another school), 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 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.

Changes in Sport Management Field over Last Ten Years

There has been a slow 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 90 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, 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

Center or Institute: - Center for International Sport Management. The location of the University is a key comparative advantage with access to the Pacific and other international countries. San Francisco is also one of the most desired and culturally diverse cities in the world. We could amplify this advantage and build a niche for the global aspects of sport management. It could entail research, education, on-the-job training (internships), exchange programs, and a speaker series. These are many of the ideas that we have discussed, but all under one overarching center. Additionally, we could focus on innovation (again the Bay Area provides a comparative advantage here). This idea would require more faculty, staff, space, and funds.

Curriculum: There is no current plan to change the curriculum. However, there are areas of importance in sport management for which we do not have core courses (e.g., entrepreneurship, event management, facilities management). We do plan to get approved by NASSM, so changes with respect to that might take place. It appears that NASSM's new requirements for graduate programs allow programs to specialize and focus on certain areas – the requirements are more flexible as long as quality is high. One change will be to add a study abroad course to Asia. Also, try to add service learning opportunities in the elective courses. Some of this currently exists with one course managing the media aspect of ESPN's MotoX event.

Teaching courses in Southern California takes up a lot of extra time compared to teaching the same 3-unit course in San Francisco. It has caused some burnout among faculty who lose a lot of productivity during the time period teaching in Southern California. A plan needs to be developed to handle this. Some suggestions have included awarding more units for teaching that course, or higher pay, or some type of rotation of faculty teaching in Southern California.

Technology: We plan to upgrade our contact database to make it interactive on the web allowing for it to be more current and searchable. Dan Rascher would like to create a training program on SPSS for students in research methods and those pursuing master's projects. We would like to upgrade the main classroom in Southern California (and possibly the secondary classroom) with smart technology.

Facilities: The program in San Francisco will be moving within the next year to lower campus. In Southern California, we plan to make the main classroom a "smart" room. If our Center is approved, we would need space for that. The program is a year-round program with some courses meeting as early as January 2, and new cohorts beginning the week after the July 4th holiday. The University needs to do a better job of supporting our program (and others) that meet during the evening and at points on the calendar that are not contiguous with the rest of the University. Problems have included classrooms full of construction materials (or even one missing a roof), locked doors and no support around to help, closed dining services (even at 6pm) so students have no place to get food before class or during class breaks. Overall, what quality of classrooms do the best business schools have? Our program should strive to have these types of facilities available to our 180+ students.

Faculty Recruitment & Development: We need to hire at least two more full-time faculty. At the time of hiring Andrew Choi to be a FT faculty member, we essentially lost Jeremy Howell, except for him teaching six units (sometimes nine). Recruiting would focus on filling out other core classes including Business Development & Sales, Strategic Management, Accounting & Budgeting, Sport Law, Master's Project, Research Methods (if Andrew moves over to the business development course), and possibly a study abroad course. Also, we do not have full-time expertise in event or facilities management, sport law, accounting and budgeting, entrepreneurship, customer relationship management, human resources, or organizational behavior. These are all important areas within sport management.

Faculty development is being somewhat hindered by the maxed-out teaching load that they have. There are numerous seminars, conferences, and workshops that they can explore outside the academic circles, but the teaching schedule, together with the fact that each course meets only 6 to 8 times, often precludes us from missing one class to attend some of these development opportunities.

Extracurricular: We would like to add a speaker series, more social events, possibly student clubs, a study abroad course, and anything that will help connect our students to each other (across cohorts) and connect the alumni to the students. Another idea includes an annual dinner with an award presentation and lecture that recognizes the "Best Corporate Social Responsibility" sports organization, practice, or person in the industry. This ties the Sport Management Program closer to the Jesuit mission. Some of these could fall under the aforementioned Center.

Diversity Goals: If possible, the program would like to hire more diverse faculty and staff. It really depends upon the applicant pools. We plan to continue having a diverse set of students.

Governance: There is a debate in the program about how to fill O'Leary's position upon her retirement. An unanswered question is whether it would be possible to have that position teach a single course to the students in Southern California. Would it be a partial faculty position and staff position? Would there be enough time available to teach a course? In general, the current structure is very successful in managing a large master's program in two locations, but would a more consistent faculty presence benefit the students?

Core Objectives and Sequence of Action

ASAP: The core objective is to get a new FT faculty member for the 2009-2010 academic year (for us it begins in early July). This is the soonest it could take place. We need to get the approval asap. The second hire would depend on who is hired for the first one.

ASAP: It is important to immediately solve the database problem.

ASAP: Hire a staff member to manage the expansion of the program in terms of speaker series, social events, student clubs, study abroad course, newsletter, alumni, etc. Those processes would begin after the job is filled. Create the SPSS training module. This person may, instead, be the staff member who runs the aforementioned Center.

Later: Figure out how to fill O'Leary's position upon her retirement. Get NASSM approval.

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. We will continue to offer our unique evening program that allows students to work in sports full-time while in the program. If we were to add the MBA curriculum, we would have to increase the program to three years from two years. It is unclear whether that makes sense. If there are other places where a student can get an MBA in sport management, wouldn't we want to differentiate ourselves by offering an evening two-year program?

More competition on the west coast might take place, but there is not a lot of competition at this time. There is more competition in Southern California than in Northern California.

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.

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).

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 Sport Culture and Commerce (3 units)

Evaluation of the impact of late capitalism 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 within the global context of late capitalism.
- Develop interpretive techniques by which to analyze and critically evaluate current and future industry directions, opportunities and possibilities.
- 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)

Foundations of consumer behavior and sport marketing planning. Design and implementation of marketing plans. The integration of product, pricing, promotion, distribution, sales, sponsorship, advertising, and brand in the marketing of sport goods and services. Analysis of leagues, teams, events, properties, corporations, and manufacturers. The role of ethics in sport marketing.

- Acquire, recognize, and differentiate a working knowledge of the sports marketing industry and current trends.
- Recognize, discuss, and assess the role that marketing plays within a sports organization and the impact it has on the overall business.
- Recognize, discuss, and assess the principles of sports marketing including branding, integrated marketing, sponsorship, sales, licensing and athlete marketing.
- Gain practical experience in understanding and applying marketing principles to actual sports business cases through individual and group in-class exercises:
 - Sponsorship Contract Negotiations
 - Debate
- List, classify, and assess an overview of careers in sports marketing through direct interaction with professionals in the field.
- Demonstrate the ability to write a formal marketing plan including:
 - Mission Statement
 - Situation Analysis
 - Target Markets
 - Goals/Objectives
 - Strategies
 - Tactics
 - Measurement
 - Overall presentation and creative

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 (2 units)

This course offers 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 role of ethics in business development and sales will be discussed.

- Learn how to sell sports vs. other products & industries
- The art of "The Professional Sale"
- How senior management views sales
- Understanding different sales strategies
- Developing your own sales techniques
- Understanding how to prospect
- Learning how to "close"
- Understanding different inventories – Season Tickets, Suites, Sponsorships, etc.
- Identifying potential leads
- Understanding the client & the buyer/seller relationship
- Learning to get past gate keepers & finding the decision makers
- Thinking outside the sales box
- Positioning yourself as a valuable commodity
- Ability to create your own sales scripts

0121-603 Sport Law (3 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

- Sports & Sponsorship Marketing taught by Dave Almy & Andy Dallin, Principals of ADC Partners (sports business consultancy),
- Game Presentation & Entertainment in Sports taught by Joe Azzolina, Executive Director, Events and Promotions for the Golden State Warriors.
- Principles & Techniques of Fund Raising in Athletic Development taught by Tom Bowen, Director of Athletics, San Jose State University.
- Public Relations in Sport Management taught by Shana Daum, Director of Public Affairs and Community Relations, San Francisco Giants.
- Administrative Leadership in Intercollegiate Athletics taught by Bill Fusco, Director of Athletics, Sonoma State University.
- Corporate Sports Marketing taught by Marc Reeves, Account Director, IMG.
- Revenue Development in Sport Management taught by Mark Nagel, Sport Management Professor at Georgia State University.
- Sports on TV "Real" Reality Programming taught by Tom Pellack, Marketing Director, FOX Sports Net Bay Area.
- Sport Event Management & Operations taught by Ilisa Kessler, News Business Operations Manager, KGO-TV (ABC/Disney).
- Media & The Sport Industry taught by Rich Cellini, Assistant Professor, Sport Management, University of San Francisco.
- Sports Entrepreneurship taught by Gary Cavalli, Executive Director Emerald Bowl, President San Francisco Bowl Game Association.

A Sample of Electives Offered - Southern California Campus

- Public Relations in Sport Management taught by Dennis Bickmeier, President of Partnership Marketing and Communication Group.
- Applied Event Marketing and Management taught by Jack Caress, President of Pacific Sports, LLC.
- Administrative Leadership in Intercollegiate Athletics taught by Cliff Dochterman, Senior Associate Athletic Director, UC Riverside.
- Facilities Management taught by Brent Mater, Assistant Director of Operations, Arrowhead Pond of Anaheim.
- The Sport Business Start-up taught by Chris Pepe, Vice President of Premier Partnerships.
- Televised Sporting Events: Event Management & Design taught by Anthony Dittman, Assistant Director of Operations for ESPN Productions.
- The Business of Sport taught by Dan Barrett, President of Barrett Sports Group.

Sample Cohort Calendar

COHORT 26 (Tuesdays)

Start Date: January 9, 2007				Schedule Subject to Change	
Graduation: December 19, 2008					
MONTH	DAY	COURSE TITLE	MONTH	DAY	COURSE TITLE
2007			2008		
JANUARY	9	ORIENTATION	JANUARY	1	Holiday
	16	602 Leadership & Critical Thinking (3 units)		8	Holiday
	23	602 Leadership & Critical Thinking		15	612 Sport Marketing (3 units)
	30	602 Leadership & Critical Thinking		22	612 Sport Marketing
FEBRUARY	6	602 Leadership & Critical Thinking		29	612 Sport Marketing
	13	602 Leadership & Critical Thinking	FEBRUARY	5	612 Sport Marketing
	20	602 Leadership & Critical Thinking		12	612 Sport Marketing
	27	602 Leadership & Critical Thinking		19	612 Sport Marketing
MARCH	5	608 Internship in SM meeting #1 (Mon. meeting)		26	612 Sport Marketing
	13	Spring Recess	MON	3	612 Sport Marketing
	20	601 Sport, Culture, and Commerce (3 units)	MARCH	11	603 Sport Law (3 units)
	27	601 Sport, Culture, and Commerce		18	Spring Recess
APRIL	3	601 Sport, Culture, and Commerce		25	603 Sport Law
	10	601 Sport, Culture, and Commerce	APRIL	1	603 Sport Law
	17	601 Sport, Culture, and Commerce		8	603 Sport Law
	24	601 Sport, Culture, and Commerce		15	603 Sport Law
MAY	1	601 Sport, Culture, and Commerce		22	603 Sport Law
	8	601 Sport, Culture, and Commerce		29	608 Internship in SM meeting #4
	15	607 Accounting & Budgeting in Sport	MAY	6	605 Sports Business Research (3 units)
Mon	21	608 Internship in SM meeting #2		13	605 Sports Business Research
	22	607 Accounting & Budgeting in Sport (3 units)		20	605 Sports Business Research
	29	607 Accounting & Budgeting in Sport		27	605 Sports Business Research
JUNE	5	607 Accounting & Budgeting in Sport	JUNE	3	605 Sports Business Research
	12	607 Accounting & Budgeting in Sport		10	605 Sports Business Research
	19	607 Accounting & Budgeting in Sport		17	605 Sports Business Research
	26	Holiday		24	605 Sports Business Research
JULY	3	Holiday	JULY	1	Holiday
	10	604 Sport Economics & Finance (3 units)		8	Holiday
	17	604 Sport Economics & Finance		15	Holiday
	24	604 Sport Economics & Finance		22	Holiday
	31	604 Sport Economics & Finance		29	Holiday
AUGUST	7	604 Sport Economics & Finance	AUGUST	5	Holiday
	14	604 Sport Economics & Finance		12	690 Electives 1A, 1B (2 units)
	21	604 Sport Economics & Finance		19	690 Electives 1A, 1B
	28	604 Sport Economics & Finance		26	690 Electives 1A, 1B
SEPTEMBER	4	610 Business Development and Sales in Sport (2)	SEPTEMBER	2	690 Electives 1A, 1B
Mon	10	608 Internship in SM meeting #3 (4 units)		9	690 Electives 1A, 1B
	11	610 Business Development and Sales in Sport		16	690 Electives 1A, 1B
	18	610 Business Development and Sales in Sport		23	690/614 Electives 2A, 2B (2 units)
	25	610 Business Development and Sales in Sport		30	690/614 Electives 2A, 2B
OCTOBER	2	610 Business Development and Sales in Sport	OCTOBER	7	690/614 Electives 2A, 2B
	9	610 Business Development and Sales in Sport		14	690/614 Electives 2A, 2B
	16	606 Strategic Management in Sport (3 units)		21	690/614 Electives 2A, 2B
	23	606 Strategic Management in Sport		28	690/614 Electives 2A, 2B
	30	606 Strategic Management in Sport	NOVEMBER	4	690/614 Electives 3A, 3B (2 units)
NOVEMBER	6	606 Strategic Management in Sport		11	690/614 Electives 3A, 3B
	13	606 Strategic Management in Sport		18	690/614 Electives 3A, 3B
	20	Holiday		25	Holiday
	27	606 Strategic Management in Sport	DECEMBER	2	690/614 Electives 3A, 3B
DECEMBER	4	606 Strategic Management in Sport		9	690/614 Electives 3A, 3B
	11	606 Strategic Management in Sport		16	690/614 Electives 3A, 3B
	18	Holiday		19	Graduation Ceremony
	25	Holiday			

Spring 2007 - 6 units

Spring 2008 - 6 units

Summer 2007 - 6 units

Summer 2008 - 3 units

Fall 2007 - 9 units

Fall 2008 - 6 units

Appendix II

Bios

David Alioto

B.A., University of San Francisco

Mr. Alioto is in his 14th season with the Oakland Athletics and is the Vice President, Sales and Marketing. In his present position, Mr. Alioto oversees all areas of the A's marketing efforts, including advertising, ticket sales, corporate partnerships, merchandise, promotions, luxury suites, ticket services, spring training operations and sales. He has played an instrumental role in developing the team's nationally-acclaimed advertising, which has won best overall advertising the last three years at the National Sports Forum's Achievement Awards. In 2005, the A's had their fifth straight season of 2 million plus in attendance

Dave Almy

M.A., University of San Francisco

With over twelve years experience advising corporate clients, Mr. Almy provides expertise in successfully developing and guiding sponsorship-marketing strategies. He has experience with corporate clients including PeopleSoft, 24 Hour Fitness, the American Automobile Association, Pacific Bell, and many others. Prior to co-founding ADC Partners, Dave worked for a number of sponsorship-marketing agencies including MGO Marketing, The Wilkinson Group, and Greene Creative Services. Dave teaches the Sports and Sponsorship marketing elective.

Joe M. Azzolina

M.Ed., Temple University

Mr. Azzolina teaches the Game Presentation and Entertainment elective course in Northern California. He is currently Executive Director of Events and Promotions for the Golden State Warriors. He assisted in hosting the 2000 NBA All Star Game in Oakland. He has also worked with BASOC to bid for the 2012 Olympic Games and worked with the Lithuanian basketball team during their bronze medal run in Atlanta.

Jack Bair

JD, Yale Law School

Mr. Bair teaches in the area of legal issues in sports and fitness management. Mr. Bair is Senior Vice President and General Counsel for the San Francisco Giants. In that role, Mr. Bair oversees the team's legal matters and manages its relations with governmental entities. Mr. Bair was a key strategist and architect of the Giants plans to build a new ballpark in San Francisco. Prior to joining the Giants, Mr. Bair was a Deputy City Attorney for the city and county of San Francisco and practiced law with Farella, Braun & Martel.

Dan Barrett

M.B.A., University of Southern California

Mr. Barrett has over 16 years 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.

Keir J. Beadling

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

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 also 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.

Dennis Bickmeier

M.A., Ohio University

Mr. Bickmeier teaches the Public Relations in Sport Management course in Southern California. Dennis recently formed his own Marketing and Communications consulting business, Partnership Marketing and Communication Group, based in Anaheim Hills, California. The company specializes in strategic Sports Marketing and Public Relations initiatives for corporate sponsors, racing organizations and sports franchises. Previously, Dennis was the Director of Public Relations at the California Speedway where he was responsible for public relations planning and execution for a variety of motorsports events, including two NASCAR NEXTEL Cup Series races, the largest attended sporting events in the state. Before joining the California Speedway, Dennis served as the Manager of Community Relations for Anaheim Sports Inc., a subsidiary of the Walt Disney Corp.

Thomas Bowen

M.A., University of San Francisco

Mr. Bowen has taught the Principles and Techniques of Fund Raising in Athletic Development at several private colleges and public universities, both nationally and in the Bay Area. Mr. Bowen is currently the Athletic Director at San Jose State University and serves as the Executive Director of the 49ers Foundation. Prior to joining San Jose State, Bowen was the Director of Community Affairs for the San Francisco 49ers and prior to that Associate Athletic Director at the University of California, for external affairs & fundraising for Cal athletics. From 1995 through 2000, Mr. Bowen served as the Senior Associate Athletic Director for Saint Mary's College of Moraga. Before beginning a career in collegiate athletics, Tom Bowen served as the Athletic Director at De La Salle High school of Concord, from 1987 through 1995. Bowen began his career as the head football coach at Saint Mary's High school in Colorado Springs in 1985.

Joanne Campbell

M.A., University of San Francisco

Ms. Campbell is the Associate Director at the Koret Health and Recreation Center at the University of San Francisco. She is primarily responsible for facility scheduling and management, staffing, and marketing for the Center. Prior to her eight years at USF she worked at Skyline Junior College's Athletic Department, The City of San Bruno Parks and Recreation Department, and The University of California at Santa Barbara Rec Sports Department. Ms. Campbell received her BA in Communication with a minor in Sport Management from the University of California at Santa Barbara and received her MA in Sport and Fitness Management from the University of San Francisco.

Rich Campbell

Ph.D., University of Oregon

Dr. Campbell has taught Sport Business courses at the University of Oregon, St. Bonaventure University and CSU, Bakersfield. He is currently a member of the Marketing faculty at Sonoma State University. Rich also graduated with his Master's in Sport Management from the University of San Francisco in 1996. His research focuses on fan behavior and sponsorship evaluation. He teaches the Applied Business Research course in San Francisco.

Gary Cavalli

A.B., Stanford University

Mr. Cavalli is the Executive Director of the Emerald Bowl and President of the San Francisco Bowl Game Association, has a 30-year background in sports management and communications. He was the co-founder and Chief Executive Officer of the American Basketball League, a women's professional basketball league. He previously served as Sports Information Director and Associate Athletic Director at his alma mater, Stanford University. He has produced national sports programming, managed NCAA and international championship events, written over 200 newspaper and magazine articles, authored a book on Stanford Sports, and co-produced an award-winning documentary film on professional football, "Disposable Heroes." In his current role, Cavalli is responsible for the overall management of the bowl game, including team selection, conference affiliations, television and radio agreements, marketing, and operations. He is also the founder and President of Cavalli & Associates, a 22-year old marketing communications firm.

Richard Cellini

Ph.D., University of New Mexico

Dr. Cellini teaches the Leadership and Critical Thinking course at both campuses. He also serves as the Internship professor for The Master's Program. In addition to his work with the University, Dr. Cellini is also a play-by-play announcer. He has broadcast for ABC's college football, FOX's NFL Europe and Pac-10 basketball on Fox Sports Net.

J. Andrew Choi

Ph.D., University of Northern Colorado

Dr. Choi is an Assistant Professor at USF and teaches Sport Marketing and Business Research Methods at both campuses. Prior to coming back to the US to pursue his doctorate in Sport Management, Dr. Choi worked professionally for over 10 years in Asia. His previous posts include Regional Apparel Marketing Director for Nike Asia-Pacific Headquarters in Hong Kong and Brand Manager at the Coca-Cola Korea Company. As an entrepreneur, Dr. Choi founded Hoochoo Enov8, a sport marketing consulting firm whose clients have included Mercedes-Benz, Budweiser, LaCoste, and POSCO. He is also the founder of Hoochoo.com, a pioneering sport webzine in South Korea. Dr. Choi's research interests are sport sponsorship, brand management, and multicultural sport marketing. He publishes articles regularly in academic and industry journals, as well as in highly-regarded Korean print media.

Andy Dallin

B.A., Stanford University

Mr. Dallin brings 20 years experience in the sports business and corporate consulting fields. He has led projects at all levels of sports and entertainment, including major (NBA Memphis Grizzlies), minor (AAA baseball Sacramento River Cats), and amateur (NCAA Pete Newell Challenge). Additionally, his corporate consulting work has provided him the opportunity to support sponsorship initiatives at the American Automobile Association, PeopleSoft, Jelly Belly, the San Francisco Chronicle and BlueShield of California. As a former Director of Sales & Marketing for both major and minor league teams, he brings a unique, hands-on perspective to client work. Mr. Dallin will teach the Sports and Sponsorship Marketing elective course in Northern California.

Shana Daum

M.A., University of San Francisco

Ms. Daum teaches the Strategic Communications and Public Relations elective course in Northern California. She is the Director of Public Affairs and Community Relations for the San Francisco Giants and is primarily responsible for the public relations and media programs for the Giants and Pacific Bell Park. Prior to joining the Giants, Ms. Daum worked for the Golden State Warriors, San Jose Lasers of the American Basketball League and the San Francisco Spiders hockey team, as director of media and public relations. She has served as Senior Account Executive with Kearns & West Inc., a public affairs firm in San Francisco.

Jarrold J. Dillon

M.B.A., Sonoma State University

Mr. Dillon has guest lectured in undergraduate & graduate business and sports business classes for Sonoma State University, Dominican University of California, Cal State Bakersfield University & the University of Oregon. In 2004 his case study of an independent minor league baseball organization was published for use in college business courses. Mr. Dillon currently serves as the Director of Ticket Sales for the Oakland Raiders. Overseeing a team of ten Sales Representatives, as well as assisting in managing a team of seven Service Representatives, Mr. Dillon handles the daily training, coaching and strategizing of an effective Ticket Sales & Service Department. He had previously served as the Special Events Manager for the San Francisco Giants. In this position he oversaw all aspects of the Giants Special Events & Fundraising programs. Mr. Dillon has also worked as a Sales Executive for the San Francisco Giants handling Luxury Suite, Group and Season Ticket sales and as the Director of Group Sales with the Sonoma County Crushers of the Independent Western Baseball League.

Anthony Dittmann

B.A., San Diego State University

Anthony Dittmann received his BA in Communications from San Diego State University in 1997 and worked for the San Diego Chargers for one year after graduation. Mr. Dittmann is presently the Associate Director of Operations for ESPN Productions, Inc. and has been designing and producing events for ESPN on a fulltime basis for the last eight years. Events include all domestic based X Games (Winter and Summer), The ESPY Awards and other ESPN-owned events including the recent Impossible Jump in Las Vegas. Mr. Dittmann has vast event experience from the evolution and sheer magnitude of the X Games as it has blossomed into an international phenomenon with more than 5 events a year occurring overseas in cities such as Rio de Janeiro and Dubai. The X Games has received a National Gala Award for Best Achievement in Logistics and several Sports Emmy Awards. Mr. Dittmann is also an Adjunct Professor at the California State University, Long Beach Sport Management Graduate Program.

Cliff Dochterman

M.S., U.S. Sports Academy

Mr. Dochterman has a long and successful career in sport management. Currently, he is an Associate Athletics Director at UC Riverside and has been one of the primary architects of UC Riverside's move to NCAA Division I. Previously he has

held positions as General Manager of a minor league baseball team, where he was named "League Executive of the Year," Assistant to the General Manager of a World League of American Football franchise, Vice President of the San Diego Sockers, Association Athletic Director at UC Santa Barbara, and Administrative Assistant for Football Operations at both the University of Pacific and the University of Michigan. Mr. Dochterman attained his BS degree in communications from the University of Pacific and Master of Science in Sports Management from the United States Sports Academy.

Ben Drew

B.A., Occidental College

Mr. Drew teaches the Strategic Communication and Public Relations course in Northern California. Mr. Drew is a communications consultant, specializing in media relations, crisis communications and issues management. Prior to becoming a consultant, Mr. Drew was Vice President of Public Affairs for GCI Group, a worldwide public relations firm. His clients have included Nike, ChevronTexaco, Starbucks and the Coca-Cola Company. For Coca-Cola, he provided strategic counsel during the development of the Coca-Cola Fan Lot at Pacific Bell Park. Mr. Drew has led seminars on crisis communications for the University of California, Berkeley extension program. He also coaches high school basketball and baseball.

Roy Englebrecht

M.A., Northeastern Oklahoma State University

Roy Englebrecht is owner of Roy Englebrecht Promotions, California's third largest boxing promotions company. He created Fight Promoter University in early 2006 for people interested in becoming boxing promoters. Mr. Englebrecht is a minority owner in the recently purchased NBA D-League franchise for Anaheim, California. Englebrecht has been involved with minor league sports for the past 20 years, as a team owner and a member of the Board of Directors, of the California League Class A Rancho Cucamonga Quakes baseball team, and the Arena Football League Anaheim Piranhas. He also owns Sportscaster Camps of America, the leading sports broadcasting training school in America, now in its 22nd year, with over 2,200 sportscaster alumni. Prior to the formation of Roy Englebrecht Promotions in 1981, Roy spent seven years as Director of Promotions for the Los Angeles Lakers, Los Angeles Kings, and all Forum events.

Charles Faas

B.B.A., Siena College

Mr. Faas teaches the Accounting & Budgeting course. Mr. Faas is in his second year with Silicon Valley Sports (SVSE) and Entertainment as Executive Vice President and Chief Financial Officer. Charlie currently oversees all financial accounting and business operations of the San Jose Sharks (NHL), Cleveland Barons (AHL), and H.P. Pavilion at San Jose (concerts, family shows, and other events). He also was responsible for overseeing the financial matters SVSE Merchandise & Publishing, SAP Open (Tennis), SharksIce Skating/Hockey facilities in San Jose and Fremont. Prior to joining the Sharks, Charlie has spent 20 years in various financial management positions with IBM, Cadence Design Systems and Pharsight. He 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). Charlie has also completed the Executive Education program at UCLA's Anderson School.

Stan Fasci

Ed.D., University of San Diego

Dr. Fasci is the Director of Administration for the Sport Management Master's Program at the University of San Francisco's Northern and Southern California programs. He has served in administrative positions at University of San Diego, Boston College, St. Louis University, and Regis University. Stan is beginning his 12th year at USF and prior to joining the Sport Management Program he served as the Senior Associate Director for Graduate Admissions at the University. Stan is an active member of the National Association of Graduate Admission Professionals, and has served on its Board. He currently serves on the organization's marketing committee.

William J. Fusco

M.A., University of San Francisco

William J. Fusco has taught the Master's Project in Northern California and offers the Administrative Leadership in Intercollegiate Athletics elective course. He is the Director of Athletics at Sonoma State University. Mr. Fusco has extensive business experience as a CEO and management consultant and management experience as the Athletic Director at University of San Francisco, Dominican College and Sonoma State. He has served on the Executive Committee of the National Association of Collegiate Directors of Athletics (NACDA) and various NCAA regional and national committees. He is the past president of the NCAA Division II Athletic Directors Association.

Debra Gore-Mann

M.B.A., Stanford University

Ms. Gore-Mann teaches the Strategic Management course in Northern California. She recently joined the University of San Francisco as the Athletic Director, making her the first female Director of Athletics at USF. Prior to joining USF, she was the Senior Associate Athletic Director and Senior Women's Administrator at Stanford University. She played a key role in the Stanford Athletics program winning an unprecedented 12 consecutive Sports Academy Director's Cups. Ms. Gore-Mann also worked in the corporate sector for Bechtel Enterprises, Inc, Morgan Stanley & Co and Raychem Corp and served as a Broadcaster on various college and professional games for ESPN, Prime Ticket, BET Sports and Fox Sports Net.

Rob Halvaks

M.A., Ohio University

Mr. Halvaks teaches the Management and Organizational Leadership course in Southern California. He is Senior Associate Commissioner of the Big West Conference where his management duties include overseeing Big West Properties, the conference's Corporate Partners Program, championship event assets, and licensed products. 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.

Kimberlie Harmon

M.B.A., University of California, Berkeley

Ms. Harmon teaches the Foundations of Sport Business Research course in Southern California. She is the founder of the marketing research company, Listen Research. Her business experience spans a multitude of industries including high-tech, retail, consumer packaged goods, gaming and entertainment, consumer electronics, as well as computer hardware and software. Before starting Listen Research, Kim was with Electronic Arts and EA.com where she directed the internal marketing research function. She has also worked as the Director of Custom Research for the R.L. Polk Company where she moderated countless focus groups and one-on-one interviews to help national manufacturers and software publishers to bring new products to market.

Jeremy Howell

Ph.D., University of Illinois, Champaign-Urbana

Dr. Howell is an Associate Professor for the Sport Management Program and Chair of Exercise and Sport Science at USF. Dr. Howell teaches the Sport Culture and Commerce course at both campuses. He publishes widely on the effects of late capitalism on sport production, promotion and consumption practices, presenting his findings at major national and international conferences. Dr. Howell has extensive community and industry experience and serves as an advisor to a number of national and local organizations including Western Athletic Clubs Inc, Brian Boitano's Youth Skate Foundation, The Joy of Sports Foundation, and Senior Assisted Living, Inc. He is also on the editorial board of the *Journal of Sport & Social Issues*.

Ilisa Kessler

M.A., University of San Francisco

Ilisa Kessler has over 6 years experience in sport event management coupled with an additional 9 years of business management experience in broadcast and radio. Currently, Ilisa is 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.

Joann Klonowski

Ms. Klonowski is one of the top female executives in sports marketing and event management with more than 30 years of experience in the sports and entertainment industries. A versatile leader with an extensive background in sports franchises and event management, Klonowski has held executive positions in baseball, football, hockey, basketball, rugby, World Cup Soccer, and the Paralympic Games, generating over \$100 million in combined revenue during the last decade alone.

Camille Kraft (formerly Filardo)

Ed.D., University of Southern California

Dr. Kraft is currently, the Director of Academic Support Programs for Student-Athletes at Mt. San Jacinto College. Previously, she served as the Senior Woman Administrator and Compliance Coordinator for Sonoma State University, Assistant Athletic Director of Academic Services at Cal Poly, San Luis Obispo, Director of Academic Services for Student-

Athletes at Mount San Antonio College (LA), Assistant Director of Development at Cal Poly, Pomona, and as an athletic counselor at the University of Nebraska, Lincoln. She used to teach the Master's Project classes in Northern California and is now teaching the Master's Project class and Applied Business Research Methods class in Southern California.

Mike Lombardi

B.A., Hofstra University

Mr. Lombardi was most recently the Head of Player Personnel for the Oakland Raiders, responsible for all player evaluations, contracts, and football matters (and served as the personal liaison on football matters to the owners group). He previously served as Director of Player Personnel for the Philadelphia Eagles and Cleveland Browns. He has also spent time on CBS Sports as on-air talent for the Pre-Game Show, NFL Today, and as an area scout for the San Francisco 49ers.

Adam Lippard

M.A., Ohio University, School of Sports Administration and Facility Management

Mr. Lippard teaches Sports Marketing in Northern California. He is currently the Vice President at GMR Marketing and is responsible for the Visa U.S.A. Event and Sponsorship Marketing account in San Francisco. In 10-years in the sports marketing industry, Mr. Lippard has worked on all sides of the business, for teams (Orlando Magic, Miracle and Solar Bears), facilities (RDV Sportsplex), for a sports/entertainment internet ventures (ultimatebid.com, eBay) and for a global sports sponsor (Visa).

Brent Mater

B.A., California State University of Fullerton

Mr. Mater is currently the Assistant Director of Operations for the Arrowhead Pond of Anaheim. His tenure with the Arrowhead Pond began in 1997. His responsibilities include the day to day and event driven operational aspects of the building. Prior to coming to the Arrowhead Pond, Mr. Mater served as the Director of Operations for the Rancho Cucamonga Quakes, a minor league team for the San Diego Padres.

Joe McCormack

B.S., Providence College

Mr. McCormack teaches the Accounting and Budgeting in Sport course at the Southern California campus. Joe is beginning his thirteenth season as Senior Vice President and Chief Financial Officer of the Los Angeles Lakers and the Los Angeles Sparks. Joe's duties include responsibility for financial and strategic planning, human resources, risk management, information technology and player related matters. In the past, Joe has been involved in many areas of the sports and entertainment industry, including professional boxing, professional soccer, professional tennis, professional roller hockey, professional volleyball, concerts, arena management, and Pay-Per-View events.

Cindy McHale

B.A., University of California, Los Angeles

Ms. Mchale is currently the Event Development Manager for Macy's, where she secures partnerships and resources for Macy's signature events. Prior to joining Macy's, Cindy served as Corporate Sponsorship Manager for SFJAZZ, producer of the San Francisco Jazz Festival, Paralympic Promotions Manager for the Salt Lake 2002 Olympic and Paralympic Winter Games, Corporate Sponsorship Director for America True, Challenger to the America's Cup 2000 (First Co-Ed team to participate in the America's Cup and First team in history of the event to be led by a woman). Prior to that Cindy gained event experience at the Atlanta Committee for the Olympic Games, the W.B. Yeats Foundation in Atlanta, GA, World Cup USA 1994, and the Los Angeles Olympic Organizing Committee.

Scott McRoberts

M.A., University of San Francisco.

Mr. McRoberts is a graduate of USF Sports Management Program and former commencement speaker. He is currently serving as Chief Operating Officer for the 2008 San Francisco International Children's Games, an event sanctioned by the IOC. He is also working part-time in event sponsorship and execution at Van Dillen Partners. Scott has also worked on various events; as assistant tournament manager for the SAP Open tennis tournament in San Jose the past four years, Director of Staffing for the 2007 NCAA March Madness West Regionals in San Jose and Tournament Director for the 2007 Bay Area Senior Games. Scott began his career as Executive Director of the San Francisco Junior Tennis League and as National Director of Chapter Relations for First Serve Inc. He has also served as guest lecturer/speaker at Universities in both North America and the UK and is currently working on a textbook with Brock University Professors on Event Management to be published November 2007.

Mark Nagel

Ed.D., University of Northern Colorado

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 Womens' Basketball team from 1994-1997.

Gloria Nevarez

J.D., University of California, Berkeley

Ms. Nevarez teaches the Legal Aspects course in Northern California. She is the Associate Commissioner/SWA for the West Coast Conference. Nevarez serves as the contact for the women's basketball, baseball and men's and women's soccer coaches and compliance/governance matters. Nevarez is also the league contact the conference's SWAs, athletic trainers, and compliance directors. Ms. Nevarez is the former Assistant Athletic Director for Compliance and Legal Affairs at the University of California, Berkeley. Nevarez has a J.D. from Boalt Hall school of law from the University of California and is a graduate of the NCAA Fellows Program. Nevarez received her undergraduate degree from the University of Massachusetts, where she played for the women's basketball team. She is currently a member of the NCAA Management Council.

Peggy O'Leary

M.A., University of Southern California

Ms. O'Leary serves as the Senior Associate Director for the Southern California Sport Management Master's Program. Prior to joining USF, Peggy directed Strategic Initiatives at the University of Southern California's Marshall School of Business. She also served as the Special Assistant to the Dean of Admissions and Financial Aid at USC. Additionally, she taught home economics and physical education at the secondary level. Peggy is a volunteer for the Pasadena Tournament of Roses, and is a member of the USC Sports Business Association Advisory Board.

Tom Pellack

B.A., Ithaca College

Mr. Pellack teaches a course in Television Sports Marketing in San Francisco. He is currently the Director of Marketing of FOX Sports Net Bay Area. Throughout his career he has held various production and marketing positions at NBC Sports, Madison Square Garden Network and ESPN. He has won 10 Sports Emmy awards and 4 PROMAX awards recognizing excellence in television marketing and promotion.

Christopher Pepe

J.D., Villanova University

Mr. Pepe is currently Vice President of Global Sponsorships at Visa International. He was recently Vice President of Premier Partnerships. Chris is a former practicing attorney, who has made a career of assisting sports start-ups. In 1996, he was named a founding executive of Major League Soccer, and in 2001 joined Yahoo! (Sports) as a Director of their World Cup property. Chris has consulted with a multitude of business start-ups, including the San Francisco Giants Enterprises, Mavericks Surf Ventures, Evolve Sports, and COPIA. Chris brings a wealth of experience in working with entrepreneurs and the start-up sports market.

Daniel Rascher

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

Dr. Rascher is Associate Professor and Director of Academic Programs for the Sport Management Program at the University of San Francisco, where he has taught sports economics and finance, business research methods, and master's project. As President of SportsEconomics and as Affiliate at LECG, LLC, his clients have included organizations involved in the NFL, MLB, NBA, NHL, MLS, PGA, NCAA, AHL, sports media, minor league baseball, Formula One racing, CART, Premier League Football, local sports commissions, and various government agencies. He specializes in economics, finance, and business research and more specifically in industrial organization, market research, antitrust, M&As, valuation, economic impact, feasibility research, damages analysis, strategy, and labor issues in the sports industry. Dr. Rascher serves on the editorial boards of the *Journal of Sport Management*, *Sport Management Review*, *International Journal of Sport Finance*, and the *Journal of the Quantitative Analysis of Sports*.

Marc Reeves

J.D./M.B.A., Tulane University

Mr. Reeves is an Account Director with IMG. Since joining IMG, Marc has worked on the development and implementation of strategic sports and entertainment marketing initiatives for Wells Fargo, McDonald's, Intel, Target, and Sega, among others. He is currently responsible for day-to-day management of the 24-Hour Fitness Account. In addition, he is closely involved with the growth and development of emerging business units of IMG, including IMG Action Sports. Marc's previous work experience includes the NFL Players Association, where he advised players and agents on salary cap and marketing issues, Beveridge & Diamond, P.C., assisting with professional athlete management and ProServ (now SFX Sports), where he worked in the Tennis Client Management division. While at Tulane, Marc was the Associate Editor-in-Chief of the *Sports Lawyers Journal*.

Richard Rogers

B.A., UC Santa Barbara, C.P.A. from California State University, Hayward

Mr. Rogers has spent over 25 years in the sports and business world in a variety of roles. Having started his career at Arthur Andersen & Co in their Small Business Audit and Consulting practice he moved into the world of professional sports with the NBA's Golden State Warriors. While at the Warriors he held the roles of Controller, V.P. of Finance and Sr. V.P. of Marketing and Broadcasting. After leaving the Warriors he became President of the expansion I.H.L. franchise San Francisco Spider hockey team and helped launch its inaugural season. He has also held the position of President/Chief Marketing Director of Oakland Football Marketing Association and Sports Sales Director at the local Fox affiliate, KTVU. His most recent role was as VP/GM of the San Francisco and Monterey markets for Comcast Spotlight, heading up all sales and operations of the spot commercial sales arm of Comcast Cable.

Bryan Srabian

B.S., Santa Clara University

Bryan Srabian, B.S. Santa Clara University, is the Director of Marketing and Entertainment for the San Francisco Giants. He began his career with the Giants as an intern in the media relations department in 1995. His tenure with the Giants has taken him through the sponsorship, promotions, entertainment, and marketing departments. He has been involved with many key moments in Giants history, including the closing ceremonies of Candlestick Park, the Inaugural Opening of Pacific Bell Park (2000), and the 2002 World Series. Currently, Srabian is responsible for all of the entertainment at AT&T Park, and is part of the team bringing a high definition video board for the 2007 Season. Srabian is also part of the team that will be putting on the 2007 Major League All Star game this summer to San Francisco. Bryan teaches the Game Presentation and Entertainment in Sports elective.

Jim Taylor

Ph.D., University of Colorado

Dr. Taylor has worked with professional, world-class, junior, and age-group athletes in many sports for over 20 years. A former alpine ski racer who held a top-20 national ranking and competed internationally, Jim is a 2nd degree black belt and certified instructor in karate, a certified tennis coach, a marathon runner, and an Ironman triathlete. Jim is the author of eight books, has published over 400 articles in popular and professional publications, and has given more than 500 workshops and presentations throughout the North America and Europe.

Molly Taylor

M.B.A., The Anderson School at UCLA

Ms. Taylor is in her sixth season with the Angels and third as Vice President, Finance and Administration. Prior to her promotion, she spent three years as the Director of Finance for both the Angels and the Mighty Ducks of Anaheim. Molly oversees the financial operation of the Angels, including budgeting, accounting, planning, ticketing and payroll. She is also responsible for the office administration of the organization, including human resources and information services. Prior to her career in sports, Molly worked for the AtlanticRichfield Corporation (ARCO) in Los Angeles and Alaska, in roles that included financial and strategic planning, accounting and internal control, and began her career in auditing at Arthur Anderson & Co.

Maria J. Veri

Ph.D., University of Tennessee

Dr. Veri earned her doctorate in Cultural Studies in Education and has taught courses on sport and culture at the University of Tennessee, San Jose State University, CSU Hayward, and San Francisco State University. She teaches the Social Issues in Sport elective course and Master's Project course in Northern California. She has served in the Office of Academics and Student Life in the Women's Athletic Department at the University of Tennessee, and has published articles in *Quest* and

Women in Sport and Physical Activity Journal. Her research areas of interest include race, gender, and sport; sport and media; the intersections between sport and popular culture; and qualitative research methodology in critical sport studies. She is a co-founding member of the *Research Group for Studies in Sport and Physical Culture* at San Francisco State University.

Richard Walden

J.D., University of Texas, BA Texas Christian University.

Mr. Walden teaches the Legal Aspects course at both campuses. He has been a member of the California State Bar since 1983 and is a partner in the law firm of Saphier, Rein, & Walden in Los Angeles where his practice involves substantial transactional work and civil litigation, including sports, real estate and business matters. 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.

Appendix III
CVs and Résumés

Cheryl A. Brier

423 19th Street, Apt A
Huntington Beach, CA 92648

(617) 417-0166
cherylbrier@yahoo.com

Education & Affiliations

2002 – 2005, *Marketing Communications courses*, Emerson College, Boston, Massachusetts

1992 – 1994, AA, *Cum Laude, Fashion Design*, Endicott College, Beverly, Massachusetts

2006 – 2007, *Secretary*, Huntington Beach International Surf Museum

2005 – Present, *Member*, American Marketing Association, Boston, Massachusetts

2004 – Present, *Member*, National Sports Marketing Network, Boston, Massachusetts

Professional Experience

August 2006 – Present, **University of San Francisco**, Orange, California

As Program Assistant

- Serve as principal support for Senior Associate Director and Adjunct Faculty
- Manage Program office and budget
- Coordinate advertising placement for Southern California Program
- Update program website and program literature
- Assist Senior Associate Director with recruitment and admissions
- Create quarterly program newsletter
- Assist 70+ graduate students
- Coordinate new student orientation, graduation and social events

April 2005 – October 2005, **Harvard Business School**, Boston, Massachusetts

As Faculty Assistant

- Served as principal support for three professors in the Strategy Department
- Created expense reports, coordinated travel
- Managed calendars, coordinated meetings
- Updated internal/external web pages

Feb 2000 – March 2005, **New Balance Athletic Shoes**, Brighton, Massachusetts

As Apparel Product Developer

- Served as principal support liaison for Running Apparel Development Team
- Communicated specifications, including Tech Packs to international vendors and factories
- Managed Hangtag program, overseeing interdepartmental operations
- Utilized design software to update product specifications and reference to originals

As Marketing Administrative Assistant/Marketing Promotions Assistant

- Served as principal support for Marketing Department and Running Promotions Team
- Launched marketing campaigns for various New Balance Running programs
- Managed promotional events, coordinated personnel and ratified marketing copy and layouts
- Served as principal liaison for non-direct twenty-five-member marketing staff

1997 – 1999, *Assistant to Regional Finance Director*, **Rand Worldwide**, Wayland, Massachusetts

- Served as principal support to the Regional Finance Director
- Monitored inventory, generated purchase orders and reports, and fielded invoice inquiries
- Interacted with vendors to communicate product availability, cost and delivery schedules

Computer Experience

Microsoft Office (Word, Excel, PowerPoint), FileMaker Pro, Eudora, Visio, Serena Collage, FrontPage, Adobe Illustrator, AS 400, PDM

Rich Cellini, Ph.D.

Assistant Professor
Sport Management Program
Lone Mountain, Pacific Wing 120
(415) 422-6860 office
(415) 269-9385 cell
cellini@usfca.edu

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
Assistant Professor of Sport Management, 2002-current

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 - 2001 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 - Sales Analysis
- B.A./B.S. Course - Public Speaking

Current Teaching Responsibilities and Learning Outcomes

1. Continued to update and adjust the first class in the program, which I created, **Leadership and Critical Thinking in Sport Management, 0121-602-01 & 21, 3.0 units per class**. The first class began in August 2002. The first two sections instructed were Cohort 17 in Northern California and Cohort 4 in Southern California. Over the years I have continued to update the design, development and implementation for the first class in the Sport Management Program to maximize the benefit for the student. A brief breakdown of the class:
 - a. Class focus is on development of leadership and critical thinking skills necessary for success in the academic and professional workplace. Emphasis is placed on the analysis of strategic change and intelligent adaptation of industry trends. By the end of the course students must be able to think, write, speak and research as a professional.
 - b. Students must develop the skills necessary to conduct graduate/professional level research. One class project is to conduct research in the student's specific area of interest within the sports industry. Twelve article abstracts are required during the eight-week class to form the knowledge basis and begin the student's transformation from a sport fan to a industry professional. Each student does follow up research by conducting informational interviews with some of the most influential professionals in the sport industry. Students often find it beneficial to conduct multiple interviews. A sample of class interviewees include:
 - i. NFL Commissioner: Roger Goodell
 - ii. Pacific-10 Commissioner: Tom Hansen
 - iii. Kansas City Chiefs Owner: Lamar Hunt
 - iv. Golden State Warriors COO: Robert Rowell
 - v. San Francisco 49'ers Vice President: David Peart
 - vi. Oakland Athletics General Manager: Billy Beane
 - vii. SportsMark's Director of Marketing: Everett Jacobs
 - viii. San Francisco Giants CEO: Larry Baer
 - c. Students must also develop and display graduate level writing skills. During the eight-week course, in addition to the 20 article abstracts students must write four (4) mini-papers, four plus (4+) pages in length, a research paper of seven plus(7+) pages and a personal game plan for success that maps out a specific course of action to succeed in this highly competitive environment. Therefore, by the time each student has completed the **eight week** course they have written roughly 40 pages of graduate level work. With 36 students per cohort this equals between **1,440 pages of written work** for the professor to grade for each class instructed. I teach three of these classes each year, two during the summer semester, July to September and one each spring semester, January to March. Each class counts as 3.0 units
 - d. In order to achieve graduate/professional level speaking skills students give oral presentations in front of the class during each of the eight class meetings.

2. Throughout the course there is continued emphasis on a combination of theory and practical application in as it relates to each student's area of emphasis within the program.
 - a. The final aspect is focusing on career development, by having each class member conduct exploratory research related to their area of interest in the field of Sport Management. This research is then applied toward the first internship meeting (week eight in the program) where students map out a game plan to guide their efforts in obtaining internships and employment in the sport marketplace. The Game Plan is then discussed/evaluated and updated during subsequent internship meetings.
3. Continued the integration of USF's Library Resources into the first class by having Vicki Rosen, Head of Distance Learning Services and Regional Libraries, as part of the first class in San Francisco ***and*** Los Angeles to ensure students understand how to conduct graduate level research and use all of the Library Resources. This immediately increases the quality of the abstracts and mini-papers. Students also appreciate the individual attention from library services. Many students who attended larger Universities as an undergraduate comment how impressive it is to have a librarian give out a personal business card with a direct telephone number to assist their graduate research.
4. Continued the integration of the Career Services Center into the first course, worked with the Center to update and revise a Sport Management specific handbook of resume & cover letters to be distributed to all new students. Updated copies are also available for current students and alumni.
 - a. Updates to the 2006-2007 Career Services Handbook include:
 - i. Interviewing and salary negotiation techniques
 - ii. How to use references effectively
 - iii. How to research employers (e.g. read the annual report)
 - iv. How to network effectively
5. Continued to include alumni in the program through inviting them to participate in orientation dinners, internship meetings and attend social events.
6. Continued to monitor and update a system of posting and distributing internship postings from the industry sources to our students via e-mail in addition to fax and mail. Once a position is received the information is e-mailed out to all of our students from the program office on an immediate basis.
7. Assisted in the problem solving process, as deemed necessary by the Director of Academic programs, regarding the organization and updating of the new curriculum.
8. **Internship in Sport Management course, 0121-602-01 & 21, 4.0 units per class.**
 - a. During the program curriculum changes moved the start time for the internship course from the **end of the first year** of the program to the **end of the first class** in the program (the eight-week mark); moved class meeting number two to the four (4) month mark of the program, the third meeting to the one year (12 month) point in the program and added a fourth internship meeting at the 18 month mark of the program. This allows students to actively pursue internship opportunities over the entire length of the program and has also greatly increased the number of

internship hours completed. This also means I'm directly involved with them for their entire two years in the program.

- i. The first internship meeting takes place following the conclusion of the Leadership and Critical Thinking class, week eight in the program: This provides a smooth transition from the Leadership and Critical Thinking course to the Internship course. This also directly ties in with the students 'Game Plan' which they must submit in the Leadership and Critical Thinking course.
 - ii. The second internship meeting, the six month mark: This meeting provides students an opportunity to reassess the goals they had set at the beginning of the program and map out where they would like to put their focus for the next six months of the internship program. This meeting is also held with the cohort who is completing internship meeting number 4 so the older student's can share experiences with the younger ones and provide guidance and wisdom regarding the internship process.
 - iii. The third internship meeting, the one year (12 month) mark: This meeting provides students another opportunity to reassess the goals they had set a year ago and map out where they would like to put their focus for the next six months of the internship program.
 - iv. The final meeting, 18 month mark, allows students to complete the internship experience with a paper and presentation and put the focus on how to transition from an intern to a full time employee in the sport industry. This meeting is now held with the newest cohort to allow the older student's to share experiences with those who are just beginning the internship process.
 - v. Students also have the option of taking in IP in the course if they would like to pursue more internship opportunities during their time in the Sport Management Program. One concern was having to many students with IP's in the course. By holding extra class sessions from 5 to 6 p.m. on nights when students are scheduled to be on campus for electives, Tuesday or Wednesday, this potential problem has been avoided as the recent cohorts have finished the internship course by graduation.
- b. In teaching the internship class I essentially serve as the 'Career Service Center' for our 180+ current graduate students and continue to mentor several of them after graduation when they become alumni. Assisting their efforts to earn internship opportunities and help them make career decisions. I'm available to them on a continual basis (nights and weekends) often times returning calls while traveling to/from sports broadcasts across the country.
 - c. During my time as the internship professor the number of internships have increased from an average of one (1) internship per student to over 3.3 internship experiences per student. The number of hours required has increased from 120 to 160, and units earned has increased from 3.0 to 4.0. This change was made to better match the time and effort the

student's were putting forth in the sport industry. Since taking over the internship program the number of internships obtained by students has risen 230%. These numbers increased prior to raising the requirements.

- d. Prior to my appointment as the professor for the internship course it was a rare occasion for student's to fulfill internship hours outside of the San Francisco or Los Angeles Area. By providing the proper motivation, real life examples and sharing personal experience students now regularly travel across the country and in some instances internationally to search for the 'best learning experience.' A brief sample of the notable, recent long distance internship experiences include:
 - i. Jennine Aiello-AVP Pro Beach Volleyball
 - ii. Alex Cribbs-Pac-10 Women's Basketball Tournament
 - iii. Jason Weber-United States Olympic Committee, Colorado Springs
 - iv. Gabby Duno-Giants Community Fund
 - v. Joni Maybury-Super Bowl 38; San Diego
 - vi. Ryan Moore-NFL Europe; Scottish Claymores; Scotland
 - vii. Jessica Edwards-Tiger Woods Foundation (Tiger Jam); Las Vegas
 - viii. Mike Champion-Gravity Games; Cleveland, Ohio
 - ix. Tracy Baca-Super Bowl 39; Jacksonville
 - x. Jessica Ram-Chicago Bears Training Camp; Illinois
 - xi. Vanessa Reynolds-NYC 2012 Olympic Bid; New York
 - xii. Marisol Ortiz-Ironman Competition; Kona, Hawaii & Florida
 - xiii. Grant Parker-Major League Baseball Winter Meetings; Anaheim
 - xiv. Heather Jones-NFL Business Seminar-Chicago
 - xv. Kristy Morita-2004 Summer Olympic Games
 - xvi. Carly Peterson-Caribbean World Series
 - xvii. Jennifer Balch-Sports Business Journal Seminar; Newport Beach
 - xviii. Jenean Rombola-Major League Baseball Winter Meetings; New Orleans
 - xix. Jeff Gilbert-NFL Scouting Combine; Indianapolis, IN
 - e. Designed and implemented a method for tracking student internship experiences titled: Professional Experience Summary that students will fill out during internship meetings two three and four. All of the information gathered will be logged into the Sport Management database for future students to utilize and, hopefully, this will assist in the development of increased communication between Cohorts as current student's will contact alumni who have had internships in similar areas of interest.
9. Increased communication with students regarding the Internship class through telephone calls, memos, e-mail and personal class visits as class meets on an infrequent basis, only three times during the two-year program.
10. Media and the Sport Industry, 0121-690-01, 2.0 units. Learning outcomes for the course are:
- a. To discuss and analyze the various relationships between media and the sport industry.

- b. To review and become acquainted with the range of media functions and the necessary competencies to understand such functions within a sporting environment.
- c. To understand and be able to relate how and why media's decision making, politics and financial interests impact sport at the various levels.
- d. To understand and analyze the techniques employed by media and sport entities and evaluate their desirability and effectiveness.
- e. To analyze and understand the changing roles of media and sport and determine what cultural impact this may have on society in general.
- f. To analyze and understand the changing roles of media and what impact this may have on the sport industry and society in general.
- g. To discuss and analyze and apply previous learned theories in the sport management program (leadership, economics, marketing) apply previously gained knowledge of these to a variety of problems and situations facing the relationships between media and the sport industry.
- h. To analyze and discuss the various skills and traits of successful individuals and apply these to a variety of situations in the sport industry.
- i. To analyze and discuss the techniques employed by recognized successful people in the media and sport industry and evaluate their desirability and effectiveness.

Research

1. I enjoy evaluating the industry research and look forward to the day when a schedule allows me to conduct research.
2. To fulfill my graduate studies, I conducted two studies that were well received by university scholars. These studies provided me with great insight into the sport industry. One of the key components was to access industry leaders and apply scholarship and theories to real world applications. Notable dissertation committee members include:
 - a. Dr. Leon Griffin: Organizer of the 1983 NCAA Men's Basketball Final Four in Albuquerque, New Mexico. One of the key games in the history of College Basketball, often credited, along with the 1979 Championship contest, with raising the awareness of the game and elevating it to elite status.
 - b. Dr. Everett M. Rogers: A world famous communication scholar. His signature work: *A Diffusion of Innovations*, now in its fourth edition, is today the **second most cited book in the social sciences**.
 - c. Don McGuire: COO of The Golf Channel and former Vice President of Turner Sports served as a valuable link tying classroom theory and scholarly research to practical application in the sport industry. He also provided access to the largest, most influential names in the broadcast industry. The industry leaders helped define the operational definitions for the study.
3. My research history includes studies that tied together my areas of study and interest: sport management and communication.

- a. Doctorial Dissertation: Television's Coverage of Professional Football: Information versus Entertainment. The study was an attempt to determine the differences, if any, among the five networks that televised professional football regarding the amount of information and entertainment included in the broadcasts. A secondary problem was to determine the difference between broadcast and cable networks regarding the amount of information and entertainment included in the broadcasts.
- b. Master's Degree Thesis: A Content Analysis of the Language Used by Three Different Play-by-Play Announcers. In short, The play-by-play announcer and the color analyst are part of the production team responsible for keeping the television audience interested in the sporting event being broadcast so the maximum number of viewers will watch the sponsors' advertisements. The study content analyzed the language used by three different play-by-play announcers. The announcers were chosen from three different levels in the broadcasting profession—network, regional and local. The unit of analysis was each statement spoken by the announcer during the televised broadcast.

Service - University

1. Attended winter Master's Project Presentations for December graduation in San Francisco
2. Attended spring Master's Project Presentations for May Graduations in both Orange County and San Francisco.
3. Worked with the program directors to plan and support graduation.
4. Served as part of the platform party for the December Graduation Ceremonies.
5. Attended the Sport Management Graduate Reception.
6. Served as part of the platform party for the May Graduation Ceremonies.
7. Attended the Sport Management Graduation Reception in University Center.
8. Assisted in the planning and implementation of social events for faculty, student's and alumni.
9. Regularly hold office hours on class nights, Tuesday and Wednesday, even when not teaching class as our student's attend class throughout the year and the internship class is an ongoing process throughout the program.
10. Writing letters of recommendation for student's applying for internships or jobs.
11. Writing letters of recommendation for student's applying to Ph.D. or Law School.
12. Assisted the staff with story ideas, photos, student internship updates, alumni job updates for the Sport Management newsletter.
13. In addition to the hard copy, added the on-line version of the ***Sport Marketplace*** guide to the program offices, an invaluable resource to show student's the opportunities available in the Sport Management field.
14. Hold extra class sessions so students could present the final paper for the internship in sport management course. This ensures a higher graduation rate for the program.

Service - Professional

One area where I continue to add value to the Sport Management Program is 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 me 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 few years I have covered events **around the world** for networks such as **ESPN, ESPN2, ESPNU, The mtn. network, Fox Sports and Fox Sports Net.** In addition to the television work I also broadcast for **Sports USA Radio Network's** national coverage of college football and the NFL. For each NFL national radio broadcast between **4 and 5 million people** will have listened, in essence, give a 3 and a half hour long industry presentation. My 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.

1. Fox Sports coverage of NFL Europe, play-by-play announcer: F.C. Barcelona Dragons @ Frankfurt Galaxy, April 5, 2003. Available to a national audience via Fox Sports Digital Tier.
2. Fox Sports coverage of NFL Europe, play-by-play announcer: Berlin Thunder @ Scottish Claymores, April 6, 2003. Available to a national audience via Fox Sports Digital Tier.
3. Fox Sports coverage of NFL Europe, play-by-play announcer: Rhein Fire @ Berlin Thunder, April 13, 2003. Available to a national audience via Fox Sports Digital Tier.
4. Fox Sports coverage of NFL Europe, play-by-play announcer: Berlin Thunder @ Frankfurt Galaxy, April 19, 2003. Available to a national audience via Fox Sports Digital Tier.
5. ESPN's coverage of the College World Series Super Regional; The Road to Omaha; play-by-play announcer for Long Beach State University 49'ers @ Stanford University Cardinal. Available to a national cable audience via ESPN2, June 6-7, 2003.
6. Fox Sports Net, play-by-play announcer for college football: Oregon State University Beavers @ Fresno State University Bulldogs, September 5, 2003. Broadcast to a regional audience. Also available to a national audience via Fox Sports Digital Tier.
7. Fox Sports Net, play-by-play announcer for college football: University of New Mexico Lobos @ Washington State University Cougars, September 20, 2003. Broadcast to a regional audience. Also available to a national audience via Fox Sports Digital Tier.
8. Fox Sports Net, play-by-play announcer for college football: Oregon State University Beavers @ University of California Golden Bears, October 4, 2003. Broadcast to a regional audience. Also available to a national audience via Fox Sports Digital Tier.
9. Fox Sports Net, play-by-play announcer for college football: Montana State University Bobcats @ Weber State University Wildcats, October 18, 2003.

- Broadcast to a regional audience. Also available to a national audience via Fox Sports Digital Tier.
10. Fox Sports NFL Coverage, sideline reporter: Tampa Bay Buccaneers @ San Francisco 49'ers, October 19, 2003. Broadcast coverage area 70% of the United States. Also available to a national audience via Direct TV's NFL Game Plan.
 11. Fox Sports Net, play-by-play announcer for college football: University of Arizona Wildcats @ Oregon State University Beavers, November 1, 2003. Broadcast to a regional audience. Also available to a national audience via Fox Sports Digital Tier.
 12. Fox Sports Net, play-by-play announcer for college football: University of Montana Grizzlies @ Montana State University Beavers, November 1, 2003. Broadcast to a regional audience. Also available to a national audience via Fox Sports Digital Tier.
 13. ESPN's coverage of the College World Series Super Regional; The Road to Omaha; play-by-play announcer for Tulane University Green Wave @ California State University, Fullerton Titans. Available to a national cable audience via ESPN2, June 11-12, 2004.
 14. Fox Sports Net, play-by-play announcer for High School All-American Baseball Classic in Albuquerque, New Mexico. Broadcast to a National Audience, June 13, 2004.
 15. ESPN Game Plan, play-by-play announcer for college football: University of Nevada Wolf Pack @ San Diego State University Aztecs, September 26, 2004. Broadcast to a regional audience. Also available to a national cable audience via ESPN Game Plan.
 16. ESPN Game Plan, play-by-play announcer for college football: University of Nevada Wolf Pack @ University of Nevada Las Vegas Rebels, October 2, 2004. Broadcast to a regional audience. Also available to a national cable audience via ESPN Game Plan.
 17. ESPN Game Plan, play-by-play announcer for college football: University of Nevada Wolf Pack @ University of Hawaii Warriors, October 9, 2004. Broadcast to a regional audience. Also available to a national cable audience via ESPN Game Plan.
 18. Fox Sports Net, play-by-play announcer for women's college soccer: Arizona State University Sun Devils @ Stanford University Cardinal, October 17, 2004. Broadcast to a regional audience. Also available to a national audience via Fox Sports Digital Tier.
 19. ESPN Game Plan, play-by-play announcer for college football: San Jose State University Spartans @ University of Nevada Wolf Pack November 6, 2004. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
 20. ESPN Game Plan, play-by-play announcer for college football: University of Nevada Wolf Pack @ Southern Methodist University Mustangs, November 13, 2004. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
 21. ESPN Game Plan, play-by-play announcer for college football: University of Nevada Wolf Pack @ Fresno State University Bulldogs, November 20, 2004.

- Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
22. ESPN Game Plan, play-by-play announcer for college basketball: University of Nevada Wolf Pack @ University of Georgia Bulldogs, November 26, 2004. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
 23. Fox Sports Net, play-by-play announcer for college basketball: Santa Clara University Broncos @ St. Mary's Gales, January 15, 2005. Broadcast to a regional audience. Also available to a national audience via Fox Sports Digital Tier.
 24. ESPN Game Plan, play-by-play announcer for college basketball: University of Nevada Wolf Pack @ Rice University Owls, January 22, 2005. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
 25. ESPN Game Plan, play-by-play announcer for college basketball: Fresno State University Bulldogs @ University of Nevada Wolf Pack, January 29, 2005. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
 26. Fox Sports Net, play-by-play announcer for college basketball: Long Beach State University 49'ers @ University of the Pacific Tigers, February 5, 2005. Broadcast to a regional audience. Also available to a national audience via Fox Sports Digital Tier.
 27. ESPN Game Plan, play-by-play announcer for college basketball: University of Nevada Wolf Pack @ University of Texas at El Paso Miners, February 12, 2005. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
 28. ESPN's coverage of the West Coast Conference Basketball Tournament, play-by-play announcer for college basketball; University of Portland Pilots @ Santa Clara University Broncos, March 4, 2005. Available to a national cable audience via ESPNU.
 29. ESPN's coverage of the West Coast Conference Basketball Tournament, play-by-play announcer for college basketball; University of San Francisco Dons @ Santa Clara University Broncos, March 5, 2005. Available to a national cable audience via ESPNU.
 30. ESPN Game Plan, play-by-play announcer for college basketball: University of Nevada Wolf Pack @ San Jose State University Spartans, March 5, 2005. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
 31. ESPN Game Plan, play-by-play announcer for the Western Athletic Conference college basketball tournament: University of Texas at El Paso Miners vs. University of Hawaii Warriors, March 11, 2005. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
 32. ESPN Game Plan, play-by-play announcer for the Western Athletic Conference college basketball tournament: Rice University Owls vs. Southern Methodist Mustangs, March 11, 2005. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.

33. ESPN Game Plan, play-by-play announcer for the Western Athletic Conference college basketball tournament: Fresno State University Bulldogs vs. Louisiana Tech Bulldogs, March 11, 2005. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
34. ESPN Game Plan, play-by-play announcer for the Western Athletic Conference college basketball tournament: Boise State University Broncos vs. University of Nevada Wolf Pack, March 11, 2005. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
35. ESPN Game Plan, play-by-play announcer for the Western Athletic Conference college basketball tournament: University of Texas at El Paso Miners vs. Rice University Owls, March 12, 2005. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
36. ESPN Game Plan, play-by-play announcer for the Western Athletic Conference college basketball tournament: Boise State University Broncos vs. Fresno State Bulldogs, March 12, 2005. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
37. CSTV, play-by-play announcer for college volleyball: Brigham Young University Cougars @ Stanford University Cardinal, April 16, 2005. Broadcast to a national cable audience.
38. ESPN's coverage of the Mountain Pacific Sports Federation Women's Water Polo Championships, play-by-play announcer; University of California Golden Bears vs. University of Southern California Trojans, April 30, 2005. Available to a national cable audience via ESPNU.
39. ESPN's coverage of the Mountain Pacific Sports Federation Women's Water Polo Championships, play-by-play announcer; University of California Los Angeles Bruins vs. Stanford Cardinal, April 30, 2005. Available to a national cable audience via ESPNU.
40. Fox Sports Net, play-by-play announcer for college baseball: West Coast Conference Baseball Championships; Pepperdine University Waves @ Loyola Marymount University Lions, May 28, 2005. Broadcast to a regional audience. Also available to a national audience via Fox Sports Digital Tier.
41. Fox Sports Net, play-by-play announcer for college baseball: West Coast Conference Baseball Championships; Pepperdine University Waves @ Loyola Marymount University Lions, May 29, 2005. Broadcast to a regional audience. Also available to a national audience via Fox Sports Digital Tier.
42. Fox Sports Net, play-by-play announcer for college baseball: West Coast Conference Baseball Championships; Pepperdine University Waves @ Loyola Marymount University Lions, May 30, 2005. Broadcast to a regional audience. Also available to a national audience via Fox Sports Digital Tier.
43. ESPN's coverage of the College World Series Regional "The Road to Omaha" play-by-play announcer for the California State University, Fullerton Regional. Participating teams include: Harvard, University of Missouri, University of Arizona, Cal State Fullerton. Available to a national cable audience via ESPN2, June 4-6, 2005.
44. ESPN's coverage of the College World Series Super Regional "The Road to Omaha" play-by-play announcer for the University of Southern California vs.

- Oregon State Beavers. Available to a national cable audience via ESPN2, June 10-12, 2005.
45. Fox Sports Net, play-by-play announcer for college football: University of Idaho @ Washington State University, September 1, 2005. Broadcast to a Regional Audience. Also available to a national audience via Fox College Sports.
 46. ESPN Game Plan, play-by-play announcer for college football: University of Nevada Wolf Pack @ Colorado State University, September 24, 2005. Broadcast to a regional audience. Also available to a national cable audience via ESPN Game Plan.
 47. Sports USA Radio Network, broadcast team for college football: University of Florida @ University of Alabama, October 1, 2005. Broadcast to a national radio audience.
 48. Sports USA Radio Network, broadcast team for the NFL: Indianapolis Colts @ Tennessee Titans, October 2, 2005. Broadcast to a national audience.
 49. Sports USA Radio Network, broadcast team for the NFL: Indianapolis Colts @ San Francisco 49'ers, October 9, 2005. Broadcast to a national audience.
 50. ESPNU, play-by-play announcer for college basketball: University of Oregon's Midnight Madness, October 9, 2005. Broadcast to a national audience.
 51. Sports USA Radio Network, broadcast team for the NFL: New England Patriots @ Denver Broncos, October 16, 2005. Broadcast to a national audience.
 52. Sports USA Radio Network, play-by-play announcer for college football: Texas Tech Red Raiders @ Texas Longhorns, October 22, 2005. Broadcast to a national audience.
 53. Sports USA Radio Network, broadcast team for the NFL: Baltimore Ravens @ Chicago Bears, October 23, 2005. Broadcast to a national audience.
 54. ESPN Game Plan, play-by-play announcer for college football: University of Nevada Wolf Pack @ Boise State Broncos, October 29, 2005. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
 55. ESPN Game Plan, play-by-play announcer for college football: University of Hawaii @ University of Nevada Wolf Pack, November 5, 2005. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
 56. Fox Sports Net, play-by-play announcer for college football: University of Washington Huskies @ University of Arizona Wildcats. Broadcast to a regional audience. Also available to a national audience via Fox College Sports.
 57. ESPNU, play-by-play announcer for college basketball: University of Connecticut @ Pepperdine Waves, November 18, 2005. Broadcast to a national audience.
 58. ESPN Game Plan, play-by-play announcer for college football: University of Nevada Wolf Pack @ Utah State Aggies, November 19, 2005. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
 59. Sports USA Radio Network, broadcast team for the NFL: Tampa Bay Buccaneers @ Atlanta Falcons, November 20, 2005. Broadcast to a national audience.
 60. ESPN Game Plan, play-by-play announcer for college basketball: University of Nevada Wolf Pack @ University of Nevada Las Vegas, November 26, 2005.

- Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
61. ESPN Game Plan, play-by-play announcer for college basketball: University of Nevada Wolf Pack @ University of Pacific Tigers, December 3, 2005. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
 62. Fox Sports Net, play-by-play announcer for college basketball: University of Georgia Bulldogs @ University of Nevada Wolf Pack, December 21, 2006. Broadcast to a regional audience. Also available to a national audience via Fox College Sports.
 63. Sports USA Radio Network, broadcast team for the NFL: San Diego Chargers @ Kansas City Chiefs, December 24, 2005. Broadcast to a national audience.
 64. ESPN Game Plan, play-by-play announcer for college basketball: University of Nevada Wolf Pack @ St. Mary's Gales, December 31, 2005. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
 65. Sports USA Radio Network, broadcast team for the NFL: Washington Redskins @ Philadelphia Eagles, January 1, 2006. Broadcast to a national audience.
 66. ESPN Game Plan, play-by-play announcer for college basketball: University of Nevada Wolf Pack @ University of Hawaii Warriors, January 5, 2006. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
 67. ESPNU, play-by-play announcer for college basketball: Gonzaga University Bulldogs @ St. Mary's Gales, January 7, 2006. Broadcast to a national audience.
 68. ESPNU, play-by-play announcer for college basketball: Pepperdine Waves @ Gonzaga University Bulldogs, January 14, 2006. Broadcast to a national audience.
 69. ESPN Game Plan, play-by-play announcer for college basketball: University of Nevada Wolf Pack @ Boise State Broncos, January 26, 2006. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
 70. ESPNU, play-by-play announcer for college basketball: Stanford Cardinal @ UCLA Bruins, January 27, 2006. Broadcast to a national audience.
 71. ESPN Game Plan, play-by-play announcer for college basketball: University of Nevada Wolf Pack @ Louisiana Tech Bulldogs, February 2, 2006. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
 72. Fox Sports Net, play-by-play announcer for college basketball: Stanford University Cardinal @ Oregon State University Beavers, February 4, 2006. Broadcast to a regional audience. Also available to a national audience via Fox College Sports.
 73. ESPN Game Plan, play-by-play announcer for college basketball: University of Utah Utes @ San Diego State Aztecs, February 11, 2006. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
 74. CSTV, play-by-play announcer for college basketball: Louisiana Tech Bulldogs @ San Jose State Spartans, February 16, 2006. Broadcast to a national cable audience.
 75. ESPN Game Plan, play-by-play announcer for college basketball: University of Nevada Wolf Pack @ Utah State Aggies, February 25, 2006. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.

76. ESPNU, play-by-play announcer for college basketball: WCC Conference Tournament: Santa Clara Broncos vs. Pepperdine Waves, March 5, 2006. Broadcast to a national audience.
77. ESPN Game Plan, play-by-play announcer for college basketball, Western Athletic Conference Tournament: Boise State Broncos vs. Louisiana Tech Bulldogs, March 9, 2006. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
78. ESPN Game Plan, play-by-play announcer for college basketball, Western Athletic Conference Tournament: San Jose State Spartans vs. Utah State Aggies, March 9, 2006. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
79. ESPN Game Plan, play-by-play announcer for college basketball, Western Athletic Conference Tournament: University of Idaho Vandals vs. University of Nevada Wolf Pack, March 9, 2006. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
80. ESPN Game Plan, play-by-play announcer for college basketball, Western Athletic Conference Tournament: University of Hawaii Warriors vs. New Mexico State Aggies, March 9, 2006. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
81. ESPN Game Plan, play-by-play announcer for college basketball, Western Athletic Conference Tournament: Louisiana Tech Bulldogs vs. Utah State University Aggies, March 10, 2006. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
82. ESPN Game Plan, play-by-play announcer for college basketball, Western Athletic Conference Tournament: New Mexico State Aggies vs. University of Nevada Wolf Pack, March 10, 2006. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
83. CSTV, play-by-play announcer for college baseball: University of Hawaii Warriors @ Fresno State Bulldogs, April 8, 2006. Broadcast to a national cable audience.
84. Fox Sports Net, play-by-play announcer for college baseball: West Coast Conference Baseball Championships; Pepperdine University Waves @ University of San Francisco Dons, May 26, 2006. Broadcast to a regional audience. Also available to a national audience via Fox Sports Digital Tier.
85. Fox Sports Net, play-by-play announcer for college baseball: West Coast Conference Baseball Championships; Pepperdine University Waves @ University of San Francisco Dons, May 27, 2006. Broadcast to a regional audience. Also available to a national audience via Fox Sports Digital Tier.
86. Fox Sports Net, play-by-play announcer for college baseball: West Coast Conference Baseball Championships; Pepperdine University Waves @ University of San Francisco Dons, May 28, 2006. Broadcast to a regional audience. Also available to a national audience via Fox Sports Digital Tier.
87. Fox Sports Net, play-by-play announcer for college football: Eastern Washington University @ Oregon State University, August 31, 2006. Broadcast to a Regional Audience. Also available to a national audience via Fox College Sports.

88. The mtn. Network, play-by-play announcer for college football: Portland State University @ University of New Mexico, September 2, 2006. Broadcast to a regional audience.
89. The mtn. Network, play-by-play announcer for college football: Northern Arizona University @ University of Utah, September 9, 2006. Broadcast to a regional audience.
90. Sports USA Radio Network, sideline reporter for the NFL: San Francisco 49'ers @ Arizona Cardinals, September 10, 2006. Broadcast to a national audience.
91. The mtn. Network, play-by-play announcer for college football: University of Missouri @ University of New Mexico, September 16, 2006. Broadcast to a regional audience.
92. The mtn. Network, play-by-play announcer for college football: University of Utah @ San Diego State University, September 23, 2006. Broadcast to a regional audience.
93. The mtn. Network, play-by-play announcer for college football: University of Nevada @ University of Nevada, Las Vegas, September 30, 2006. Broadcast to a regional audience.
94. The mtn. Network, play-by-play announcer for college football: University of Nevada Las Vegas @ Colorado State University, October 7, 2006. Broadcast to a regional audience.
95. The mtn. Network, play-by-play announcer for college football: University of New Mexico @ University of Nevada, Las Vegas, October 14, 2006. Broadcast to a regional audience.
96. The mtn. Network, play-by-play announcer for college football: United States Air Force Academy @ San Diego State University, October 21, 2006. Broadcast to a regional audience.
97. Sports USA Radio Network, sideline reporter for the NFL: Minnesota Vikings @ Seattle Seahawks, October 22, 2006. Broadcast to a national audience.
98. The mtn. Network, play-by-play announcer for college football: University of Wyoming @ Texas Christian University, October 28, 2006. Broadcast to a regional audience.
99. The mtn. Network, play-by-play announcer for college football: San Diego State University @ University of Wyoming, November 4, 2006. Broadcast to a regional audience.
100. Sports USA Radio Network, sideline reporter for the NFL: Cleveland Browns @ San Diego Chargers, November 5, 2006. Broadcast to a national audience.
101. The mtn. Network, play-by-play announcer for college football: University of Nevada, Las Vegas @ San Diego State, November 1, 2006. Broadcast to a regional audience.
102. ESPNU, play-by-play announcer for college basketball: San Jose State University vs. Stanford University, November 14, 2006. Broadcast to a national audience.
103. ESPNU, play-by-play announcer for college basketball: Long Beach State University vs. San Jose State University, November 15, 2006. Broadcast to a national audience.

104. ESPNU, play-by-play announcer for college basketball: Air Force Academy vs. Stanford University, November 15, 2006. Broadcast to a national audience.
105. The mtn. Network, play-by-play announcer for college football: University of New Mexico @ Brigham Young University, November 18, 2006. Broadcast to a regional audience.
106. Sports USA Radio Network, sideline reporter for the NFL: Seattle Seahawks @ San Francisco 49'ers, November 19, 2006. Broadcast to a national audience.
107. The mtn. Network, play-by-play announcer for college football: Texas Christian University @ Colorado State University, November 25, 2006. Broadcast to a regional audience.
108. The mtn. Network, play-by-play announcer for college basketball: Weber State University @ University of Utah, November 29, 2006. Broadcast to a regional audience.
109. Sports USA Radio Network, sideline reporter for the NFL: Minnesota Vikings @ Chicago Bears, December 3, 2006. Broadcast to a national audience.
110. Sports USA Radio Network, sideline reporter for the NFL: Philadelphia Eagles @ New York Giants, December 17, 2006. Broadcast to a national audience.
111. Wolf Pack Sports Network, play-by-play announcer for college basketball: University of Nevada @ Akron University, December 22, 2006. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
112. Sports USA Radio Network, sideline reporter for the Sun Bowl: Oregon State University vs. University of Missouri. Broadcast to a national audience.
113. The mtn. Network, play-by-play announcer for college basketball: Lafayette College @ San Diego State University, December 30, 2006. Broadcast to a regional audience.
114. The mtn. Network, play-by-play announcer for college basketball: Colorado State University @ University of New Mexico, January 6, 2007. Broadcast to a regional audience.
115. ESPNU, play-by-play announcer for college basketball: Loyola Marymount University vs. University of Portland, January 8, 2007. Broadcast to a national audience.
116. The mtn. Network, play-by-play announcer for college basketball: Texas Christian University @ Brigham Young University, January 10, 2007. Broadcast to a regional audience.
117. Wolf Pack Sports Network, play-by-play announcer for college basketball: University of Nevada @ University of Hawaii, January 13, 2007. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
118. The mtn. Network, play-by-play announcer for college basketball: University of New Mexico @ San Diego State University, January 17, 2007. Broadcast to a regional audience.
119. Wolf Pack Sports Network, play-by-play announcer for college basketball: University of Nevada @ New Mexico State University, January 20, 2007.

- Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
120. The mtn. Network, play-by-play announcer for college basketball: University of New Mexico @ University of Nevada, Las Vegas, January 27, 2007. Broadcast to a regional audience.
 121. ESPNU, play-by-play announcer for college basketball: Pepperdine University vs. Santa Clara University, January 29, 2007. Broadcast to a national audience.
 122. The mtn. Network, play-by-play announcer for college basketball: University of Utah @ Texas Christian University, February 3, 2007. Broadcast to a regional audience.
 123. ESPNU, play-by-play announcer for college basketball: University of San Francisco vs. Santa Clara University, February 5, 2007. Broadcast to a national audience.
 124. The mtn. Network, play-by-play announcer for college basketball: Colorado State University @ University of Utah, February 7, 2007. Broadcast to a regional audience.
 125. Wolf Pack Sports Network, play-by-play announcer for college basketball: University of Nevada @ Fresno State University, February 8, 2007. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
 126. The mtn. Network, play-by-play announcer for college basketball: Air Force Academy @ University of New Mexico, February 10, 2007. Broadcast to a regional audience.
 127. ESPNU, play-by-play announcer for college basketball: Loyola Marymount University @ University of San Francisco, February 12, 2007. Broadcast to a national audience.
 128. The mtn. Network, play-by-play announcer for college basketball: University of New Mexico @ University of Utah, February 24, 2007. Broadcast to a regional audience.
 129. ESPNU, play-by-play announcer for college basketball: St. Mary's College @ Loyola Marymount University, February 12, 2007. Broadcast to a national audience.
 130. The mtn. Network, play-by-play announcer for college basketball: University of Wyoming @ Texas Christian University, February 28, 2007. Broadcast to a regional audience.
 131. Wolf Pack Sports Network, play-by-play announcer for college basketball: University of Nevada @ Utah State University, March 1, 2007. Broadcast to a regional audience. Also available to a national audience via ESPN Game Plan.
 132. ESPNU, play-by-play announcer for college basketball: West Coast Conference Tournament, First Round Game, March 2, 2007. Broadcast to a national audience.
 133. The mtn. Network, play-by-play announcer for college basketball: Texas Christian University @ San Diego State University, March 3, 2007. Broadcast to a regional audience.
 134. ESPNU, play-by-play announcer for college basketball: Big West Tournament, Semi-Finals, March 9, 2007. Broadcast to a national audience.

135. Fox Sports Net, play-by-play announcer for arena football league: Los Angeles Avengers @ San Jose SaberCats, April 21, 2007. Broadcast to a regional audience.
136. The mtn. Network, play-by-play announcer for college softball: University of New Mexico @ San Diego State University, April 27, 2007. Broadcast to a regional audience.
137. Fox Sports Net, play-by-play announcer for the Arena Football League: Orlando Predators @ San Jose SaberCats, June 1, 2007. Broadcast to a regional audience.

JOON-SEO ANDREW CHOI, Ph.D.

Tel 415.422.5240

Fax 415.422.6267

Email jachoi@usfca.edu

EDUCATION

B.A., French, **University of Pennsylvania**, 1987-1991

M.A. French Studies, **New York University**, 1991-1993

Ph.D. Sport Management, **University of Northern Colorado**, 2003-2006

EMPLOYMENT

University of San Francisco (USF)

San Francisco, CA

Assistant Professor of Graduate Sport Management Program, **2006 – Present**

- Sport Marketing (Graduate Course)
- Sport Business Research Methods (Graduate Course)
- Master's Project/Thesis (Graduate Course)
- Sales & Business Development (Graduate Course) – beginning Fall 2008

University of Northern Colorado

Greeley, CO

Graduate Student Director – Sport Marketing Research Institute, **2004-2006**

- Operated PR Booth at the 2nd Annual Sport Marketing Association Conference (Memphis, TN)
- Developed Alumni Directory for the Sport Management Program
- Funded research projects include: *USA Taekwondo Fan Study, Colorado Eagles Fan Satisfaction Study, Economic Impact Study of Thunder in the Rockies, Denver Nuggets Season Ticket Holder Study.*

Instructor – Sport Management Program, 2004-2006

- SES 114 (Golf), SES 300 (Fitness Management), SES 576 (Sport Marketing and Promotion), SES 676 (Sport PR), SRM 650 (Colloquium in Research and Statistics).

Hoochoo Enov8, Inc.

Seoul, South Korea

Founder and President,

1999-2003

- Founded Hoochoo.com, a pioneering sports webzine/community whose contents were syndicated in more than ten web portals and media channels.
- Provided strategic sports marketing consulting to clients that included – Budweiser, LaCoste, Mercedes-Benz, POSCO, FIFA SOS Village, and Chaboom Soccer Clinic.
- Served various national team athletes and coaches in online marketing and PR strategies.

Nike International, Inc.

Hong Kong, China

Asia-Pacific Regional Apparel Marketing Director,

1997-1999

- Managed and consulted over 10 markets in Asia with various seasonal apparel marketing initiatives.
- Introduced Nike Branded Athletic (BA) Integrated Marketing Campaign in the region.
- Partook in the introduction of the Nike Alpha Project in the region.
- Member of the Integrated Marketing Communication Team for the 2000 Sydney Olympics.
- Launched 1998 France World Cup Uniform Package for the Korean National Soccer Team.

Coca-Cola Korea Company, Inc.
Brand Manager -POWERRaDE

Seoul, South Korea
1994-1997

- Launched the brand POWERRaDE in Korea for the first time in 1995.
- Negotiated for, finalized, and managed the exclusive sponsorship deal between POWERRaDE and Korean Football Association (KFA) which contributed to dramatic increase in brand awareness and authentication during the regional qualifiers of and the 1998 FIFA World Cup in France.
- Co-chaired the Nike-POWERRaDE 3-on-3 Basketball Tour for 3 years.
- Activated POWERRaDE-Korean Basketball League (KBL) Sponsorship – advertising, PR, retail and sales promos, in-game promos, and on-site events.
- Other positions held: Key Account Sales Manager for Burger King, Hardee's, Pizza Hut, 7-Eleven.

GRANTS, HONORS, AND AWARDS

- 2007 Faculty Development Fund (\$3,000) from College of Arts and Sciences, USF.
2006 Faculty Development Fund (\$1,175) from College of Arts and Sciences, USF
2005 Research Grant (\$50,000) from LG Electronics for the development of sponsorship filtering and evaluation models.
2004 Graduate Student Research Fund (\$1,000)
2003 Graduate Student Diversity Scholarship (\$2,000)

INTELLECTUAL CONTRIBUTIONS

Peer Reviewed Publications

Park, S. R., Tomasini, N., Choi, J.A., & Draves, P. R. (2007). To market real life sport games through sports video games: A preliminary study on causal relationships among sport video game interest and sport game interest. *International Journal of Sport Management*, 8(3), 347-357.

Choi, J. A. (in review). Connecting China and the Olympics: The case study of Virtual Olympic Torch Relay by Coca-Cola China Company. Paper submitted to *International Journal of Sports Marketing & Sponsorship*.

Choi, J. A. (in writing). The impact of ethnic diversity on the Ladies Professional Golf Association (LPGA): A case study of Anheuser-Busch and its sponsorship objectives and strategies. To be submitted to *Sport Marketing Quarterly*.

Choi, J. A. & Drayer, J. (in writing). What have you done for me lately in fantasy sport? An investigation of the shift in allegiance from the traditional locale-based franchise to the current roster of fantasy league players. To be submitted to *Journal of Sport Management*.

Park, S. R., Draves, P., & Choi, J. A. (in review). "Visual Signs/Logo-Identify in the major sporting venue: Tropicana Field." Paper submitted to *International Journal of Sport Management*

Choi, J. A., Stotlar, D. K., & Park, S. R. (2006). "Visual Ethnography of On-site Sport Sponsorship Activation: LG Action Sports Championship." *Sport Marketing Quarterly*, 15(2), 71-79.

Non Peer Reviewed Publications

Choi, J.A. (2007). An Interview with David Brooks, General Manager of the Beijing Olympics for Coca Cola China. *International Journal of Sport Finance*, 3, 3-7.

Choi, J.A. (2006). "Sports Agencies in South Korea". Book Chapter in *Korean Sport Industry*. The Seoul Olympic Sports Promotion Foundation, Seoul, Korea.

Choi, J.A. (2006, May 22). Sport journalism in the US. *Sports 2.0*. Inaugural issue.

Choi, J.A. (2006, May). Painful memories of the FIFA World Cup – An examination of the global sport rehab industry. *Sport Business*. Vol. 58.

Choi, J.A. (2006, April 24). Dark horse in the FIFA World Cup Advertising War. *Sports Seoul.Com*.

Choi, J.A. (2006, April 17). New cultural code for sports fans in Korea. *Sports Seoul.Com*.

Choi, J.A. (2006, April 15). A star in my heart – Hwang, Sun Hong (former striker for the Korean National Soccer team). *Cho Sun Il Bo*. pp.A23.

Choi, J.A. (2004, May). Denver Nuggets Fan Survey Report. Research report presented to the Denver Nuggets Direct Response Marketing Team.

Stotlar, D.K. & Choi, J.A. (2004 October). Development of Pre and Post Sponsorship Evaluation Protocols. Research and development report presented to the LG Electronics International PR Team.

Conference Presentations and Speaking Engagements

"What drives the baby-boomer athletes? An empirical study of the participant motivations from the 2007 Bay Area Senior Games." Presented with Roger Park at *Sport Marketing Association Conference* in November 2007.

"Using Best-Worst Scaling in Sponsorship Selection: The Case of LG Electronics." Presented with David K. Stotlar and Roger Park at *North American Society for Sport Management (NASSM) Conference* in June 2007.

"The impact of ethnic diversity in the LPGA: A case study of Anheuser-Busch and its sponsorship objectives and strategies" with David K. Stotlar. Presented at *the Sport Marketing Association Conference*. Nov 2006.

"Visual ethnography of on-site sport sponsorship activation: LG action Sports Championship" with David K. Stotlar and R.S. Park. Presented at *Sport Marketing Association Conference* in Nov 2005.

"Impact of an NBA lottery-pick in multi-game ticket sales" with David K. Stotlar. Presented at *Sport Marketing Association Conference* in Nov 2004.

SERVICE

JUMA Ventures

Jan 2008 – Present

- In collaboration with this local, non-profit organization on developing marketing plan for empowering youth to make successful transitions to independence in adulthood.

Development Committee of the Board of Trustees

Aug 2007 – Present

- Served as a Faculty Representative of the University of San Francisco
- Actively engaged in discussions for the University fund-raising campaign, branding initiatives, and other essential decision-making processes in the governance of the University.

Sponsorship of three Visiting Researcher from South Korea

June 2007 - Present

- Organized guest lectures for Sport Management graduate students to benefit from Mr.Kang's experiences and expertise in international sporting events' media and marketing coverage
- Continuously seeking inter-disciplinary research opportunities with Media Studies and Pacific Rim Institute at USF.
- Mr. Kang, Ho Chul, an established sport journalist from South Korea, has been at USF since June 2007 to conduct his research on sport marketing and media.
- Dr. Kang, Joon Ho, an Associate Professor in Sport Marketing from Seoul National University, will be coming to USF in December 2007 to conduct his research on various sport marketing issues.

San Francisco Giants Asian-American Marketing Research

May 2007

- A community service project to study Asian-American fans during the Asian-American Heritage Week at the AT&T Park.
- Invited 5 Sport Management graduate students to experience first-hand, real-world sport marketing research opportunity.
- A research report to be produced for the SF Giants.

KQED Public Radio – “Pacific Time” interview titled, “Baseball Teams Hope Asians on the Field Will Lure Asians to the Stands”, was broadcast on May 24, 2007.

2007 Bay Area Senior Games Voluntary Research Project,

Jan 2007 – present

- A community service project that produced preliminary insights on the lifestyle and motivations among the participants of the Bay Area Senior Games.
- Invited 13 Sport Management graduate students in the Sport Management Program to be involved in a real-life research project.
- Produced a report that outlines key sponsorship strategies to the Bay Area Sports Organizing Committee (BASOC).
- Designated a group of graduate students to generate a viable marketing plan for BASOC and some student-ideas were actually implemented by BASOC in Sep 2007.
- Continue to support with development of marketing plans from USF Sport Management marketing students on an on-going basis.

Faculty Advisor

- USF Korean Student Association

2006 – present

Guest speaker

- "A Glance at Real World Marketing – What is Sport Marketing?". Presented at *American Marketing Association – USF Chapter* April 2007
- “How to measure Return-on-Investment (ROI) for sport sponsors?”. Presented at *American Marketing Association – San Francisco chapter.* Nov 2006.

Review Panel

June 2006

- Abstract Reviewer for the 4th Annual Sport Marketing Association Conference in Denver, CO.

PROFESSIONAL AFFILIATIONS

North American Society for Sport Management (NASSM)

Sport Marketing Association (SMA)

Korean Society for Sport Management (KSSM)

Stanley D. Fasci
47 Seward Street, # 5
San Francisco, CA 94114
Telephone: 415-703-0545 (home)
415-422-2578 (office)
fasci@usfca.edu

EDUCATION

University of San Diego, Ed.D. in Leadership

Boston College, M.A. in Counseling

St. Louis University, M.A. in Higher Education Administration

PROFESSIONAL EXPERIENCE

Director of Administration

Sport Management Master's Program, University of San Francisco, 2001 – present

- Manage the admissions, marketing, budget and student services of the Northern and Southern California Programs.
- Work in collaboration with the Director of Academic Programs to provide assistance and support in academic issues and support to the faculty.
- Supervise the Senior Associate Director, support staff and office operations for the program.
- Perform extensive and successful administrative, supervisory, website creation and maintenance.
- Initiate, develop and oversee all marketing publications and outreach materials.
- Developed more direct outreach and recruitment of diverse graduate student prospects through national and international marketing strategies. These initiatives have resulted in an increase in application numbers and higher GPA's of accepted students.
- Supervise the processing, evaluation and application decisions for both the Northern and Southern California Programs.
- Demonstrate commitment to student success and agency through counseling, resource education and referral; on behalf of students, collaborated with such offices as Graduate Admission, Student Disability Services, Judicial Affairs, Counseling Center, Learning and Writing Center, Financial Aid, and International Student Services.
- Represent the Program at information meetings, open houses, and graduate college fairs. Develop and provide program information to perspective applicants. Interview applicants who visit the University and facilitate all arrangements for their visit.
- Monitor the academic progress of students, and provide academic counseling in relation to their academic status. Meet with all students for regular academic advising appointments.
- Manage alumni tracking and alumni services. Provide career counseling to alumni as well as students.
- Coordinate student/alumni events, including student-faculty socials.
- Initiate, design, and develop communications and publications for the program, including program overviews, student handbooks, program newsletters, and website construction and maintenance.
- Administer and maintain scholarships and financial aid resources on a continual basis.
- Serve as a member of the University Graduate Admissions Council. Serve at the request of the Dean on other University Ad Hoc Committees.
- Active member of the National Association of Graduate Admissions Professionals and have served as a Board member. Currently serve on the organization's marketing committee.

Associate Director

Sports & Fitness Management Master's Program, University of San Francisco, 1999 - 2001

- Collaborated with the Director to develop, organize, and implement the launch of the Southern California Program in Orange, CA as well as admitting a new January student cohort group in Northern California.
- Assistant Professor, taught the Internship in Sports & Fitness Management course for Northern California cohorts.
- Managed and supported the operational aspects of the Internship Program for Northern California and developed the Internship Program for Southern California.
- Directed the building and maintenance of a proprietary database of Northern California and Southern California professional leaders in the sport industry.
- Directed and facilitated relations with faculty, internal university constituencies and external constituencies for the Northern California and Southern California Programs.
- Developed and implemented a national recruiting and outreach plan. Results included new print and radio ads, and website outreach including GraduateSchools.com. Created a poster sent out to all Division I Universities. Additionally developed and scheduled Program information meetings throughout California and inaugurated an advertising plan for these meetings.
- Developed career placement services for the program in concert with the University Career Services Office.
- Monitored the academic progress of students and provided academic counseling in relation to their academic status.
- Collaborated with and supported the Program Director in meeting with prospects, holding admission applicant interview meetings, reading admission files and making admission decisions.

Senior Associate Director

Graduate Admissions, University of San Francisco, 1994 – 1999

- Developed the newly created position of graduate admissions director. Collaborated with graduate deans and advisors on strategic issues relating to admission, marketing, and enrollment planning. These efforts resulted in a significant increase in prospects, applicants, and enrollment of graduate students at the University.
- Designed, edited, and produced new promotional materials for a variety of specific programs as well as the general teaser, graduate applications, program flyers and financial aid flyer.
- Initiated and directed the creation of a graduate web page site. Developed an on-line reply card. A significant increase in graduate applications from the web inquires was documented in the first year.
- Developed and implemented short-term marketing plans for the general outreach for the six colleges and professional schools, and some select graduate programs in the College of Arts and Sciences, School of Education, and the School of Nursing.
- Initiated graduate outreach efforts through open houses, information meetings, publications, print advertising, direct mail campaigns, in-house mail campaigns, and follow-up mailings.
- Directed, monitored, and coordinated the application processing for the graduate schools of Arts & Sciences, Business, Education, Nursing, and Professional Studies.
- Assisted the Director as senior officer in numerous operational activities regarding admissions, recruitment, budgeting, staffing, campus outreach, and office operations.

Faculty Lecturer, School of Education**Supervisor, Graduate Counseling Interns**

University of San Diego, 1992 – 1994

- Instructor for Counseling Seminar class for graduate students at the Master's level of studies.
- Supervised and evaluated graduate counseling interns in a variety of practicum settings throughout metropolitan San Diego.

Assistant Director of Admissions

St. Louis University, 1987 – 1988

- Directed and coordinated travel and visitation programs to regional and national sites.
- Monitored and reviewed applications and registration process for student population.
- Redesigned, developed, and managed the annual Admissions Open House, Evaluations and feedback indicated 90% of the 1500 participants were strongly satisfied with all program events.
- Evaluated and assessed student records during the admissions selection process.

Admissions Counselor

Regis University, Denver, CO, 1986 - 1987

- Represented the University at high school visits and college programs throughout the U.S. A significant increase in enrolled students was observed in the geographic areas covered.
- Responsible for interviews, evaluations, and selection of applied students.
- Formulated and directed new marketing strategies for the Campus Visitation Program.

Assistant Dean for Student Services

Regis University, Denver, CO, 1984 – 1986

- Organized and administered University Student Volunteer Program that combined community service and academic credit. Results included an increased number in the diversity of site locations and establishment of a reflective component for the program.
- Administered all aspects of residence life as a University Residence Hall Director. Decreased disciplinary problems by 30% through training, program planning, and community-building strategies.

PROFESSIONAL DEVELOPMENT

- **National Association of Graduate Admissions Professionals (NAGAP)**
Local arrangements chair for the National Conference in San Francisco, 1996. Vice Chair of the National Conference, San Antonio, 1998. Chair of the National Conference, Seattle, 1999. Chair of the National Conference, San Diego, 2001. Presented sessions at National Conferences on “Staff Incentives” and “Marketing Techniques.” Served as a member of the Board’s Marketing Committee since 2004 to present.
- **Bay Area Graduate Admissions Professionals (BAGAP)**
Founded and organized a regional professional organization to promote graduate programs at schools and colleges in Northern California. Developed an annual Educational Fair for working adults seeking graduate-level education.
- **California Forum for Diversity in Graduate Education**
Planning committee member for the annual California Forum program that strives to increase the number of students from underrepresented groups into graduate-level degree programs. Served as the Chair of the 1998 program held at the University of San Francisco.

ADDITIONAL EXPERIENCE

U.S. Army Preventive Medicine Officer – Fort Carson, Colorado
U.S. Army Institute of Surgical Research Officer – Fort Sam Houston, Texas
U.S. Naval Hospital Corpsman - Vietnam

CURRICULUM VITAE

Jeremy W. Howell

Chair, Exercise and Sport Science Department
University of San Francisco
2130 Fulton Street
(415) 422-6875
howell@usfca.edu

EDUCATION

- Ph.D. University of Illinois at Urbana-Champaign, Kinesiology (Cultural Studies emphasis), 1990
- M.S. University of Washington, Seattle, Kinesiology (Cultural Studies emphasis), 1984
- P.G.C.E. University of Wales, Bangor, UK, Physical Education/History (Teaching Credential), 1982
- B.S. University of Wales, Bangor, UK, Education/Physical Education, 1981

ACADEMIC APPOINTMENTS

- Chair, Exercise & Sport Science Department, University of San Francisco, San Francisco, CA., 2006--
- Associate Professor, University of San Francisco, San Francisco, CA., 2002-
Sport Management Graduate Program; Department of Exercise & Sport Science; affiliated faculty member in Department of Sociology
- Assistant Professor, University of San Francisco, San Francisco, CA., 1997- 2002
Department of Exercise & Sport Science; Sport Management Graduate Program; affiliated faculty member in Department of Sociology
- Visiting Professor, Sonoma State University, Rohnert Park, CA., 1992-1993
Department of Physical Education & Health Science
- Visiting Professor, University of California, Berkeley, CA., 1989-1992
Department of Physical Education

PROFESSIONAL EXPERIENCE

- President, GoGo Sports Consulting Inc., 2004-present
A sports consulting company focusing on sport management, sport performance, and sport television. Clients include Western Athletic Clubs, NBC Sports, ABC Sports, ESPN, Turner Sports, University of San Francisco athletic department, University of New Mexico athletic department, and individual athletes in figure skating, squash, track, Formula Russell car racing, Major League Soccer, and United Soccer League
- Director of Health and Fitness Operations, Western Athletic Clubs, 1992-1997
Managed the health and fitness operations of the Pacific Athletic Club sport resort in Redwood City, CA and The San Francisco Bay Club in San Francisco, CA. The former has received *Athletic Business Magazine's* Facility of Merit and the latter has been recognized by *SELF* magazine and *Men's Health* as one of the Top 20 Clubs in the U.S.
- Consultant, University of California, Berkeley, Berkeley CA. 1992-1993

Developed and chaired an advisory board of academic, health industry and corporate experts to design a 210 unit University Extension Certificate Program. The Fitness and Health Intervention Certificate was put into place in January 1993.

Product Advisory Board, Netpulse Communications, Inc., San Francisco, 1994-1999
 Headed by Tom Proulx, founder of Intuit and developer of the Quicken financial software, the company provides consumers with unlimited broadband access on cardiovascular fitness machines.

PUBLICATIONS / CREATIVE WORKS

DVD's

The Fitness Movement (writer), United States: Sweetspot Films, 2007

Strategic Philanthropy (writer; presenter), United States: Healthy Learning, 2007

MP3's

The IMPACT program: Evaluation of a cancer and exercise community intervention program (writer; presenter). <http://download.ihrsa.org/07CV/mis/103MP3.mp3>. United States: IHRSA, 2007

Strategic philanthropy: The business of making a difference (writer; presenter)
<http://download.ihrsa.org/07CV/pro/27MP3.mp3>. United States: IHRSA, 2007

Media Hubs/Web Sites

Executive Producer, Free to Play platform, www.notforsalecampaign.org

Executive Producer, www.wacacademy.org

Book Chapters

"From Pac Bell Park to the Tokyo Dome: Baseball and Economic Nationalism," In M. Silk et al. (eds.), *Corporate Nationalisms: Sport, Cultural Identity and Transnational Marketing*. Oxford: Beg Publishers, 2005

"Generational Marketing." In S. Jackson & D. Andrews (eds.), *Sport, Culture and Advertising*. New York: Routledge, 2005

"Careers in Health and Fitness" (with S. Bulmer). In S. Hoffman (ed.), *An Introduction to Kinesiology: Studying Physical Activity* (2nd ed.). Champaign: Human Kinetics, 2004

"Cultural Studies: An Interventionist Practice" (with D. Andrews and S. Jackson). In J. Maguire & K. Young (eds.), *Research in the Sociology of Sport*. London: JAI Press, 2003

"Luring Teams, Building Stadiums." In R. Elias (ed.), *Baseball and the American Dream: Race, Class, Gender and the American Pastime*. Armonk, NY: M.E. Sharpe, 2002

"Health and Fitness Professions" (with S. Minor). In J. Harris & S. Hoffman (eds.), *An Introduction to Kinesiology: Studying Physical Activity*. Champaign: Human Kinetics, 2000

"Professional Team Sport and the American City: Urban Politics and Franchise Relocations" (with K. Schimmel and A. Ingham). In A. Ingham & J. Loy (eds.), *Sport in Social Development: Traditions, Transitions and Transformations*. Champaign: Human Kinetics, 1993

"Transforming into a Tradition: Rugby and the Making of Imperial Wales, 1890-1914" (with D. Andrews). In A. Ingham & J. Loy (eds.), *Sport in Social Development: Traditions, Transitions and Transformations*. Champaign: Human Kinetics, 1993

Journal Articles

"Cultural and sport studies: An interventionist practice" (with D. Andrews, S. Jackson, & F. Ohl). In Fabian Ohl (ed.), *Sociologie du sport: Perspectives internationales et mondialisation*. Paris: Presses Universitaires de France, 2006

"Manufacturing Experiences: Urban Development, Sport and Recreation," *International Journal of Sport Management and Marketing*, (1)1/2, 56-68, 2005

"From social problem to personal issue: The language of lifestyle" (with A. Ingham), *Cultural Studies*, 15(2), 2001

Sport, Empire and Globalizaion (with R. Elias). Guest editor for special issue of *Peace Review: A Transnational Quarterly*, 11 (4), 2000

"Chelsea Piers: New York City's New Point of Pride" (with C. Cole), *Journal of Sport and Social Issues*, 24(3), 227-231, 2000

"The 1996 Surgeon general's Report on Physical Activity and Health." *Nurse Practitioner Forum*, 7(3), 104, 1996

"Evaluating Sport "Hero/ines": Contents, Forms, and Social Relations" (with A. Ingham and R. Swetman), *Quest*, 45, 197-210, 1993

"A Revolution in Motion: Advertising and the Politics of Nostalgia." *Sociology of Sport Journal*, 8, 258-271, 1991

"Professional Sport and Community: A Review and Exegesis" (with A. Ingham and T. Schilperoot). In K. Pandolf (ed.), *Exercise and Sport Sciences Review*. NY: Macmillan, 1987

Working Projects

Books

Everything you need to know to raise a successful child athlete (and keep yourself sane in the process) (with Yvonne Gomez), forthcoming

Book Chapters

"From social problem to personal issue: The language of lifestyle" (with A. Ingham). In M. Silk and D. Andrews (eds.), *Physical Cultural Studies*. Temple University Press, submitted

Journal Articles

A Qualitative Study of the Experiences of Women who Attempt to Exercise While Undergoing Treatment for Breast Cancer (with Sandy Bulmer and Louise Ackerman), submitted

“Corporate Giving and Philanthropy: A Case Study,” *Journal of Sport Management*, ready for submission

“An Old Dog Learns New Tricks: Major League Baseball Advanced Media” (with J. Zitrin and W. Ping), *International Journal of Sport Marketing and Management*, submitted

“Giving while living: Mixing business and social good,” *Journal of Sport and Social Issues*, forthcoming

“The IMPACT program: Evaluation of a cancer and exercise community intervention program” (with Sandra Bulmer), forthcoming

GRANTS

University Conference Grants (\$12,600)

- University of San Francisco, Faculty Development Fund, 1997-

University Teaching Grants (\$6,900)

- University of San Francisco, Technology & Learning Grant, 1999

Corporate Giving Grants – Programs/Research (\$1,100,000)

- IMPACT Program, Western Athletic Clubs Philanthropy Funds (\$925,000)
 - FYE, January 31, 2008 (\$250,000)
 - FYE, January 31, 2007 (\$250,000)
 - FYE, January 31, 2006 (\$225,000)
 - FYE, January 31, 2005 (\$150,000)
 - FYE, January 31, 2004 (\$50,000)
- Healthy Aging Program, Western Athletic Clubs Philanthropy Funds (\$175,000)
 - FYE, January 31, 2008 (\$50,000)
 - FYE, January 31, 2007 (\$50,000)
 - FYE, January 31, 2006 (\$50,000)
 - FYE, January 31, 2005 (\$25,000)

EDITORIAL WORK

Journal Editorial Boards

International Journal of Sport Management and Marketing, 2005-
Journal of Sport and Social Issues, 1998-

Occasional Journal Reviewer

International Journal of Sport Management and Marketing, 2004.
Cultural Studies, Routledge Pubs, 2000.

Sociology of Sport Journal, Human Kinetics, Pubs., 1997
Nurse Practitioner Forum, W.B. Saunders, Pubs., 1996

Book Manuscript Reviewer - Publishers

University of Tennessee Press, 2003
 SUNY Press, 2002
 Human Kinetics, 2002

Book Manuscript Reviewer – Journals

Sociology of Sport Journal, Human Kinetics, Pubs., 2004-2005

Book Manuscript Reviewer - Profession

Book Awards Committee, North American Society for the Sociology of Sport, 2000-2002

ACADEMIC PRESENTATIONS

Refereed Conference

- “Essential Components of Exercise Programs for Breast Cancer Patients” (with S. Bulmer & L. Ackerman). Paper presented at the 19th IUHPE World Conference on Health Promotion and Health Education, Vancouver, BC., June 11, 2007
- “An Integrated Medical Fitness Program for Individuals with Cancer” (with S. Bulmer). Paper presented at the 2007 CDC/DHPE National Conference on Health Education and Health Promotion and The SOPHE Midyear Scientific Conference, Seattle, WA, June 9, 2007
- “The IMPACT program: Evaluation of a cancer and exercise community intervention program” (with S. Bulmer). Paper presented at the 17th Annual Art & Science of Health Promotion Conference, Moscone Center, San Francisco, Ca, March 2007.
- “Efficacy of Strength and Balance Training Led By Certified Fitness Professionals” (with C. Thompson and J. Herreweyers). Paper presented at the American College of Sports Medicine, Denver, CO, May 31-June 3, 2006
- “Corporate philanthropy, 2005: The new business of giving.” Paper presented at the annual meetings of the North America Sociology of Sport Society, Winton-Salem, NC, October 26-29, 2005
- “Corporate philanthropy and social responsibility.” Paper presented at the annual meetings of the North America Sociology of Sport Society, Tucson, AZ, November 3-7, 2004
- “Corporate giving and community health.” Paper presented at the Australian Association of Exercise and Sports Science, Brisbane, Australia, April 14 - 16 April, 2004
- “An innovative partnership: The San Francisco Sports Philanthropy Program” (with S. Bulmer). Paper presented at the Society for Public Health Education annual meetings, San Francisco, November 14-16, 2003
- “From Pac Bell Park to the Tokyo Dome: Baseball and Economic Nationalism.” Paper presented at the North America Sociology of Sport Society, San Antonio, TX, November 7-11, 2001

- “Leadership strategies in the “new” American urban recreation industry. Paper to be presented at the annual meetings of the European Association for Sports Management, Vitoria-Gasteiz, Spain, September, 2001. (cancelled due to terrorism in USA)
- “The city as theater and sport as a stage.” Paper presented at the annual meetings of the North American Sociology of Sport Society, Colorado Springs, November 2000
- “Consuming landscapes: “Just” health and fitness in the American City” (with C. Cole). Paper presented at the annual meeting for the Society for the Study of Social Problems, Washington D.C., August, 2000
- “Generational marketing: Promotional culture and lifestyle formations.” Paper presented at the annual meetings of the North American Sociology of Sport Society, Las Vegas, November 4-8, 1998
- “From social problem to personal issue: The language of lifestyle” (with A. Ingham). Paper presented at the annual meetings of the North American Sociology of Sport Society, Toronto, November 1997
- “Lifestyle as discursive truth: The growth of the health and fitness industry in the United States” (with Alan Ingham). Paper presented at a special symposium for the Health and Fitness professionals of Hiroshima, Japan, November 1996
- “Marketing nostalgia.” Paper presented at the annual meetings of the Pacific Coast Sociological Society, San Francisco, February 1995
- “Crossing a rickety bridge: Sport and abstract versus socio-space” (with Alan Ingham). Keynote Address, Commonwealth Games Scientific Congress, Glasgow, Scotland, Britain, July, 1986
- “Ethical transformations and consumption: From asphalt bodies to the new urban health culture” (with Cheryl Cole). Paper presented at the annual meeting for the American Sociological Association, Washington D.C., August 2000
- “Generational marketing. The making of lifestyle formations.” Paper presented at the annual meetings of the North American Sociology of Sport Society, Las Vegas, November 1988
- “Technology and fitness: Pumping iron(ies) in the nineties.” Paper presented at the AAHPERD National Convention, San Francisco, April 1991
- “A ‘Revolution in Motion’: Advertising and the politics of nostalgia.” Paper presented at the annual meeting of the North American Society for the Sociology of Sport, Denver, November 1990
- “History, politics and health in contemporary America”. Paper presented at the annual meeting of the North American Society for Sport History, Clemson, May 1989

“Playing along the 49th paradox: Sport and the social construction of Canadian identity (with S. Jackson & D. Andrews). Paper presented at the annual meeting of the Association for the Study of Play, Philadelphia, February 1989

“The 49th paradox: The 1988 Winter Olympic Games and the social construction of Canadian identity (with S. Jackson). Paper presented at the annual meeting of the North American Society for the Sociology of Sport, Cincinnati, November 1988

“Sport as popular culture: Mapping a terrain in the age of Reagan.” Paper presented at the annual meeting of the North American Society for the Sociology of Sport, Cincinnati, November 1988

“The emergence and development of the Rugby Football League.” Paper presented at the annual meeting of the Midwest Sociological Society, Minneapolis, March 1988

“Civic ritual and the construction of community” (with Alan Ingham). Paper presented at the annual meeting of the North American Society for the Sociology of Sport, Las Vegas, November 1986

“A tale of three cities: Professional football and the problematic of community” (with A. Ingham). Paper presented at the Olympic Games Scientific Conference, Eugene, July 1984

University Invited

“Sport on the Global Marketplace.” Keynote speaker, LASalle Sports MBA Study Program, St. Mary’s College, Moraga, California, July 30, 2007

“Free to Play: Student- Athlete involvement in the abolition of child slavery.” Presentation to University of New Mexico Athletics, Albuquerque, New Mexico, April 28, 2007.

“The impact of Alan Ingham on the sociology of sport.” Panel discussant at the 1st Alan Ingham Memorial Lecture, Miami University, Ohio, March 27th, 2007

“Sport on the Global Marketplace.” Keynote speaker, LASalle Sports MBA Study Program, St. Mary’s College, Moraga, California, July 28, 2006

“Sport on the Global Marketplace.” Keynote speaker, LASalle Sports MBA Study Program, St. Mary’s College, Moraga, California, July 25, 2005

“Future directions in the health and lifestyle industry.” Invited speaker, School of Physical Education Colloquium, University of Otago, Dunedin, New Zealand, April 2, 2004

“Sport and globalization.” Invited Speaker, Department of Athletics, Dominican College, San Rafael, February 2003

“The rise of a new American urban health culture.” Invited speaker, Kinesiology and Physical Education Department Colloquium Series, Cal State University, Los Angeles, November, 2001

"Recreation sports and the fitness industry" Professional Panel, Student-Athlete Career Night, University of California, Berkeley, February, 2001

"From Hoop Dreams to Soul in the Hole." African American Studies and the Ethnic Studies Graduate Program (with C. Cole - speaker), University of California, Berkeley, November, 2000

"Curriculum issues in Exercise and Sport Science." Invited speaker, Department of Sport Science, Loughborough University, England, 1999

"Baby boomers and the quality of life debate." Invited speaker, U.C. Berkeley Alumni Association, San Francisco, May, 1994

"The health and fitness boom in the age of Reagan." Invited speaker, Department of Physical Education Colloquium Series, U.C. Berkeley, April, 1990

University Guest Lectures

"The globalization of baseball." Guest lecture, Baseball and Politics, Department of Politics, University of San Francisco, May 2007.

"The globalization of baseball." Guest lecture, Baseball and Politics, Department of Politics, University of San Francisco, May 2006.

"The globalization of baseball." Guest lecture, Baseball and Politics, Department of Politics, University of San Francisco, April, 2005

"Stadium development and the new economy of professional sport." Guest lecture, The Sports Experience, class, Department of Kinesiology, San Francisco State University, April, 2001

"The globalization of sport." Guest lecture, Sociology of Sport class, Department of Kinesiology, San Francisco State University, April, 2000

"Entrepreneurs in the public and private Interest." Guest lecture, The Davies Forum Colloquium Series, University of San Francisco, October, 1998

"Issues of re-presentation." Guest lecture, Sociology of Gender class, Department of Sociology, University of San Francisco, October 1997

"The body as a sign system". Guest lecture, Sociology of Sport class, Department of Kinesiology, San Francisco State University, November 1996

"The changing face of fitness." Guest lecture, Graduate Program in Sports and Fitness Management, University of San Francisco, December, 1994

"Health and the 'quality of life' debate'." Guest lecture, Sport History class, Department of Kinesiology, San Francisco State University, November 1991

PROFESSIONAL PRESENTATIONS

Presenter

“New business trends in exercise and healthy aging.” Presentation delivered at the 50+ Association Lecture Event, Pacific Athletic Club, Redwood City, April 2007.

“Strategic philanthropy: The business of doing good.” Presentation delivered at the 26th Annual International Health, Racquet and Sportsclub Association (IHRSA) Convention and Trade Show, Moscone Center, San Francisco, March, 2007

“Personal Training for Cancer: The IMPACT Program,” San Francisco Bay Club, San Francisco, February 8, 2007.
Keynote presenter at a one-day workshop for fitness professionals working with cancer patients.

“The business of American sport.” Presentation delivered to U.K. Industry Delegation Special Session, International Health, Racquet and Sportsclub Association (IHRSA) Convention and Trade Show, Moscone Center, San Francisco, March, 2003

“Health and fitness in the new economy.” Presentation delivered at Leisure Industry Week 2002 conference, Exposition Center, Birmingham, England, October, 2002

“An analysis of the U.S. health/fitness marketplace.” Presentation delivered to U.K. Industry Delegation Special Session, International Health, Racquet and Sportsclub Association (IHRSA) Convention and Trade Show, Moscone Center, San Francisco, March, 2001

“Health and fitness careers.” Mansion Madcap Mentor Program, Crystal Springs Uplands School, Hillsborough, CA, 2000.

“Fitness and technology in the new economy.” Presentation delivered to Western Athletic Clubs business development meeting, Cabo San Lucas, Mexico, March 1-3, 2000

“From fitness to integrated health,” Western Athletic Clubs strategic business retreat, Costanoa Resort, Santa Cruz, March 1-3, 1999

“Baby boomers and the 'quality of life debate'.” Presentation to the University of California, Berkeley Alumni Association, San Francisco, May, 1994.

“Health and Fitness Education.” Presentation to the Athletics and Physical Education Committee, Crystal Springs Uplands School, Hillsborough, CA, September 9, 1994.

“Why images matter.” Presentation to San Francisco Bay Club Members Evening, San Francisco, April, 1992

“Making sense of the popularity of the World Series.” Radio interview transmitted via Tribune Radio Networks, October, 1987

“Sport teams and their communities.” Radio interview transmitted via Tribune Radio Networks, July, 1987

Producer/Organizer

“Female Chain Reaction Training”, University of San Francisco, November 10, 2007.

A one-day workshop for community physical therapists, personal trainers and nurse practitioners focusing on the principles, strategies and techniques of function for female patients. Speaker: Industry expert Christina Christie.

“Tridoma PE Training,” Marina Middle School, San Francisco, August 2007.

A one-day workshop with 75 San Francisco Unified School District Middle School teachers. The workshop marks the beta testing of a new PE curriculum in 15 SF schools.

“TrueStretch & WAVE Vibration Plate training,” San Francisco Bay Club, August 22, 2007.

A one-day workshop for fitness professionals with internationally acclaimed functional movement industry expert Gary Gray.

“Tridoma: New Fitness Strategies for Children,” San Francisco Bay Club, August 3, 2007.

A two-day workshop to develop a new physical education program for San Francisco middle schools.

“Functional Movement Essentials,” University of San Francisco, June 9 - 10, 2007.

A two-day workshop for community physical therapists, personal trainers and nurse practitioners focusing on the principles, strategies and techniques of function. Speakers: Industry experts Michol Dalcourt and Ian O’Dwyer.

“Personal Training for Cancer,” San Francisco Bay Club, CA February 8, 2007.

A one-day workshop for fitness professionals working with cancer patients. Speaker: Dr. Sandy Bulmer, Professor of Public Health at Southern Connecticut State University.

“A Weekend with Gary Grey.” San Francisco Bay Club, San Francisco, CA, November 18 & 19, 2006.

A two-day workshop for fitness professionals with internationally acclaimed functional movement industry expert Gary Gray.

“Integrating Medical Practitioners and Certified Trainers: Cancer Care,” San Francisco Bay Club, San Francisco, CA, September 23, 2006.

A one-day workshop for fitness professionals working with cancer patients: Speaker: Dr. Sandy Bulmer, Professor of Public Health at Southern Connecticut State University.

“Research Update – 10 years after the Surgeon General’s Report on Physical Activity and Health.” University of San Francisco, San Francisco, CA, August 12, 2006,

An eight hour workshop for fitness professionals: Speakers: Dr. Sandy Bulmer, Professor of Public Health at Southern Connecticut State University and Dr. Catherine Jankowski, Assistant Research Professor in the Division of Geriatric Medicine at the University of Colorado at Denver and Health Sciences Center.

“Optimal Performance Training for Youth.” Decathlon Club, Santa Clara, CA., July 15, 2006.

A one-day workshop featuring Rodney Corn of the North American Sports medicine (NASM) association.

“Integrating Medical Practitioners and Certified Trainers: Cancer Care,” San Francisco Bay Club, San Francisco, CA, October 31, 2004.

A one-day workshop for fitness professionals working with cancer patients: Speaker: Dr. Garret Smith, Oncologist, UCSF.

“Integrating Medical Practitioners and Certified Trainers: Cancer Care,” Courtside Athletic Club, Los Gatos, CA, October 31, 2004.

A day-long workshop for fitness professionals working with cancer patients: Speaker: Dr. Garret Smith, Oncologist, UCSF.

“Mind-Body Medicine Workshop, University of San Francisco, San Francisco, CA., May 23, 2004.

A day-long workshop featuring Dr. Jim Gordon, Director of the Center for Mind-Body Medicine in Washington D.C., and first Chairman of the White House Commission on Complementary and Alternative Medicine Policy under the Clinton Administration.

“Integrating Medical Practitioners and Certified Trainers: Cancer Care,” San Francisco Bay Club, San Francisco, CA., May 15, 2004.

A day-long workshop for fitness professionals working with cancer patients. Speakers: Dr. Garret Smith, Oncologist UCSF; Dr. Christine Zampach, Physical Therapy UCSF.

“Functional training,” Bank of America Auditorium, San Francisco, CA., April 9, 2004.

A day-long hour workshop for Bay Area fitness professionals. Speaker: Dr. Mike Clarke, National Academy of Sport Medicine (NASM).

“Integrated flexibility specialist certification, San Francisco Bay Club, San Francisco, CA., January 12, 2004.

A day long workshop and certification examination for Bay Area fitness professionals featuring the National Academy of Sports Medicine (NASM) staff.

“Integrated flexibility specialist,” Pacific Athletic Club, Redwood City, CA., October 15, 2003.

A day-long workshop for Bay Area fitness professionals featuring the National Academy of Sport Medicine (NASM) staff.

“Integrated flexibility specialist San Francisco Bay Club, San Francisco, CA., September 11, 2003.

A day-long workshop for Bay Area fitness professionals featuring the National Academy of Sport Medicine (NASM) staff.

“Integrating Medical Practitioners and Certified Trainers: Cancer Care,” San Francisco Bay Club, San Francisco, CA., July, 2003.

A day-long workshop for fitness professionals working with cancer patients: Speakers: fDr. Garret Smith, Oncologist UCSF; Dr. Karen Lane. Oncology Surgeon, UCSF; Rosalind Benedet, Director of Breast Cancer Recovery Program, California Pacific Medical Center (CPMC).

"Integrated flexibility specialist, San Francisco Bay Club, San Francisco, San Francisco, CA., January 12, 2004.

A day-long workshop for Bay Area fitness professionals featuring the National Academy of Sport Medicine (NASM) staff.

"Health, Fitness and Community Intervention," Headlands Institute, Marin, CA., November 17-19., 2000. A three-day retreat for fitness professionals. Speakers: Dr. David Batstone (University of San Francisco), Dr. Sandy Bulmer (Southern Connecticut State University), Dr. Jeff Spencer (physician for Tour de France winner Lance Armstrong), and Barry Jones (award winning clinical hynotherapist).

"Post-physical therapy in the health-care system," San Francisco Bay Club, San Francisco, August 12, 1999.

A day long workshop with Dr. Mike Clarke, National Academy of Sports Medicine (NASM).

"New advances in resistance training," San Francisco Bay Club, San Francisco, January 18, 1999

"Health, Fitness and the Human Potential Movement," Headlands Institute, Marin, CA., August 11-14, 1998.

A three-day retreat for fitness professionals featuring best selling authors George Leonard, Michael Murphy, and Dan Millman

"Peak Performance for Personal Training," San Francisco Bay Club, San Francisco, February 9, 1998.

A three-hour workshop with Dr. Ken Hodge, University of Otago, NZ.

"Health and Creativity," Headlands Institute, Marin. , August 16-18, 1997

"Youth Sport Director Workshop," Crystal Springs Upland School, Hillsborough, April 12-14, 1997.

A two-day workshop with Gary Williamson, North Texas Director of Youth Soccer.

PROFESSIONAL MEMBERSHIPS

American College of Sports Medicine

American Public Health Association

North American Society for the Sociology of Sport

Pacific Sociological Association

Society for the Study of Social Problems

International, Health, Racquet, and Sportsclub Association

UNIVERSITY SERVICE

Community Initiatives

FREE TO PLAY / Not For Sale Campaign, 2006-

The goal of the "Free to Play" program is to involve athletes, fitness professionals, athletic teams and sports enthusiasts who believe children should be free to play and not for sale. The program is a part of the Not for Sale Campaign

(www.notforsalecampaign.org), which was started by Dave Batstone, a professor of Ethics at USF. The campaign is based on his book, *Not for Sale*, which documents his investigation of the slave trade on five continents. Modern-day slavery is a \$32 billion industry and is rapidly becoming the biggest criminal enterprise in the world enslaving over 27 million people, primarily women and children.

Travel: 20 USF students to Thailand working on Kru Nam Project in June 2008

IMPACT Program (Integrating Medical Practitioners and Certified Trainers), 2003-

A community and corporate sponsored intervention and research program where Exercise & Sport science students and professors, Sport Management graduate students and community certified personal fitness trainers work in conjunction with oncologists from the University of California, San Francisco (UCSF), California Cancer Care Marin, and California Cancer Care, San Mateo to become a complementary part of the medical approach to cancer diagnosis and therapy. With doctor approval and supervision, the patient enters a personal fitness program with a trainer at Bay Area sport resorts and health clubs. The patient “graduates” from the program when it is mutually agreed to by the triad of patient, doctor, and trainer.

To date this program has been sponsored \$925,000 in corporate giving funds from Western Athletic Clubs

The IMPACT program received the prestigious *San Francisco Business Times* most innovative philanthropy program in 2006.

I d head up the funding, oversight and program research (with Dr. Sandra Bulmer, Professor Public Health, Southern Connecticut State).

Healthy Aging Initiative, 2005-

A community and corporate sponsored intervention and research program where Exercise & Sport science students and professors, Sport Management graduate students and community certified personal fitness trainers work in conjunction with SF senior centers in delivering turnkey innovative exercise based programming.

(1) Fall Prevention Program (Senior Center Activity and Leadership Education), 2005- (led by Dr. C Thompson, Department of Exercise and Sport Science, University of San Francisco)

Senior Centers: Aquatic Park; Jewish Community Center

(2) Functional Aging, Western Athletic Clubs, 2004-

Senior Centers: Telegraph Hill Neighborhood Center, Aquatic Park, Jewish Community Center

(3) Cardio Cognition (A neuroscience exercise based program), Department of Exercise and Sport Science, 2006- (led by Dr. Karen Francis, Department of Exercise and Sport Science, University of San Francisco)

Senior Centers: Aquatic Park

The Fall Prevention Program is part of a 3-year \$600,000 grant from the City and County of San Francisco's Department of Aging and Adult Services

All three programs are also partly sponsored by an annual \$50,000 corporate giving grant from Western Athletic Clubs. (\$150,000 to date).

The San Francisco Senior Center awarded Western Athletic Clubs it's corporate partner award at their 2007 30th anniversary gala.

Tridoma – Free2Play

“Tridoma” is a new physical education curriculum being pilot tested in fifteen San Francisco Unified School District locations this academic year. Developed in conjunction with ESS Adjunct Professor Gary Gray and the Gray Institute, community fitness professionals and middle school teachers are implementing an entirely new and fresh concept that provides superior training strategy and methodology for developing children's physical, mental and spirit capacities through applied functional science and fitness.

I head up the research funding and oversight (the program is partly sponsored by a \$250,000 3-year corporate giving grant from Western Athletic Clubs) and Professor Diana Lattimore (ESS) will head up the research itself.

Inch and Miles

The Inch & Miles Sportsmanship & Success Festival for Kids is based on the Inch and Miles books penned by legendary coach John Wooden. Working with Coach Wooden, Steve Jameson and Peanut Harper, we will produce ten festivals in California this year, each being held at a known sports academy or club. The program delivers a gentle sporting message about the greatness that lives within us all.

I head up the funding, oversight and program evaluation (the program is partly sponsored by a \$100,000 3-year corporate giving grant from Western Athletic Clubs).

University International / National Events

International Children's Games, University of San Francisco, July 2008

I have brought the SF 2008 International Children's Games to USF. The ICG and Cultural Festival has become the world's largest international multisport youth games and is a recognized member of the International Olympic Committee. The 2008 ICG will take place in San Francisco and hosted by the San Francisco Sports Council and the University of San Francisco. There will be 3,000 participants aged 12-15, from over 60 global cities.

American College of Sports Medicine Health/Fitness Instructor Workshop and Examination, University of San Francisco, 1998-2006 (w/Dr. S. Bulmer, Department of Public Health, Southern Connecticut State University)

A four day national educational workshop and certification examination for Exercise & Sport Science, Sport Management, Pre-Professional health students, and exercise

professionals wishing to enter the community, commercial and corporate health and fitness industries. To date over 1,000 professionals have been certified at the University of San Francisco campus.

SELT (Senior Exercise Leadership Training) University of San Francisco, 2005 (w/Dr. C.Thompson, Department of Exercise & Sport Science, University of San Francisco).

A two-day Senior Exercise Leader Training (SELT) certification workshop developed in conjunction with the Council of Aging and Adult Development, The America Alliance for Health, Physical Education and Dance, and a network of 12 senior centers that offer many important and beneficial services to independent living older adults in San Francisco. USF students in the workshop volunteer at the participating organizations as part of an Exercise & Sport Science service learning initiative.

University Committees

Athletic Oversight Committee, University of San Francisco, 2007-

A 5 person committee that reports directly to the President of the University on all academic, financial, and operational matters pertaining to the athletic program of the University.

Athletic Director Search Committee, University of San Francisco, 2006

University wide interviewing committee for university athletic director position.

Athletic Advisory Board, University of San Francisco, 2002-2007

University wide committee that advises the President and the Vice President for Student Affairs of the University in policy matters pertaining to the athletic program of the University.

Pre-Professional Health Committee, University of San Francisco, 1999-

University wide committee that serves to evaluate, guide, and recommend students to medical, dental, pharmacy, optometry, veterinary medicine, physical therapy, and podiatry schools.

Program/Department Service

Chair, Exercise and Sport Science Department, 2006-

Faculty Search Committee

Chair, Department of Exercise & Sport Science, 2005

Chair, Sport Management Graduate Program, 2004

Member, Department of Exercise & Sport Science, University of San Francisco, 2003

Member, Department of Psychology, University of San Francisco, 2001

Member, Department of Psychology, University of San Francisco, 2000

Member, Sport Management Graduate Program, 1999

Member, Department of Exercise & Sport Science, 1998

Department Committees

Member, ESS Fitness Certification Scholarship, 2003-
 Founding Chair, ESS Fitness Certification Scholarship, 1998-2003

Exercise & Sport Science Annual Fitness Certification Scholarship, 1998- 2005

Developed and funded the annual American College of Sport Medicine (ACSM) and National Academy of Sport Medicine (NASM) certification scholarships for Exercise and Sport Science undergraduates (\$21,000 to date).

Sports Management Korean Initiative, Seoul, Korea, February 11-18, 2006. Met with Dean of Seoul National Sport University to discuss opportunities for Korean graduate students to enroll in USF sport management program.

Sports Management Japan Initiative, Tokyo, Japan, June 1-6, 2001. Participated in a focus group session comprising USF Dean of Arts and Sciences, principals of SportSpace, Inc., Japan's top sports marketing company, and key Japanese sports industry leaders.

Faculty Mentor Program

Assistant Professor, Diana Lattimore, Department of Exercise and Sport Science, 2006
 Associate Professor Bill Manning, Sport Management Graduate Program, 2001
 Assistant Professor Daniel Rascher, Sport Management Graduate Program, 2001

Athletic Department Mentor

USF Men's Soccer, 2002-present

Sport Management Master's Project Symposium, San Francisco, 1997-

An annual symposium where 35 graduate students present their projects to university and industry professionals as part of the Sport Management degree

Service learning day, 2006

Student Transfer Advising Day, University of San Francisco, 1997-2000

Fall Preview Day, University of San Francisco, 1997-2000

Phone-a-thon, University of San Francisco, 1998-2000

Conversations at Santa Sabina, a two-day retreat on Jesuit education and faith, Dominican College, San Raphael, 1997

COMMUNITY SERVICE

Directorships

Director of Philanthropy, Western Athletic Clubs, San Francisco, CA, 2004-

Designed, developed and currently direct an annual corporate giving program targeting funds to agencies and organizations involved in exercise and (1) healthy aging, (2) disadvantaged youth, (3) disease prevention and treatment, (4) continuing education of fitness professionals.

I have allocated \$7.5 million to Bay Area based non-profit organizations and programs, some of which I oversee.

Advisory Boards

Board of Directors, International Children's Games San Francisco, 2006-

A global competition and cultural festival with participation from more than 1,000 athletes and 50 countries each year. The International Children's Games is the largest multi-sport international youth games and is a recognized member of the International Olympic Committee.

Board Member, Giving on the T, San Francisco, CA. 2006-

A Nonprofit organization dedicated to assisting at-risk children to develop to their full potential through sports and educational programs.

Board Member, Brian Boitano's Youth Skate Initiative, San Francisco, CA. 2000-

A Nonprofit program targeting at-risk children and operating in conjunction with the San Francisco School District.

Leadership Board Member, Joy of Sports Foundation, Washington DC. 2000-2006

A Nonprofit organization dedicated to assisting at-risk children to develop to their full potential through sports and educational programs.

Board of Directors, Senior Assisted Living, Inc., Oakland, CA. 1996-2006

A Nonprofit Public Benefit Corporation involved in the development of public retirement housing in the San Francisco Bay Area.

Board of Directors, Claremont House Inc, Piedmont, CA. 1996-2006

A Nonprofit Public Benefit Corporation. Claremont House is a 158 resident retirement facility in Oakland California with a total operating income of over \$2.5 million annually.

SCHOLARSHIPS & HONORS

Granted Permanent Residence Immigration Status under USA national interest waiver due to "recorded service commitment to community health and fitness advancement," 1997

Laura Huelster Scholarship for Outstanding Dissertation Research, Department of Kinesiology, University of Illinois at Urbana-Champaign, 1989 (\$800)

Avery Brundage Scholarship for Athletic and Academic Achievement, University of Illinois at Urban-Champaign, 1987 (\$1,500)

Avery Brundage Scholarship for Athletic and Academic Achievement, University of Illinois at Urban-Champaign, 1986 (\$1,000)

Thomas and Elizabeth Williams Two-year Full Scholarship for Graduate Study in the USA, Dyfed Education Board, Wales, Britain, 1983 (\$25,000)

Represented Combined English and Welsh Universities Rugby XV versus French Universities,
1982

Represented Welsh Universities Rugby XV versus Scotland, England, Combined London
Universities, 1982

David Joseph Manning

465 Castro Street
San Francisco, CA 94114
415-336-8174
djmanning@usfca.edu

EMPLOYMENT

March 2007-Present

University of San Francisco, San Francisco, CA
PROGRAM ASSISTANT IV

2004-2007 New College of California, San Francisco, CA

ASSOCIATE REGISTRAR
INTERNATIONAL STUDENT SPECIALIST/DESIGNATED SCHOOL OFFICER

- Managed the student records system, updated and maintained student data in databases and hard files. Received and updated grades. Scheduled and performed internal audits to ensure data accuracy. Processed class registration. Reviewed student records and verified completion of all college and program degree requirements. Posted and certified degrees. Verified degrees and enrollment. Issued transcripts and diplomas.
- Monitored, updated and maintained information on international students in the SEVIS government database, issued I-20s for international students to enter and leave the country, and advised international students, program and administrative officers on requirements and best practices pertaining to compliance with federal regulations.
- Provided customer service to students, faculty, staff, and the general public in person, by telephone, fax, and e-mail.

2003-06 DomaStyle, Sonoma, CA

PAINTER

- Upscale painting for a realtor/contractor during breaks from school and current job.

2001-03 Minneapolis Public School District, Minneapolis, MN

SPECIAL EDUCATION ASSISTANT

- Adapted and taught curricula according to students' IEPs (Individual Education Plans), and implemented therapeutic and operational programming at my own discretion and as directed by supervisor. Recorded data and charted the results of these activities.
- Supported and assisted supervisor and fellow team members whenever necessary to maintain a cohesive, functioning team in an often challenging environment.
- Developed supportive relationships with students, families, and staff.

2000 GSF Mortgage, Brooklyn Park, MN

MORTGAGE LOAN CONSULTANT

- Generated and pursued leads.
- Met with clients and advised them of mortgage options.
- Oversaw the loan process from first contact to closing and coordinated the processes between lenders, title companies and clients.

EDUCATION

- B.A., English, University of Minnesota, Minneapolis, MN--2002
Junior year abroad at Southwest China Normal University, China.
- M.A., English, San Francisco State University, San Francisco, CA--In progress, expected 2008

Peggy O'Leary

**2015 Cambridge Place
South Pasadena, CA 91030
323.258.5927
peggyoleary@yahoo.com**

Current Experience

Sr. Associate Director, Sport Management Master's Program
& Director, Southern California Regional Campus
University of San Francisco

Summary

- 15+ years' experience in higher education
- Exceptional interpersonal and team leadership skills with a demonstrated commitment to high quality customer service
- Ability to work as an effective team member in a collaborative work environment
- Proven commitment to the values inherent to a diverse student population
- Excellent initiative, communication, problem solving, time management, and proven follow through skills
- Communicates effectively, both orally and in writing, with staff, administrators and community constituents
- Possesses "can-do" attitude and poised under pressure
- Dedicated, High Energy, Responsive, Reliable

Management, Leadership & Administration

- Serves as administrative leader of the Southern California Regional Campus
- Guided start up and eventual remodel of Southern California Regional Campus
- Identifies, analyzes, and assesses operational problems and provides leadership in problem resolution
- Monitors and authorizes expenditures
- Ability to multi-task and carry-out assignments without detailed instructions or supervision
- Works closely with main campus liaisons to ensure optimal coordination of services to students and faculty
- Organized International Case Competition; lead 14 domestic and international teams through scheduled activities and special events

Student Services

- Guides academic program to provide successful learning outcomes
- Serves as key point person for academic advising, counseling and mentoring
- Developed Mentor Program to provide link between alumni and current students

- Plans and coordinates student and alumni events

Peggy O'Leary

Marketing, Recruitment & Admissions

- Represents Master's Program at Information Meetings, Grad Fairs
- Panelist/speaker at conferences, college, university & industry functions
- Provides counseling, advisement and communication to potential applicants and accepted students
- Reviews admissions applications and makes admission decisions

Contributions to the University & Community

- Fosters collaborative relationships with the sport industry to provide resources for internship and job opportunities
- Appreciation for and commitment to diversity and inclusion
- Member, USC Sports Business Association Advisory Board

Related Experience in Education

Administrative Coordinator, Office of the Vice Dean, Marshall School of Business,
University of Southern California

Special Assistant, Office of the Dean of Admissions and Financial Aid, University of
Southern California

Teacher & Department Chair, South Pasadena Unified School District

Education

University of Southern California, MS Ed., Student Personnel Services
California State University Los Angeles, BA, Teaching Credential

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*

PRESENT POSITIONS

University of San Francisco

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

Associate Professor of Sport Management, 2005-current

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 – Capstone Seminar in Sport Management
- M.A. Course – Sport Business Research Methods

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.

LECG, LLC

Affiliate, 2003-current; 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.

PREVIOUS ACADEMIC EXPERIENCE

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

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

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

“The Effects of Roster Turnover on Demand in the National Basketball Association,” with Steve Shapiro, Alan Morse, and Chad McEvoy. (forthcoming in *International Journal of Sport Finance*).

“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. 2007. (forthcoming in *International Journal of Sport Management and Marketing*).

“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.

BOOK CHAPTERS

“Franchise Relocations, Expansions, and Mergers in Professional Sports Leagues.” In D. Howard, and B. Humphreys, eds., *The Business of Sport* (forthcoming). Westport, CT: Praeger.

“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

“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.

“Competitive Balance on the Field and in the Courts” in *For The Record*, Vol. 13, No. 2, April-June 2002.

“Examining the Viability of Various Cities for NBA Expansion or Relocation” with Heather Rascher in *SportsEconomics Perspectives*, Vol. 1, no. 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*, Vol. 1, no. 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.

BOOKS

“Financial Management of Sport Organizations” with Matthew Brown and Mark Nagel. Holcomb Hathaway, Inc., (forthcoming). A textbook.

RE-PUBLICATIONS

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

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

“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.

“Economic Impact Forecast of the 2008 NCAA Men’s Final Four,” with 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. 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

“A Sport Finance Simulator,” with Joris Drayer. 2007.

“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.

“Free-Riding in Professional Sports: The Dilemma of Making Money by Losing Games” with Chad McEvoy, Matthew Brown, 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.

CONFERENCE PRESENTATIONS AND SPEAKING ENGAGEMENTS

“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 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.

“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.

“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.

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

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

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

“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.

“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.

“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.

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

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

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

Invited as panel discussant on methods for valuing sports franchises at *Franchise Valuation Forum*, New York, NY 2002 (presented by SportsBusiness Journal). Conference cancelled.

“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.

“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.

“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*, 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 for Training and Development Conference*, 1996.

EDITORIAL BOARDS OF PEER-REVIEWED JOURNALS

International Journal of Sport Finance, (founding member, 1st issue Spring 2006)

Journal of Quantitative Analysis in Sports, (founding member, 1st issue Fall 2005)

Journal of Sport Management, 2003 – present

Sport Management Review, 2001 – present

REFEREE FOR PEER-REVIEWED JOURNALS

Contemporary Economic Policy, 2004

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

Sport Management Review, 2002a, 2002b, 2003a, 2003b, 2003c, 2003d, 2004a, 2004b, 2004c, 2006a, 2006b, 2006c, 2007a, 2007b, 2007c

International Journal of Sport Finance, 2005, 2006a, 2006b, 2006c, 2007

International Journal of Sports Management and Marketing, 2005

Journal of Sports Economics, 2003, 2007

Southern Economic Journal, 2001, 2007a, 2007b

Industrial Relations, 1993, 2000, 2000, 2001

Journal of Industrial Economics, 1997

Journal of the Quantitative Analysis of Sports, 2005, 2006a, 2006b

PROFESSIONAL AFFILIATIONS (CURRENT AND PREVIOUS)

American Economic Association

Western Economic Association International

North American Society for Sport Management

Sports Lawyers Association

American Bar Association

Sport and Recreation Law Association

TESTIMONY

Prepared expert report, rebuttal report, and testified at arbitration hearing on the financial valuation of Major League Soccer. 2006.

Prepared expert testimony on liability and damages related to the operations of a minor baseball league on behalf of the league’s owner. 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. 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. 2000.

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

Updated December 2007