

MISSION AND STATEMENT OF ASPIRATION: THE SPORT MANAGEMENT DEPARTMENT UNIVERSITY OF MICHIGAN

We exist to positively impact the global sport industry through the insights generated by our research and service, and by educating future leaders who are analytical, entrepreneurial, culturally intuitive, and socially responsible. We advance the science in our field and contribute to knowledge development around sport.

The Department offers a unique educational experience focusing on the business, management, and social elements that define the industry and institution of sport. We are focused on understanding changes in the sport business and in preparing our students to use sport to change society. Our work is designed to underscore a commitment to diversity, engagement, innovation, excellence, integrity, and global integration.

For students, the *Michigan Difference* means:

Gaining skills and knowledge to prepare for careers in the global sport industry. Our curriculum studies the cultural and business impact of sport through hands-on, real-world case studies and consulting projects led by our world-renowned faculty. Our students learn through active engagement with our faculty, academic advisors and alumni mentors, dynamic internships, involvement in cross-campus student-run organizations, and other outstanding professional development activities.

Upon graduation, many of our students will begin careers at sport organizations and corporate business entities while others will continue their education with post-graduate studies in business, law, accounting, and urban planning.

We envision a future where we will continue to enhance our commitment to quality academic programs for our undergraduate and graduate students, achieve meaningful student learning outcomes and experiences, conduct industry and academically relevant and impactful research, and achieve excellence and distinction in service, creative activities, and engagement with the sport community.

The Sport Management Department seeks to distinguish ourselves and achieve our mission in the following ways:

- 1) A strong commitment to diversity
- 2) Quality preparation of doctoral students
- 3) Differentiated and innovative undergraduate program
- 4) Attracting and retaining leading scholars in sport business
- 5) Financially self-sustaining
- 6) High level of engagement with sport industry
- 7) Acquiring the physical infrastructure to support our research, teaching and engagement efforts

A more detailed description of our envisioned future is found on the following pages.

1. Celebrate and learn from diversity

Sport Management has made diversity and equality a priority with a dedication to an organizational culture and climate that supports this value. The curriculum provides students with a wide variety of opportunities to develop cultural competences. We embrace disciplinary differences and utilize our talents and resources to reflect our commitment to diversity.

2. Quality preparation of doctoral students

Our students are mentored by internationally-recognized faculty and engage with our sponsored research centers (marketing, management, economics, sport analytics, urban redevelopment / sport real estate, public policy, social innovation and entrepreneurship, and race and ethnicity in sport). We seek high quality / high achieving students come from a variety of backgrounds. Students will take in-house courses from our faculty expert while being encouraged to take advantage of the breadth of world-class offerings at the university. Under the guidance of a (team of) faculty advisor(s), our doctoral students are prepared for teaching, research and administrative / management careers through a challenging curriculum and projects that encourage independent work, scholarly publications, and collaboration with other experts.

Admission to the program is very competitive and every tenure-line faculty mentors at least one student each year. Our students are fully funded for four years, the average time to degree completion. Upon graduation, some of our students seek academic careers while others pursue careers in sport organizations throughout the world.

3. Differentiated and Innovative Sport Management Undergraduate Program

The undergraduate program teaches students to think creatively about challenges and opportunities. Set within a dynamic industry context, our students are prepared to think analytically, to solve problems, to be culturally competent, and to effectively communicate their ideas to different audiences. Our top-ranked program starts with a core curriculum that builds a solid foundation for understanding sport. Advanced courses let students choose to concentrate in thematic areas. A hallmark of our program is small class sizes that sustain engagement and active learning with faculty and peers. As students progress through the program, they are invited to delve into real-world issues, through project-based learning, summer internships, and/or working with a faculty member in one of our research centers.

Our curriculum supports the use of innovative, emerging and experimental pedagogies and technologies to engage students in the learning process. We will have flexible physical and virtual learning spaces and an IT system that is integrated. These efforts will allow us to connect with speakers remotely; teach collaboratively with other universities; collaborate with each other (as SM faculty) around student projects, course material, visiting speakers; facilitate classroom activities, and student group and team work. We will be able to do this via access to the most cutting edge equipment and digital educational platforms.

A central value of our program is developing social and cultural competence and preparedness for diverse global experiences in the sport industry. Students are encouraged to study abroad through semester-long activities or intensive courses offered by our faculty.

4. Attracting and Retaining Leading Scholars in Sport Business

Our faculty are among the top scholars and educators in their fields of expertise. We strive to make appointment to our faculty to be a desired career opportunity for junior and senior scholars who know they will thrive in a setting of enrichment, support, and professional growth. Our aspirations are to have a diverse faculty complement in terms of gender, race, culture and scholarly expertise. We expect between 3-5 experts in each of the disciplines/areas and a balanced mix of junior, associate, and full professors. Our envisioned future of faculty success will be evidenced by key indicators including:

- a) invitations as keynote speakers at conferences and at internal (to U-M) and external university symposia
- b) leading dialogues regarding the critical issues in the world of sport
- c) hosting sport management conferences
- d) collaborations with other universities
- e) strategic linkages to sport organizations and businesses
- f) editorships of leading journals and leadership roles in professional associations
- g) publications in top disciplinary and interdisciplinary journals
- h) publication of major books

In order for our faculty to thrive professionally, we will strive to protect an environment that supports research, teaching and service efforts. The School is committed to:

- 1) funded research projects that support students and faculty (summer support)
- 2) a strong mentoring program for junior faculty
- 3) retention programs advancing the careers of associate and full professors
- 4) a strong faculty spousal hiring program and family-friendly resources
- 5) state of the art facilities, technology, and research support
- 6) guaranteed doctoral students
- 7) competitive salaries and opportunities for research funding
- 8) opportunities for professional development, including resources to support continuing education and the development of leadership skills

5. A Sustaining Financial Base

In our envisioned future we have sustained our financial base through tuition income, sponsored research, and philanthropic support that permits faculty, staff, and students to thrive and prosper.

For faculty, this will include:

- a) appropriate levels of annual travel support
- b) support for professional development
- c) support for innovative research endeavors, data collection (data sets), and the needed technological resources teaching and research
- d) support to sustain faculty-led research centers
- e) support for teaching for larger classes (assistants)
- f) support for an annual speaker series

For our doctoral students, this will include:

- a) sufficient funds to support a sustainable doctoral program that admits cohorts of approximately 3-6 students each year
- b) support for faculty to have up to 4 doctoral students at any given time

- c) summer support for doctoral students and opportunities to support their research and professional development

For our administrative staff, this will include:

- a) a fully funded / dedicated position(s) for sport management staff responsible for career/internship services person
- b) an administrator to support the department's faculty leaders

For our Undergraduate and Masters students, this will include:

- a) scholarships for undergraduates
 - 1) to increase diversity of underrepresented students by socioeconomic markers
 - 2) for academic achievement
- b) a pool to assist students in need of emergency financial support
- c) grants for student research and professional development
- d) a career center for sport management students

6. High Level of Engagement with Key Constituents (Sport Industry and Academy)

Our envisioned future includes a highly engaged faculty and student body with the sport industry. We will leverage the expertise of our Sport Management Advisory Board to strengthen our relationships and reinforce the Michigan Difference of our programs.

Research:

- a) Conduct applied research for industry
- b) Collaborative teaching / research with colleagues from other institutions
- c) Opportunities for our all of our students with the sport industry

Teaching:

- a) Involve industry in classroom projects / assignments as appropriate
- b) Build relationships with sport companies for internships, student experiences and other professional opportunities for students.

Service:

- a) Service to industry (volunteer boards, consulting)
- b) Service to academy - professional societies
- c) Community outreach, engagement / service - students and faculty

7. Outstanding Physical Infrastructure

Our envisioned future includes working in state of the art facilities that meet the needs of our Department. This includes:

- a) Sufficient office space
- b) Space to enhance teaching, research and learning
- c) Space that encourages community - connections between students and students; faculty and students, etc.
- d) Space that encourages health and wellbeing
- e) Advanced technology to support research and teaching and learning