

AMERICAN AT POW



AS IT CELEBRATES ITS FIFTH ANNIVERSARY ON JULY 1, the American Athletic Conference has grown and thrived. Since its reinvention in 2013, The American's student-athletes have excelled on and off the court, capturing four NCAA team titles, including Men's and Women's Division I Basketball championships, and producing 11 NCAA individual champions as well as winning the three New Year's Six bowl games in which it has appeared. In addition, the Conference has produced a Rhodes Scholar among its student-athletes and has established an excellent overall graduation rate. Comprised of 13 institutions across 11 states, the Conference's list of accomplishments has been impressive both in athletic competition, in the classroom and in its communities. It has quickly become a nationally respected and relevant brand and is at the forefront of intercollegiate athletics.

ADDED POWER

SHOCKERS ADD POWER

On July 1, 2017, Wichita State, a longstanding basketball powerhouse, joined forces with the American Athletic Conference as the league's 13th member.

2014 MEN'S BASKETBALL CHAMPIONS

The UConn men's basketball team saw its remarkable run during the 2014 NCAA Men's Basketball Tournament culminate in a national championship with a 60-54 victory over Kentucky at AT&T Stadium in Arlington, Texas.

2014, 2015, 2016 WOMEN'S BASKETBALL CHAMPIONS

Over the past five seasons, the UConn's women's basketball team has captured three national titles and registered an astonishing 188-3 record (.984), which included a 111-game win streak, five consecutive Final Fours (11 straight Final Fours since 2008), and two undefeated seasons - 40-0 in 2013-14 and 38-0 in 2015-16. In addition, legendary coach Geno Auriemma reached the 1,000-win milestone in 2017.

2014 FIESTA BOWL CHAMPIONS

The inaugural football season in the American Athletic Conference saw UCF defeat No. 5 and Big 12 champion Baylor, 52-42, in the 2014 Fiesta Bowl in the Knights' first appearance in a BCS bowl game.



ATHLETIC CONFERENCE SERIES 6

2015 PEACH BOWL CHAMPIONS

After winning the inaugural American Athletic Conference Football Championship Game, Houston capped a memorable season with a 38-24 victory over No. 9 Florida State in the 2015 Chick-Fil-A Peach Bowl. The Cougars ended the year at 13-1 and eighth in the final Associated Press and USA Today rankings, marking their highest finish since 1979.

HISTORIC AFFILIATION

In 2015, after 134 years as a football independent, the Naval Academy became a member of the American Athletic Conference. The Midshipmen entered the Conference as the 12th football-playing member and experienced unprecedented success, winning 11 games for the first time in 2015 and playing in the Conference championship game in 2016.

2018 PEACH BOWL CHAMPIONS

UCF finished the 2017 season as the nation's lone unbeaten FBS football team following a stirring 34-27 win over Auburn in the Chick-Fil-A Peach Bowl, marking the second victory for an American Athletic Conference team in the Peach Bowl in the past three years. The Knights finished sixth in the final Associated Press poll, the best ranking for an American team in Conference history, and ended the season No. 1 in the Colley Matrix, as the school celebrated a national championship.

3 NEW YEARS SIX BOWL CHAMPIONSHIPS

4 NCAA TEAM CHAMPIONSHIPS

11 NCAA INDIVIDUAL TITLES

THAT'S AMERICAN POWER

Five of The American's 13 member institutions are located in the top 20 United States media markets (Dallas, Houston, Orlando, Philadelphia and Tampa)

The American was one of six finalists for the 2016 Sports Business Journal Sports League of the Year Award, along with MLB, MLS, NASCAR, The NBA and The PGA Tour

Currently, more than 360,000 students are enrolled at American schools and the Conference boasts 2.6 million alumni

More than 7,000 student-athletes participate in The American's 22 sponsored sports





FROM MEMBERSHIP CHAOS TO NATIONAL SUCCESS AND RESPECT — American Athletic Conference emerges as a dominant force in college athletics

In 2010, the college sports world was experiencing tremendous upheaval as the top Division I conferences were undergoing massive realignment. Every major conference was affected, but none more so than the Big East Conference.

Movement began for the Big East with the departures of Pittsburgh, Syracuse, Louisville and Notre Dame to the ACC; Rutgers to the Big Ten; and West Virginia to the Big 12. The conference then added UCF, ECU, Houston, Memphis, SMU, Temple, Tulane and Tulsa as full members; Navy as a football-only member; and Wichita State for basketball and Olympic sports.

The definitive blow came in December 2012 when a group of schools that did not sponsor football, known as the Catholic 7, decided to leave the conference. These were DePaul, Georgetown, Marquette, Providence, St. John's, Seton Hall and Villanova.

That left the remaining football schools with the challenge of creating a new conference and adding more schools.

"We were left with a situation where we had no name or graphic identity," said Mike Aresco, commissioner of the American Athletic Conference. "We were able to secure revenue from exit fees and basketball unit payments from the old Big East, but to do that, we had to give up the conference name."

In addition to the loss of the name and logo, the new conference lacked a TV deal. They also lost the site of their basketball tournament, giving up Madison Square Garden to the reconstituted Big East Conference.

"We had a lot of negative publicity," said Aresco. "We had to completely rebrand and that was one of the biggest challenges. We also had to keep our league together. That was probably the paramount challenge. We had to make sure that no schools decided to splinter off."

The time frame for developing a new conference was tight.

The Commissioner and his staff orga-



UConn's women's basketball program has dominated the NCAA, winning three consecutive championships from 2014-16.

nized a process to examine and rank names that made sense. At one time, there were 200 iterations. Eventually, the name American Athletic Conference was chosen. Next a TV deal was negotiated despite the conference's difficult circumstances.

By the Final Four in April 2013, the conference was settling into its new name and new TV deal. The American Athletic Conference officially launched July 1, 2013.

Starring in the American Athletic Conference

The conference now includes UCF, Cincinnati, UConn, ECU, Houston, Memphis, Navy, USF, SMU, Temple, Tulane, Tulsa and Wichita State.

These 13 schools stretch out across 11 states, from UConn in the Northeast to Tulsa in the Midwest. The conference sponsors 22 sports. Collectively, the schools boast a student body of 300,000 students, 7,000 student athletes and 2.6 million alumni.

The conference's footprint covers almost 15 percent of the country, close to 17 million households. The American has a presence in three of the top 10 and five of the top 20 markets, including Philadelphia, Dallas, Houston, Tampa and Orlando.

The members' locations overlap with other conferences, so proximity has created opportunities for football and basketball games with ACC, Big Ten and SEC schools such as Georgia Tech, Florida, Maryland, North Carolina, Ohio State, Ole Miss, Pittsburgh, South Carolina and Syracuse.

Several rivalries have developed, including the War on I-4 between UCF and USF, as well as those between Cincinnati and Memphis and UConn and Temple.

Unprecedented Early Success

In its short life span, The American has produced four NCAA team champions, 11 individual NCAA titles, three New Year's Day major bowl victories, two Sullivan Award winners (given to the nation's top amateur athlete) and Outland and Nagurski Award recipients.

The conference secured recognition its first year when 15th-ranked UCF upset sixth-ranked Baylor in the Fiesta Bowl. This past January, 12th-ranked UCF shut down seventh-ranked Auburn in the Peach Bowl. In 2015, Houston, ranked 14th, stopped ninth-ranked Florida State in the Peach Bowl.

"The three major New Year's bowl wins have been absolutely enormous for us," said Aresco. "UCF beating Baylor the way they did, in a decisive victory when they were the biggest underdog in the history of the BCS. The big win by Houston over Florida State when they were a big underdog and then, of course, the UCF game when they were a huge underdog to Auburn."

The UConn women's basketball program has become a dominating force in the NCAA, winning consecutive titles in 2014, 2015 and 2016. UConn's men's program also won the championship in 2014.

"UConn's men's national championship at the very beginning of the league was a



UCF Quarterback Blake Bortles, now with the Jacksonville Jaguars, guided the Knights' upset of Baylor in the 2014 Fiesta Bowl.



Houston stunned Florida State with a 38-24 win in the 2015 Peach Bowl.



UCF linebacker Shaquem Griffin, now with the Seattle Seahawks, played an integral role in UCF's upset of Auburn in the 2018 Peach Bowl.

AAC, FROM PAGE 38

magical run that nobody saw coming," said Aresco. "It was huge in terms of giving our conference some instant credibility. The UConn women winning, not only three national championships in the conference, but being in the Final Four every single year and developing themselves into a national brand, was another defining moment. I enjoyed being able to congratulate Geno Auriemma (UConn's women's basketball coach) on his 1,000th win and his 111-game winning streak."

The American has kept pace with the other power conferences by being competitive, by building their programs intelligently and by winning.

And the conference approaches football differently. The conference plays football on Thursday and Friday nights to take advantage of the unique national showcase available. That type of national exposure has helped build The American brand.

"You could argue that this conference wouldn't be where it is without the success in football and the big bowl wins against top 10 teams and the 26 P5 wins over the past three years, almost all on national TV," said Aresco.

National Respect

Since its launch in 2013, The American has become a nationally respected, nationally relevant conference. The conference regularly has three teams in the top 25 in football, in addition to the teams in the top 25 in basketball and multiple tournament teams in men's basketball.

In the last five years, the conference has had more than 90 football games with a viewership of one million or more viewers.

"We're still a growth stock," said Aresco. "We've got enormous upside in this conference. Look at the upside UCF and USF are showing. Memphis and Temple, for example, have become major brands and very strong football programs."

In 2016, after just three years in the reconstituted conference, The American was nominated in SportsBusiness Journal's Sports Business Awards for Sports League of the Year. The conference was in good company as MLB, MLS (the ultimate winner), NASCAR, NBA and PGA Tour were the other nominees.

"To be a nominee, whether we won or not, was a major honor," said Aresco. "I also felt it validated us a bit. It was a reward for all the great work our schools had done."

In 2017, Sports Illustrated named The American, "One of the 10 Best Decisions of College Football's Last 10 Years." Said Joan

Niesen in the article, "When the so-called 'Catholic 7' announced they had voted to leave the conference in 2012 amid the realignment frenzy, the remaining schools did the right thing by selling the Big East name and forming their own rebranded conference. The American has a great ring to it and under commissioner Mike Aresco, it has gradually established itself as a threat to the old guard."

we've accomplished," said Aresco. "When you win three New Year's Bowl games in five years against top 10 teams...and you win 26 games against the P5, including Notre Dame, Oklahoma and Penn State over a three-year period...and you win a national basketball championship in men's basketball, three national championships in women's basketball and have NCAA golf and track and field champions...when you constantly have multiple teams in the NCAA

Ultimately, The American wants to be a member of the autonomy group, which can pass legislation in certain categories that would apply to them, but not necessarily the rest of Division I. Typically this legislation involves spending more money. The other conferences can opt into that legislation, which The American has done, but they can't vote on legislation or attend their meetings.

"You could argue that this conference wouldn't be where it is without the success in football and the big bowl wins against top 10 teams and the 26 P5 wins over the past three years, almost all on national TV."

MIKE ARESKO
Commissioner | American Athletic Conference



Power 5, Power 6 or Group of 5

One of the obstacles the reconstituted conference faced was its relegation from its old BCS position to the Group of 5 (American Athletic Conference, Conference USA, Mid-American Conference, Sun Belt Conference, Mountain West Conference). That became a branding issue that has been an obstacle throughout the conference's history.

"We never felt we belonged in the Group of 5," said Aresco. "We always felt we were on a separate line. We were closer to the Power 5 (ACC, Big Ten, Big 12, Pac-12, SEC)."

The American has launched a campaign to be included in the P5, renaming it the Power 6. The conference plays as many as 20 to 24 games a year against the P5 in football. Over a 10-year period, it expects to have played 240 games against P5 opponents.

The Power 6 campaign has been vital in the development of The American. It has given the conference a way to showcase and build on its achievements. Successes haven't been just one-offs. When The American won the three New Year's Day bowl games, it became part of the P6 narrative and The American's quest for inclusion. Without that, those games would have had a better chance of being lost to time.

"We're viewed by many people as a Power 6 conference because of what

baseball regionals, you're a powerful conference. So our achievements have changed the perception of this conference dramatically."

At this point, there's no indication The American will be invited to join the other Power 5 conferences. But that does not deter Aresco. "It's going to be hard for this system to have credibility when you have a conference as strong as ours and we're not included," he said. "That's why eventually I think we'll knock that door down."

Vision for the Future

"My vision is simply to be a P6 conference, to be a fully accepted member of that group, to be part of the autonomy group and eventually to have a contract bowl game on New Year's Day," said Aresco. "And to be what we set out to be, a nationally respected and relevant conference that allows our student athletes to play at the highest level of college sports. That's the kind of conference I believe we are. And I also want to be a conference that has a proud compliance record, that does things right, that has good student-athletes who contribute to their schools and their communities, which they've done."

"We still have a long way to go, but when you look back over the five years, it has been very impressive, pretty remarkable what we've accomplished and I think the future is very bright," said Aresco. "I think we're poised to do even better because it all builds on itself. The more success you have, the more you are going to have. It improves your recruiting, your national profile and eventually, your financial resources."



The American has launched a Power 6 campaign to help drive awareness of its quest to join the Power 5 conferences.

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Fans line up around the paddock to view the horses before the race.



From 1867-89, the Belmont Stakes was held at Jerome Park in the Bronx.



The clubhouse and grandstand at Belmont Park on its opening in 1905.

The Birth of the Belmont Stakes

People love imagining how the world used to be. What was the United States like 150 years ago? What notable events or milestones occurred in 1867?

The United States, as we know it today, did not exist. Under the direction of President Andrew Johnson, the country was recovering from the devastation of the Civil War, which had only ended two years earlier. And there were only 36 states, until Nebraska became the 37th on March 1. Increasing the country's territories even farther, Alaska was purchased from Russia for \$7.2 million.

Several key people were born in 1867, including Wilbur Wright, who, with his brother Orville, launched the first powered airplane flight in Kitty Hawk, N.C. And "Little House on the Prairie" came to life with the birth of Laura Ingalls Wilder.

Moving to sports, 1867 was the year MLB pitcher Cy Young was born, the namesake for the league's pitcher of the year award.

The Belmont Stakes

But 1867 was a key date for sports and horse-racing fans alike, as that was the year of the first Belmont Stakes. The race is held every year in early June at Belmont Park in Long Island, N.Y. Known as "The Test of the Champion," the Belmont Stakes is the third leg of horse racing's Triple Crown.

That first race was held on a Thursday in the Bronx at Jerome Park, the first major race track built after the Civil War. The race was named after banking magnate August Belmont Sr., who helped finance the new track. The inaugural event of 1 5/8 miles was won by a filly named Ruthless, one of only three fillies to win the Belmont Stakes in the last 149 races.

Jerome Park continued to host the next 22 races before the Belmont Stakes moved for 14 years to Morris Park in the Bronx.

For the first six years, the race was run at 1 5/8 miles. Over the years, it has also been run at 1 1/8, 1 1/4 and 1 3/8 miles. But, since 1926 (also from 1874-89), the race has been run at 1 1/2 miles.

"Our firm has been associated with NYRA (New York Racing Association), the Belmont Stakes and broader horse racing for over 15 years," said Dany Berghoff, principal of the global sport leadership practice at RSR Partners. "Joe Bailey, who is the managing director of our practice, and I think the Belmont Stakes is akin to a major international

competition across the global sport ecosystem. It really is a competition of consequence and one we think is extremely special across the overall industry."

Belmont Park

The Belmont Stakes moved to its permanent home at Belmont Park on Long Island in 1905. The first race at the new track was held on May 4 and attracted the nation's elite. Arriving in both horse-drawn carriages and cars, more than 40,000 ushered in a new era of horse racing for New York and the United States.

When Belmont Park's current grandstand was rebuilt in 1968, it became the largest in thoroughbred racing. It has a total capacity of more than 100,000. Belmont Stakes fans have exceeded the Park's capacity four times and reached a record 120,139 in 2004.

"There's no facility like that (Belmont Park) in American racing, that's so large, with one contiguous building and the 1 1/2 mile oval," says Bryan Pettigrew, senior vice president of marketing and sponsorship for the Breeders' Cup. "In terms of facilities, it's legendary and historic. When you go there, it's somewhere

special, whether it's the paddock or to watch the race trackside."

Belmont Park's single 1 1/2-mile lap is the longest dirt track in thoroughbred racing in the United States.

"In today's world, six furlongs (3/4 mile) seems to be the norm," said Walker Hancock, president of Claiborne Farm. "To stretch it out to 1 1/2 miles shows true grit and determination to win the race."

Where Triple Crown Fortunes are Made (or Lost)

Once the Preakness Stakes started in 1873 and the Kentucky Derby in 1875, the status of the Belmont Stakes elevated. As the final race in the quest for the Triple Crown, the fortunes of all the horses competing for horse racing's most prized title comes down to their performance at the Belmont Stakes.

Over the years, only 35 horses have won both the Kentucky Derby and the Preakness Stakes to be eligible for the coveted title of Triple Crown champion. But "The Test of the Champion" and Belmont Park's 1 1/2 mile track is a challenge few can overcome.

And only 12 horses have achieved the sport's ultimate glory. From Sir Barton in 1919 to Secretariat's incredible domination in 1973 to American Pharoah in 2015, the Belmont Stakes has witnessed horse racing's finest.

"Being the third leg of the Triple Crown, the Belmont Stakes is a significant part of racing," said Bill Turner, senior key account executive at Coca-Cola, one of the race's major sponsors. "It creates an overall excitement. The atmosphere is always electric."

"The sport (horse racing) itself is a primary staple in the history of sport in general," says Berghoff.

"That inextricable relationship between the jockeys, the animals, the horsemen – the overall ecosystem is exceptionally and incredibly unique. When we think about what it (Belmont Stakes) means to the overall sport of horse racing, it's the pinnacle of that – the overall professionalism, the care for the industry, the engagement from a fan perspective, from a horseman perspective, from an executive perspective." (SEE BIRTH, PAGE 12)



The owner of the horse that wins the Belmont Stakes receives the August Belmont Memorial Cup, a solid silver bowl and cover made by Tiffany's.

Credit: Photo courtesy of NYRA

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Q&A with Chris Kay

CEO and President of the New York Racing Association (NYRA)



Chris Kay, CEO and President, New York Racing Association (NYRA)

SBJ: When you joined NYRA in 2013, what were your plans for the future of Belmont Stakes and Belmont Park?

Chris Kay: I had three strategic initiatives, which I articulated in August of 2013, and they've guided our organization ever since. The first was to enhance the guest experience on track and online. The second was to improve the quality of racing and the third was to create a sustainable financial foundation. With respect to Belmont Park, I thought there might come a day when we could transform this property into a tremendous destination and make it one of the best sports entertainment districts in the

country. After several years and a lot of hard work by a lot of people within our organization, we're pleased with the progress we've made to date.

SBJ: What led to the start of the Belmont Stakes Racing Festival?

Chris: One of the things about any sport is that there have to be really special days. Not everybody watches a baseball game in August, but people tune in to the World Series. You might not watch every NFL game, but you watch the Super Bowl. We needed to do the same thing in horse racing, which is available in so many locations on so many days of the year. And so we created what we called "Must See Bigger Than" days, times when if you're not going to pay attention to horse racing all year long, you owe it to yourself to pay attention on those big days. And the Belmont Stakes was the first day. In 2014, we put a lot of great big races that had been on other days on Belmont Stakes Day and it was a success. So in 2015, we expanded it to be a three-day racing festival. And we're very pleased with what we've been able to achieve since 2015.

SBJ: How would you evaluate the success of the racing festival?

Chris: It's been very successful. We no longer have to count on having the possibility of a Triple Crown to make sure we have a great day. We bring in some great entertainment. In addition, we have a power-packed day of great racing on Saturday. We've added better races on that Friday and Thursday. So, for example, in 2017, the handle – the amount of money wagered on races for a given day – increased 30 percent in 2017 over 2016 for those races offered on Thursday and Friday. That tells us that the horse players in the public who are interested in horse racing are looking upon this truly as a three-day festival.

SBJ: What role has corporate sponsorship played in the Belmont Stakes, Belmont Stakes Racing Festival and Belmont Park?

Chris: Sponsorships have played an important role. For example, we had one of the fantasy sports companies sponsor the event in 2015. In 2016, we launched an Internet wagering company called NYRA Bets. And NYRA Bets has been the sponsor for the Belmont Stakes ever since. And we also have other sponsors at a lesser level. We very much appreciate their work and their support. I do believe that when we have that kind of destination at Belmont, including the (new Islanders) arena (and entertainment district), we're going to be able to have far greater opportunities for significant sponsorship.

SBJ: What role does NYRA and Belmont Park have in the development of the New York Islanders arena and the entertainment district?

Chris: We both have the same goal to create a destination where people of all ages and all demographics will come with their friends and family to have a great time. We want to be able to offer a variety of different experiences and we want to be able to do it in a seamless and integrated way. So there's been a lot of dialogue between our two organizations to achieve that goal and there will obviously be a lot more in the weeks and months to come. (SEE CHRIS KAY, PAGE 12)



American Pharoah, ridden by Victor Espinoza, won the 2015 Belmont Stakes in a gate-to-wire victory, becoming the first Triple Crown winner in 37 years.



Fashion is a key part of the traditions at the Belmont Stakes.



The paddock crowd cheers on 2014 Triple Crown hopeful California Chrome.

For Triple Crown Champions, All Tracks Lead to Belmont Park



Secretariat, ridden by jockey Ron Turcotte, is led to the winner's circle by his owner, Penny Chenery. Secretariat captured the Triple Crown by winning the 1973 Belmont Stakes by a record 31½ lengths.

"The Belmont Stakes is the final leg of the Triple Crown," said Mike Ziegler, executive director of racing at Churchill Downs. "It's the race every horse owner wants to win."

The two most memorable Triple Crown victories were by Secretariat in 1973 and American Pharoah in 2015.

Secretariat

Going into 1973, horse racing fans were starved for a Triple Crown champion. It had been 25 years since Citation claimed the title in 1948. One of the top U.S. racehorses of the 20th century, Secretariat didn't just win the Belmont Stakes, he posted the greatest performance in the history of horse racing. Having set speed records at the Kentucky Derby and Preakness Stakes, Secretariat's appearance in the Belmont Stakes drew a then-record crowd of 69,138 and a TV audience of 15 million households. And he did not disappoint. After Secretariat's fast start, CBS announcer Chic Anderson made the call, "Secretariat is widening now! He is moving like a tremendous machine!" In a record 2:24, Secretariat won by 31½ lengths, both marks that still stand today.

Stuart Janney III, chairman of The Jockey Club, said one of his best memories is, "Secretariat in 1973 because of the magnificence of the horse and the breathtaking way his win was achieved."

In a tribute to Secretariat and his dominant victory, Belmont Park erected the Secretariat Pole just inside the railing – 31½ lengths short of the finish line. And a bronze statue of the famous horse stands inside the Belmont Park paddock.



Sir Barton won the Belmont Stakes in 1919 to become the first Triple Crown winner.

One of the most difficult championships to earn, the Triple Crown is the exclusive title given to the horse that wins the Kentucky Derby (started in 1875), Preakness Stakes (1873) and Belmont Stakes (1867) in the same year.

In more than 140 years of Triple Crown racing, 35 horses have been eligible to claim the title. But only 12 have become racing royalty, capturing the Triple Crown by winning the Belmont Stakes. (See "12 Epic Years of Triple Crown Winners.")

Sir Barton won the first Triple Crown in 1919. The 1940s were dubbed the grand decade of horse racing when four horses won horse racing's ultimate prize. The 1930s and 1970s each featured three Triple Crown winners. But after Affirmed won in 1978, there was a 37-year drought until American Pharoah claimed the title in 2015.



Credit: Photo courtesy of NYRA

American Pharoah wins the 2015 Belmont Stakes to become the first Triple Crown winner in 37 years.

of 22 million watched on TV. Holding the lead from gate to wire, American Pharoah claimed his Triple Crown title at the Belmont Stakes by beating seven other horses by 5½ lengths in 2:26.65, the second fastest Belmont time of all Triple Crown winners.

"My best memory (of the Belmont Stakes) is the 2015 Triple Crown win and having my family with me at the race," said Bryan Pettigrew, senior vice president of marketing and sponsorship for the Breeders' Cup. "I'd gone a number of times when there were Triple Crown attempts. It was exciting and overwhelming to be there for the 2015 Triple Crown win."

"I was lucky enough to be there to see American Pharoah succeed," said Ziegler. "It was one of the most thrilling days of racing I've seen in my career."

Said Walker Hancock, president of Claiborne Farm, "The roar the crowd made when American Pharoah turned towards home would rival any noise I've heard in any sports arena."

American Pharoah

After Secretariat, horse racing gave its fans just two more Triple Crown winners – Seattle Slew in 1977 and Affirmed in 1978. When American Pharoah burst onto the scene in 2015, anticipation ran high among race fans that he could be the one to break the 37-year drought. With the opportunity to see the first Triple Crown winner in a generation, a capped sell-out crowd of 90,000 swarmed Belmont Park, while a record audience



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CONGRATS TO NYRA AS THEY CELEBRATE THE 150TH RUNNING OF THE BELMONT STAKES. BELMONT PARK IS HOME TO FOUR BREEDERS' CUP WORLD CHAMPIONSHIPS.



Hockey Joins Horse Racing at Belmont Park



Islanders Center John Tavares, New York Governor Andrew Cuomo, Singer-songwriter Billy Joel and Islanders Right Wing Cal Clutterbuck display their Islanders' jerseys at the press conference.

Hockey and horse racing may sound like an unusual combination, but not in New York.

In 2018, the NHL's New York Islanders won a proposal with the state of New York to build an 18,000-seat arena at Belmont Park. That decision signaled the return of the Islanders to Long Island. Since its launch in 1972, the team had played at Long Island's Nassau Coliseum before moving to Brooklyn's Barclays Center in 2015.

In addition to the arena, the Islanders will build an entire mixed-used development. It will include a 250-room hotel, a 435,000-square-foot retail village and six acres of outdoor recreation space that will include a 10,000-square-foot innovation center. The arena will host up to 150 events a year, from college sporting and family events to concerts and conferences. The retail village will include stores, restaurants and a movie theater.

The arena will be situated on a prized location – behind Belmont Park's grandstand and beside the paddock. The hotel will be beside the grandstand.

"Our most important goal is to create a destination location, to create the finest sports and entertainment district in the country," said Chris Kay, CEO and president of the New York Racing Association (NYRA).

To help fans and guests travel to the new development, the Belmont Long Island railroad station will become a full-year, full-service station. It currently only operates during Belmont Park's horse-racing season.

Joining the Islanders in creating the development are Sterling Project Development, a real estate firm run by the Wilpon family, owners of MLB's New York Mets; and Oak View Group, an arena development company partly owned by MSG. These three groups have formed New York Arena Partners and will invest \$1 billion in private financing to create the development, forgoing the use of public funds. They'll sign a 49-year lease with New York and pay the state \$40 million rent throughout the term of the lease.

The Islanders will break ground on the new arena in late winter/early spring of 2019. The team expects to open the 2021-22 season in their new home. Until then, they'll split home games between the Nassau Coliseum and Barclays Center.

"I'm looking forward to seeing what the development brings," said Walker Hancock, president of Claiborne Farm. "The crowd seems it will be of a younger generation. I hope that happens and we'll make new fans in horse racing."

The development will strengthen Belmont Park as a world-class sports and entertainment destination. The thousands of jobs created, both during construction and continuing thereafter, will create a significant economic impact for the region for years to come.

The move by the Islanders and the guests coming to the entertainment district will introduce a new wave of people to the excitement of horse racing, developing a new generation of potential fans.

"I think the benefit to horse racing (of the development) is that by virtue of now having another reason to come to this property, either for concerts or hockey

games, as well as the retail that will be across the street, we're going to be able to introduce a lot of people to horse racing," said Kay. "A lot of people were brought to the track by their parents and now they're going to realize this is not their grandfather's horse racing. This is a lot of fun. We all want immediate gratification and this is a place where you can watch, wager, win, celebrate and party and then do it again a few minutes later."



NHL Commissioner Gary Bettman and Islanders Owner Jon Ledecky at the press conference announcing the Islanders' new arena at Belmont Park.

Credit: Photo courtesy of NYRA



The NHL Islanders new home will be adjacent to the Belmont and will be the foundation for an extensive sports and entertainment development

Belmont Stakes Facts and Trivia

- The Belmont Stakes is named for August Belmont Sr., a financier who made his fortune in banking, and who helped fund the construction of Belmont Park.
- The Belmont Stakes is known as "The Test of the Champion" as the 1½-mile dirt track at Belmont Park makes the Stakes the longest and most challenging race most horses will ever run.
- The winner of the Belmont Stakes receives the August Belmont Memorial Cup, a solid silver bowl and cover from Tiffany & Co. The winning owner keeps the trophy for one year until the next race is run. The winning owner, trainer and jockey each receive a silver miniature of the trophy.
- It takes five hours and 700 white carnations to make the 40-pound blanket that is draped over the winning horse.
- The Belmont Stakes has been run at four race tracks – Jerome Park in the Bronx (1867-89), Morris Park in the Bronx (1890-1904), Aqueduct in Queens (1963-67 while Belmont Park's grandstand was rebuilt) and Belmont Park in Long Island (1905-present).
- Only two people have won the Belmont Stakes as both a jockey and trainer (James Rowe and George Martin Odom).
- In 1993, Julie Krone became the only female jockey to win the Belmont Stakes.
- In 1871, the Belmont Stakes featured the first post parade in the United States, where the horses walk in front of the crowd before moving into the gates.
- In 1921, the Belmont Stakes became the first race to be run in a counter-clockwise direction.
- The race was cancelled in 1911 and 1912 due to anti-gambling legislation in New York State.
- The Belmont Stakes is the oldest Triple Crown event, predating the Preakness Stakes (1873) by six years and the Kentucky Derby (1875) by eight.
- While 35 horses have been eligible to claim the Triple Crown with a Belmont Stakes victory, only 12 have achieved that feat.
- There has been only one father/son Triple Crown champion – Gallant Fox in 1930 and his son, Omaha, in 1935.
- In 1977, Seattle Slew became the first undefeated horse to win the Triple Crown.

Dynasties

- Eighteen owners have won the Belmont Stakes more than once, accounting for 57 champions.
- Of these 18 owners, 10 posted consecutive victories.
- Three families – Belair Stud, the Belmont Family and James Keene – lead all owners as each have had six Belmont Stakes champions.
- Nine jockeys (with 37 wins) and seven trainers (with 38 wins) account for a quarter of the Belmont Stakes champions.
- Fourteen Belmont Stakes winners have sired at least one Belmont winner, led by 1920 champion Man o' War who sired three champions, including 1937 Triple Crown winner War Admiral.



Carousel horses, which date to the early 20th century, adorn the walls of the Garden Terrace Restaurant on the fourth floor of the Belmont Park Clubhouse

What does the Belmont Stakes and **Claiborne Farm** have in common?

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12 Epic Years of Triple Crown Winners

YEAR	HORSE	OWNER	TRAINER	JOCKEY
1919	Sir Barton	J.K.L. Ross	H.G. Bedwell	John Loftus
1930	Gallant Fox	Belair Stud*	J.E. Fitzsimmons*	Earl Sande
1935	Omaha	Belair Stud*	J.E. Fitzsimmons*	William Saunders
1937	War Admiral	Samuel D. Riddle	George Conway	Charles Kurtsinger
1941	Whirlaway	Calumet Farm*	Ben A. Jones	Eddie Arcaro*
1943	Count Fleet	Mrs. John D. Hertz	Don Cameron	John Longden
1946	Assault	King Ranch	Max Hirsch	Warren Mehrtens
1948	Citation	Calumet Farm*	H.A. "Jimmy" Jones	Eddie Arcaro*
1973	Secretariat	Meadow Stable	Lucien Laurin	Ron Turcotte
1977	Seattle Slew	Karen L. Taylor	William Turner Jr.	Jean Cruget
1978	Affirmed	Harbor View Farm	Lazaro Barrera	Steve Cauthen
2015	American Pharoah	Zayat Stables	Bob Baffert	Victor Espinoza

*two-time winner



A bronze statue of Secretariat, who won the 1973 Triple Crown by a record 31½ lengths, is on display in Belmont Park's paddock.

Photo courtesy of NYRA

Belmont Stakes by the Numbers

- 22 million** – record TV viewers in 2015 to watch American Pharoah win the first Triple Crown in 37 years
- 90,000** – fans who watched American Pharoah in 2015 win the Triple Crown at Belmont Park
- 2,015** – horses to start the Belmont Stakes
- 700** – carnations used to make the carnation blanket that is draped on the winning horse
- 150** – years of running the Belmont Stakes marked in 2018
- 37** – years between American Pharoah's Triple Crown win in 2015 and the previous one, by Affirmed in 1978
- 31½** – lengths is the record margin of victory set by Secretariat in his 1973 Triple Crown win
- 14** – Belmont Stakes winners who have sired at least one Belmont winner
- 12** – horses that have won the Belmont Stakes to become Triple Crown champions
- 8** – wins by James Rowe, the most of any trainer at the Belmont Stakes

- 6** – wins, the most by a jockey in the Belmont Stakes (James McLaughlin and Eddie Arcaro); and by an owner (Belair Stud and James Keene)
- 5** – consecutive wins in the Belmont Stakes by a trainer (Woody Stephens – 1982-1986)
- 3** – winning fillies at the Belmont Stakes
- 2:24** – the posted fastest winning time for the Belmont Stakes, set by Triple Crown winner Secretariat in 1973
- 1** – lap around the 1½ mile track to crown the Belmont Stakes winner



The gates of Jerome Park, where the Belmont Stakes was run from its inception in 1867 to 1889, are preserved on the fourth floor of the Belmont Park Clubhouse.

Churchill Downs Incorporated *Salutes*



AQUEDUCT

**BELMONT
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SARATOGA

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What Are Some of Your Best Memories of the Belmont Stakes?

"In 2016, rain threatened all day, but it didn't rain. We had a photo finish and a horse named Creator won. Just as Creator passed the finish line, it began to rain. And we did the presentation in the rain. Bobby Flay, one of our board members, was part of the ownership team. When the rain stopped, as Creator and her owners were walking away, there was this rainbow in the background."

– Chris Kay, CEO and President, New York Racing Association (NYRA)

"We like to think of the sports industry as being in the happiness business and it's not just a couple of minutes that the horses are running around the track, it's everything from top to bottom. It's getting on the train in New York City and taking it out to the Belmont stop. It's the palpable energy that's either in those railroad cars or those subway cars. And obviously, the American Pharoah race was probably one of the most transcendent sporting events I've ever experienced. But across the board, it is the energy, the enthusiasm, being on those grounds, watching the full day's worth of races. And now, seeing it expand to an overarching racing festival. Also the chance to actually be a fan in an industry where we don't attend many events as fans is really exciting."

– Dany Berghoff, Principal, Global Sport Leadership Practice, RSR Partners

"As a fan, I try to never miss a Belmont. I'm drawn by the drama of the race itself with the best three-year-olds racing at a mile and a half for the first time with a possible Triple Crown at stake, but also for the extraordinary undercard filled with grade 1 dirt and turf stakes. I've experienced the excitement of running my horse in the race, but sadly not the ecstasy of winning."

– Stuart S. Janney III, Chairman, The Jockey Club

"My best memory was the 2015 Triple Crown win and having my family with me at the race. I'd gone a number of times when there were Triple Crown attempts. It was exciting and overwhelming to be there for the 2015 Triple Crown win."

– Bryan Pettigrew, Senior Vice President of Marketing and Sponsorship, Breeders' Cup

"I've been many times over the past 10 to 15 years. The first one I remember was Smarty Jones' bid for the Triple Crown that came up short. I'll never forget American Pharoah. I'll remember that one as long as I live."

– Walker Hancock, President, Claiborne Farm

"While it was thrilling to see American Pharoah clinch the 2015 Triple Crown at that year's Belmont, I would have to say my favorite memory was the 2004 Smarty Jones Belmont, the first with my wife, Jessica – before we were married."

– Mike Ziegler, Executive Director of Racing, Churchill Downs



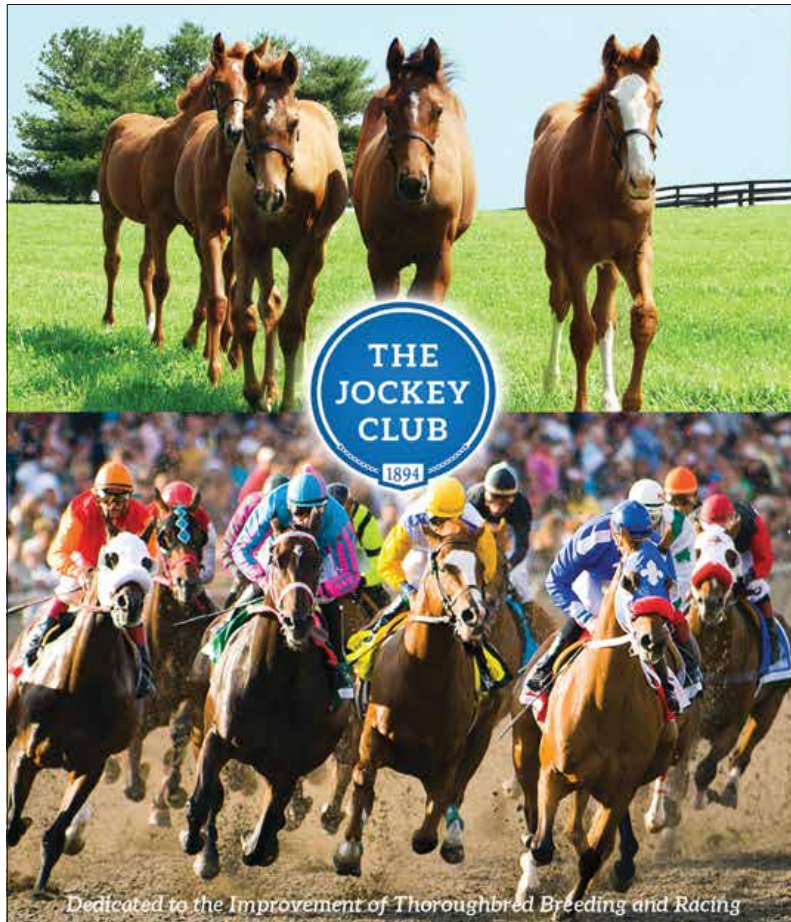
Celebrity Chef Bobby Flay (r) was part of the ownership group for 2016 Belmont Stakes champion Creator, ridden by Irad Ortiz Jr.



Secretariat's historic by win by 31 lengths at 2 minutes and 24 seconds has not been broken and remains one of the most famous feats in all of sports.



Fans turned out in droves to show their support for American Pharoah, the 2015 Triple Crown winner.



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- BloodHorse
- Grayson-Jockey Club Research Foundation
- The Jockey Club Safety Net Foundation

Belmont Stakes Racing Festival and Triple Crown Race Lead to Sports Event of the Year Honors



NYRA CEO and President Chris Kay (c) and members of his staff with the trophy for winning Sports Event of the Year honors at the 2016 Sports Business Awards.

In 2014, the New York Racing Association (NYRA) expanded the Belmont Stakes into a "Must See Bigger Than" day, packing some of the top races that had been held on other days into the schedule on Belmont Stakes Day.

As fortunes would have it, in the 2014 Belmont Stakes, California Chrome was competing to become the 12th horse to win the Triple Crown. The anticipation of having the 36-year Triple Crown drought end, along with entertainment and the other races, attracted 102,199 people to the race, the third largest crowd in Belmont Stakes' history.

The following year, due to the success of the 2014 Belmont Stakes Day, NYRA created the Belmont Stakes Racing Festival. The three-day event featured 17 graded stakes races, more than \$10 million in purses, expanded hospitality options and concerts.

That inaugural festival became the most successful event in New York horse-racing history. It generated more than \$165 million in total wagering and attracted 100,749 fans over three days in June.

"We've had a great partnership with NYRA over the years," said Bill Turner, senior key account executive at Coca-Cola, a major sponsor of the race and festival. "We're happy to be a part of their winning formula. Being in a true partnership has been great."

The 2015 festival came to an historic culmination when a capped, sold-out crowd of 90,000 watched American Pharoah enter sporting immortality by becoming the first Triple Crown winner in 37 years. It was the Northeast's largest single-day sporting event of the year.

With the high attendance recorded in 2014 and knowing demand would be intense for the 2015 festival, all of the reserved seating and hospitality packages for Belmont Stakes Day were sold out before the running of the Preakness Stakes, before people knew there would be a contender for the Triple Crown.

Then, with the intense desire of race fans to have a chance to witness a Triple Crown winner, general admission tickets sold out the day before the race – marking the first

time in Belmont Stakes' history that tickets were not sold on race day.

In addition to the finest of horse racing, the Belmont Stakes Racing Festival has featured some of the country's top musical performers, including O.A.R., Goo Goo Dolls, LL Cool J and Daughtry.

The success of the festival led to the Belmont Stakes being crowned by SportsBusiness Journal as the Sports Event of the Year for the 2015 Sports Business Awards. It was a major upset as the Belmont Stakes beat out NFL Super Bowl 50, the FIFA Women's World Cup Final, NASCAR Southern 500 and the Mayweather vs. Pacquiao fight. It was also the first time in the Sports Business Awards' eight-year history that a horse race had been nominated.

"Each year we see more and more young people coming to the Belmont Stakes Racing Festival," said Chris Kay, CEO and president of NYRA. "Some of them are dressed up, some are not, and all of them are having a great time. This bodes well for what we're doing at Belmont and for the sport. Young people are realizing this is a great place to come for a party and for horse racing and they're going to come again. That's what this sport needs."



A capped, sold-out crowd of 90,000 watch American Pharoah break the 37-year Triple Crown drought, to become the 2015 Triple Crown winner at the Belmont Stakes.

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TASTE THE FEELING™

(BIRTH, FROM PAGE 2)

Horse Racing at its Finest



At 150 years, the thrill of winning the Belmont Stakes has never diminished. It remains one of the greatest moments in all of horse racing

"We have the most exciting day of racing on Belmont Stakes Day," said Chris Kay, CEO and president of NYRA, "because we have a tremendous card with six grade one races. And then you have the possibility of a Triple Crown. When you put all that together, if you have a possibility for a Triple Crown, it makes for one incredibly exciting day of racing."

With the launch of the three-day Belmont Stakes Racing Festival, the success of Belmont Stakes Day is no longer dependent upon the possibility of

a horse contending for the Triple Crown.

"If we don't have a Triple Crown possibility," Kay continued, "we still have an event that is a lot of fun and has a lot of quality horse racing for people that are avid horse-racing fans or people who are just getting introduced to the sport."

The Belmont Stakes has become a place of pageantry and glamor in the midst of the pulsating energy of thoroughbred racing. It is a place where champions are crowned.

"In today's world, we have a habit of calling something a tradition if it celebrates its second anniversary," said Stuart Janney III, chairman of the Jockey Club. "That's a long way from 150 years. The fact that this is one of our oldest races in arguably the oldest sport is cause for great celebration."



In 2015, a capped, sold-out crowd of 90,000 were on hand to watch American Pharoah in his quest to become the 12th Triple Crown champion.

(CHRIS KAY, FROM PAGE 4)



NYRA CEO and President Chris Kay accepts the trophy for Sports Event of the Year at the 2016 Sports Business Awards for the 2015 Belmont Stakes Racing Festival race, which saw American Pharoah become the first Triple Crown winner in 37 years

SBJ: In addition to the introduction of a new group of potential horse-racing fans, what other benefits do you see from the entertainment district and the Islanders coming to Belmont Park?

Chris: There are ways we can begin to cross-market, to treat various sponsors that will be beneficial to all parties. We can share certain costs, security and maintenance, for example.

SBJ: What would you consider some of the most historical events that have occurred at the Belmont Stakes?

Chris: Certainly the 2015 Belmont Stakes was an exciting time. It was a moment I'll never forget, when American Pharoah won the Triple Crown, the first one in 37 years. I kid you not, in an equally memorable event, the following May, SportsBusiness Journal selected Belmont Stakes as the Sports Event of the Year, beating out Super Bowl 50, the FIFA Women's World Cup Final, the NASCAR Southern 500 and the fight of the century between Mayweather and Pacquiao.

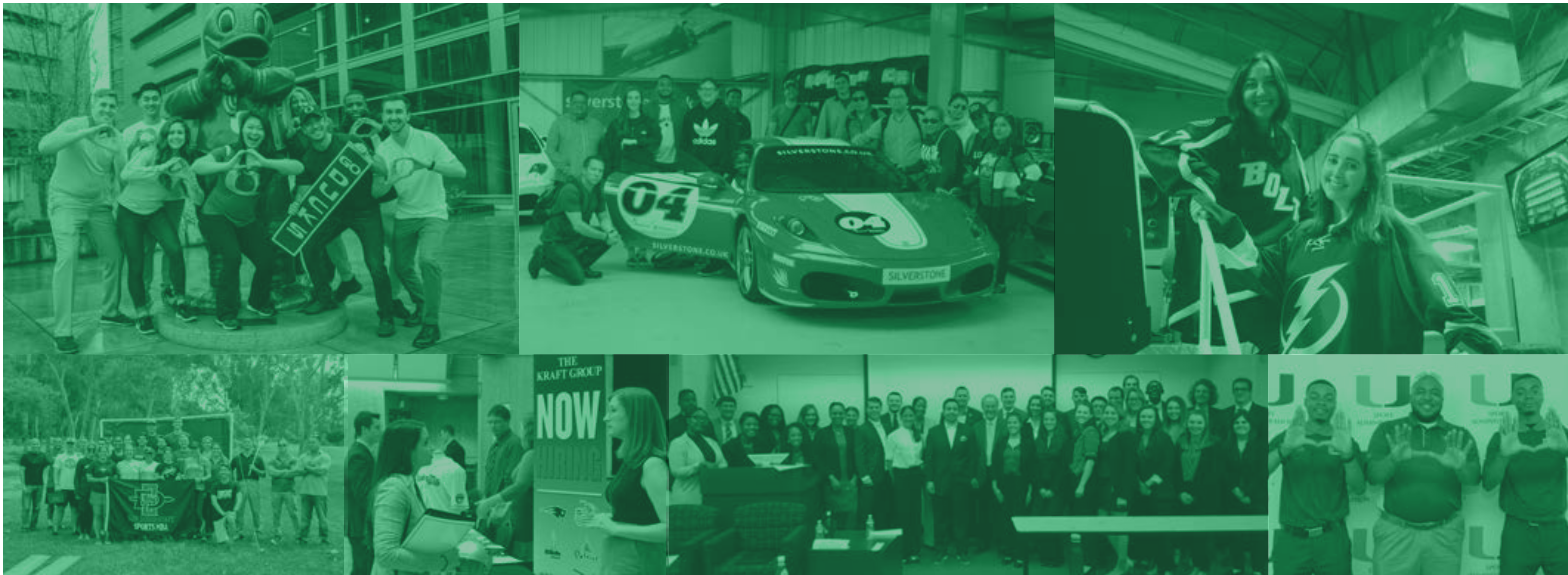



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DEGREE PROGRAMS IN SPORTS BUSINESS

From globalization to experiential learning, college sports management programs prepare the next generation of sports industry leaders

As the sports world evolves, college sports management programs are changing with it. Giving students hands-on involvement through experiential learning projects is becoming the norm.

The globalization of sports is leading colleges to develop a more international approach. Students from the featured programs travel to Australia, Brazil, China, Dominican Republic and England to learn about the differences in international sports, as well as available opportunities.

Other programs focus on exceptional domestic programs for their students. Local site visits include stops in Baltimore, Boston, Dallas, Los Angeles, New York City, San Francisco and Washington, D.C.

With the growing role of technology and the advent of new events such as esports, many programs emphasize a business education first, with sports-specific courses as a second priority. ■

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**UNIVERSITY OF
CENTRAL FLORIDA**

ORLANDO, FLA.

**UCF combines a strong
business curriculum with
service, diversity and inclusion**

Through the DeVos Sport Business Management Program in the College of Business Administration, the University of Central Florida offers a Master's in Sports Business Management, together with an MBA. The program annually serves about 25 students.

The curriculum is geared to a general approach to sports business to give students a broad view of the industry. But UCF also produces boot camps — daylong events where industry experts dive deep on topics not in the curriculum. This has included innovation, utilizing the renowned Orlando Magic Innovation Lab, and the ever-changing strategies of sales in sports. Boot camps on data visualization and Tableau plus esports and gaming will be added in 2018-19.

At the DeVos Distinguished Speaker Series, senior executives from the sports industry expose students to various available jobs.

Through an exclusive relationship, ESPN has a weeklong executive in residence. The executive holds one-on-one sessions with the students and speaking engagements with alumni and current students. The executive also helps students plan their ESPN real-life experience project.

In year two, students choose an annual trip. Destinations have included Dallas, Chicago, L.A. and New York. At this year's trip to Washington, D.C. and Baltimore, visits are planned with Georgetown's Athletic Department, Special Olympics, Under Armour, Baltimore Ravens, Monumental Sports, DC United and the Washington Nationals. Students meet with staff and tour facilities at each location and will visit the African-American History Museum.

The DeVos program works with sports organizations to create real-world projects pertinent to students' business objectives. In 2018, DeVos students are working with Minor League Baseball on a diversity and inclusion project, helping MiLB better understand Hispanic communities in its 160 markets. Previous ESPN projects have included how to



Leaders from UCF's athletic department play an integral role in the DeVos Sport Business Management Program.

best expand its "30 for 30" brand, make "SportsCenter" more relevant to a younger demographic and determine ESPN's level of involvement with esports.

"Our students are constantly being exposed to people who are doing the work," said Richard Lapchick, chair and director of the DeVos Sport Business Management Program.

In addition to the strong business curriculum, UCF emphasizes service, diversity and inclusion.

Students complete 42 hours of community service each year for a Central Florida agency for underserved youth. The amount of hours chosen is symbolic, representing Jackie Robinson's number.

Every August, students rebuild homes in New Orleans' Lower Ninth Ward devastated by Hurricane Katrina. Since 2006, students have made 55 trips and worked on more than 140 homes.

"Our students come here because they believe in the fundamental philosophy of our program, which is using the power of sport to affect positive social change," said Lapchick.

For example, students organized the 4.9K Community Rainbow Run, held on the second anniversary of the Pulse nightclub shooting in Orlando. In two years, more than 2,600 people have participated. The run benefits the onePULSE Foundation, which

helps survivors and families of the victims.

The DeVos program partners with the Institute for Sport and Social Justice, which has conducted diversity and inclusion training for the NBA, MLS, some NFL teams and more than 100 colleges. Considered the best sport-based diversity inclusion program, the institute trains all of the DeVos students.

The DeVos program also created The Institute for Diversity and Ethics in Sport, which issues the widely read racial and gender report cards. UCF students conduct the research for the report cards.

"Our students not only get critical business skills but have that kind of social consciousness that they can be part of contributions to the community their teams make," said Lapchick.



During FDU's annual trip to London, students visit Chelsea FC and Wimbledon.

**FAIRLEIGH
DICKINSON
UNIVERSITY**

TEANECK AND MADISON, N.J.

**FDU offers multiple degrees
founded on business principles
and focused on the world**

The sports administration program at Fairleigh Dickinson University (FDU), a private university that develops students' expertise, is

only four years old and graduated its first class in May 2018. The program serves more than 150 students on campus, online and through interactive TV (ITV).

The school offers both a bachelor's and master's degree in sports administration, along with a combined Bachelor of Arts in Sports Administration/Master of Sports Administration degree. Students in the latter

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PROGRAMS, FROM PAGE 21

program receive two degrees in five years, while students in the master's program receive a 50 percent tuition reduction.

"We focus on the business principles of the sports industry," said J.C. Kim, Ph.D., program director of sports administration. "We also highlight the importance of global learning and international sports administration."

FDU's International Sports Administration course takes place at Wroxton College, the university's property located 90 minutes from London, England.

Students visit the All England Lawn Tennis & Croquet Club (the site of Wimbledon), Chelsea FC and venues for England's two other major sports — cricket and rugby. They also go to the River and Rowing Museum and the Silverstone Circuit, an F1 racetrack. Additionally, they're treated to a variety of guest speakers, including one who addressed sports terrorism.

"I try to focus on non-familiar sports," said Kim. "Students can see different sports and experience a different culture, so hopefully, they won't hesitate when they have a chance to go abroad or meet international people."

FDU also takes advantage of its Metropolitan Campus, just 30 minutes from Manhattan, and the opportunities available with the major sports leagues and teams in the area.

For example, the school's sports sales class will be held at Red Bull Arena in the fall of 2018 and taught by one of the executives from the New York Red Bulls. ■

UNIVERSITY OF MASSACHUSETTS

AMHERST, MASS.

UMass Takes Advantage of Its Robust Alumni Base in Serving Current Students

Serving 450 students, the Mark H. McCormack Department of Sport Management in the Isenberg School of Management at the University of Massachusetts, offers four degree programs — BS, MS, MBA/MS dual degree and Ph.D.

"Our focus is business education, providing students with the business skills that are applicable across all aspects of the sport industry," said Steve McKelvey, associate department chair for external relations and associate professor of sport management. "We want to create critical thinkers who become industry leaders."

For one of the country's oldest programs, building real-world projects into the curriculum through experiential learning is core to its DNA. At the graduate level, UMass is in its 10th year working on experiential learning projects with Octagon.

Many classes partner with companies where teams of students manage actual projects. Once completed, the students present their solutions to the companies.

The program also has four clubs involved in experiential learning activities.

They run a 50-company career fair, a large high school basketball tournament (Pioneer Valley Tip-Off) and a future leaders sport management conference. The sport analytics club annually participates in SABR (Society for American Baseball Research) case studies competitions.



Students in UMass' Mark H. McCormack Department of Sport Management annually run a 50-company career fair.

Making many of these activities possible is the program's 3,500 alumni who work in the sports industry. More than 40 return to campus each year as speakers, while another 35 serve as mentors for the graduate program.

Additionally, the alumni are quite successful. For example, UMass has 11 Sports-Business Journal/Daily Forty Under 40 winners.

"We have alums in so many sports industries at the highest levels, it provides our students an entree into a broad, diverse range of career paths" said McKelvey. "Our alumni are very engaged in seeking out our students, offering internships and jobs." ■

UNIVERSITY OF MIAMI

CORAL GABLES, FLA.

Offering a Robust Online and On-Campus Program, UM Extends its Sport Reach to South America

The University of Miami takes a general, purely business focus to its online and on-campus sport administration programs. The Master's in Sport Administration is offered both on campus and online. The Bachelor's

SEE PROGRAMS, PAGE 23



Named one of the top five programs in America by: The Wall Street Journal, The New York Times, ESPN The Magazine and Forbes Magazine.



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University of Miami Associate Professor Tywan Martin speaks with Arnold Schreer, Vice President and General Manager of Partnership Development at Home Team Sports, a division of Fox Sports Media Group, at the 2018 Sport Industry Conference; Students in Miami's Sport Administration Program attend the 2018 Sport Industry Conference.



PROGRAMS, FROM PAGE 22

in Sport Administration is solely offered on campus.

While the master's program offers the same courses taught by the same faculty, whether on campus or online, they are mutually exclusive, and students choose the option that best suits their circumstances.

On-campus class sizes typically range from 16 to 24 students. The majority of these students will be in their mid-20s to late 20s and half will have some work experience. Students in the online program tend to be in their mid-30s and most work full time. About half are currently working in the sports industry, while the others are considering going into the sports industry after they obtain their master's degree.

The university has found no statistical differences between student performance online or on campus.

The program's faculty are diverse in age, gender, race and ethnicity. There's also a full-time internship coordinator to help maintain relationships in the industry. Adjunct professors are used on a limited basis, but those few on staff are people who work in the industry.

"We're very focused in that we have people who specialize in each of the disciplines," said Warren Whisenant, chair of the Department of Exercise and Sports Sciences. "And everyone has had sport experience."

The university annually sponsors a Sport Industry Conference that attracts up to 500 students. Top executives speak to the students on key sports industry topics. The conference provides students with the opportunity to interact directly with corporate executives and learn more about the companies and opportunities available.

Many students enter the sport administration program thinking they want to work for teams and are unaware of all the opportunities available in the sports industry. The Sport Industry Conference gives them a chance to see other areas of the business.

The program has also established a sport industry leadership council composed of C-level executives who assist the program by finding speakers and topics for the Sport Industry Conference and who also serve as mentors to the students.

Students are encouraged to volunteer in the multitude of sporting events in the Miami area. From tennis, golf and fishing tournaments, to beach volleyball and racing, almost every sport is available in South Florida. The university typically has more than 100 interns and volunteers working in the marketplace every semester.

"When employers see a resume from

UM, they know the content, the education component is going to be top notch," said Whisenant, "so they look to see how many volunteer activities the student has."

The sport administration program is currently in the process of establishing a collaborative relationship with several sports clubs in Brazil. One of the goals is to have these clubs provide internships for UM students. The initiative will include two study abroad trips open to undergraduate and graduate students. The seven- to 10-day trips will take place in Rio de Janeiro and Belo Horizonte. The university has also received commitments from executives from two Brazilian clubs to be part of the 2019 Sport Industry Conference.

"Our number one initiative going into next year is to have a more hemispheric approach, particularly focused on Brazil," said Whisenant. "From our standpoint, sport is universal, it's global and is a great way for us to be able to develop those relationships in South America."

NYU SCHOOL OF PROFESSIONAL STUDIES

NEW YORK, N.Y.

NYU Global Sport Programs deliver internationally focused education that meets the needs of a rapidly evolving, digitally driven industry

The NYU School of Professional Studies (NYUSPS) Preston Robert Tisch Institute for Global Sport serves about 450 students through its Bachelor's of Science in Sports Management and Master's of Science in Sports Business, and houses an innovative sports research center.

These programs and initiatives focus on three objectives. First, they provide students with a competitive advantage in the employment market by building critical-thinking and problem-solving skills. Additionally, newly launched "real-world" courses enable students to work alongside industry professionals and apply what they've learned in the classroom to actual business scenarios. Industry collaborators have included the New York Jets and Major League Baseball Players Association, among others.

Secondly, these programs strive to develop leadership capability, which is accomplished by teaching and modeling leadership values, such as an appreciation of diversity and the importance of maintain-

ing and elevating the ethical standards within the sports industry.

Lastly, the Tisch Institute for Global Sport provides students with skills that will allow them to be successful in whatever they do — professionally and personally. This is achieved by cultivating and reinforcing a mindset of continuous learning.

The Tisch Institute also encourages students to have open and respectful dialogues that embrace the ability to disagree and to discuss concepts on a rational level. In fact, it is developing a program to teach students techniques to engage in constructive dialogue.

Under the leadership of Vince Gennaro, associate dean of the Tisch Institute, the curricula of the NYU sports degree programs focuses on the major issues facing today's sports industry and is built around three

themes — sports technology and innovation, globalization, and the science of fandom.

Sports Technology and Innovation

Course content delves into digital transformation and the data information explosion that is impacting and changing the sports industry. "The program has a robust range of sports analytics courses that are constantly evolving to keep up with the sports industry," said Gennaro. "This involves acquiring a deep understanding of the analytical tools available and the analytical processes to determine how to use this type of information."

One of the major goals of the Tisch Institute is to help students understand CRMs

SEE PROGRAMS, PAGE 24



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UNIVERSITY OF MIAMI

PROGRAMS, FROM PAGE 23

and to give them a sense of the kind of analytical tools they can use to analyze CRM data, segment a fan base, and create a product that is targeted to a specific fan base.

Globalization

Leveraging its global footprint, NYU programs like those of the Tisch Institute, deliver internationally focused curricula, which prepares students for a sports industry that no longer has geographic boundaries.

"International students comprise a significant portion of our programs — about 25 percent in the undergraduate degree and 50-60 percent in the graduate degree," said Gennaro. "In addition to benefitting from an international focal point in the curricula, students also have the opportunity to participate in study away experiences in places like Australia, China, Spain and Great Britain."

Recently, a trip to Shanghai included meetings with NBA China and visits to sports events and venues. In Sydney, students experienced Australian-rules football and cricket. These immersive trips help them to understand a country's culture and sports businesses.

China is a special focus market of the Tisch Institute. It has committed to investing substantial funds for building its sports industry and infrastructure, however the Chinese need U.S. expertise to help them commercialize sports. Gennaro believes the Tisch Center can serve as a conduit for bringing that insight to China.

Science of Fandom

Tisch Institute sports programs also afford students a deep dive into the factors that create the U.S. sports culture, providing them with an understanding of the origins of sports and their impact on shaping communities and fostering an identity for individuals and groups.

The program answers the complex question — from a psychology, sociology and neuroscience viewpoint — as to why fans care so much about their sports teams and brands and how teams have become a badge for people in today's society. Additionally, the program's global focus helps clarify how the U.S. mindset and culture relates to the rest of the world, as well as the pace of the development of global sport.

Research

The Tisch Institute's sports research group works closely with nonprofits to study emerging topics, including women's empowerment through sports and fans' motivations and attitudes. Research results ultimately become part of the curricula. Program research on the contemporary sports fan is continuously integrated into consumer behavior and fandom courses.

Key Differentiators

Key differentiators of the Tisch Institute's sports degree programs are its eight full-time faculty members who drive research initiatives and excel in the classroom. They are complemented by more than 50 adjunct faculty members, drawn from the deep pool of seasoned sports industry executives in the New York metro area. A second major factor is the institute's 1,000-plus alumni, many of whom are in leadership positions in the sports industry. In addition, the institute's location in the capital of sports — NYC — provides an edge for its



Associate Dean Vince Gennaro leads the development of NYUSPS Preston Robert Tisch Institute for Global Sport.

students when it comes to internships and job placement. Additionally, the Tisch Institute offers a robust student experience. Advisors and mentors form a support system for students.

New Initiatives

This fall, the Tisch Institute will debut its "Business of eSports" course, which will be offered on the graduate level, but also will be available to rising seniors. "This is an example of our responsiveness to the market," said Gennaro. "We feel esports is an important component of the new sports ecosystem and needs to be brought into the classroom."

Gennaro acknowledges that sports can play a greater role in addressing many of society's pressing issues. "Sports has transformative power — to unite people, build communities and play a role in addressing some of the world's bigger problems that may not be obviously connected to sports," he said. "We want to be at the forefront of expanding the role of sports so it can realize its full potential." ■

UNIVERSITY OF OREGON

EUGENE, ORE.

Celebrating 25 years of cutting-edge sports business education excellence

Celebrating its 25th anniversary, the Warsaw Sports Marketing Center in the Lundquist College of Business at the University of Oregon serves close to 550 undergraduate and graduate students. The program offers a bachelor's degree in business and an MBA, both with a sports business concentration.

The program concentrates on the business degree side first and the sports side second.

"We focus on broadening the definition of a sports business job," said Whitney Wagner, the center's director. "We have students who want to work for teams, leagues and sports product companies and we help them do that, but we also have students who want to work in corporate brand, partnership, experiential brand or digital brand marketing. We pride ourselves on helping students look at a broader career pipeline."

Undergraduate students visit multiple sites in Portland. They also travel to Boston where they visit companies and attend the MIT Sloan Sports Analytics Conference. Addi-

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Students from the Warsaw Sports Marketing Center at the University of Oregon benefit from the school's rich history of sports, including the presence of nearby Nike, which was started on the school's campus.

PROGRAMS, FROM PAGE 24

tionally, undergraduates have two options for sports business study abroad programs in Europe. These trips include meetings and company site visits, such as to FC Bayern Munich's office in Germany, where they'll hear from the business unit heads, tour the facilities and more.

MBA students spend a half a week in Seattle, full week in New York and San Francisco, and two weeks in Asia. They have corporate site visits, industry networking events and engagement with alumni. They also have 20-week corporate consulting projects, working on an actual strategic question for clients.

When Jim Warsaw founded the program in 1993, it became the first one to be housed in a business school. There were other sports business programs before Oregon's, but none were in a business school.

"The fact that we were, at our founding, firmly rooted in the business school environment is the first moving part of our history we're very proud of," said Wagoner. "Moving forward, we want to be as innovative and

cutting edge as we were then."

The Warsaw Center has announced two new programs that embody its commitment to innovation and leadership in the education landscape. It will roll out a new sports business minor in the fall of 2018, designed to serve students on campus who are not business majors.

And the center will start offering educational workshops to industry audiences, beginning with an esports workshop in July 2018.

SAN DIEGO STATE UNIVERSITY

SAN DIEGO, CALIF.

Military training and international trips key components for SDSU students

San Diego State University takes an international approach to its sports business program. The university offers an MBA with a sports business specialization. Now in its 13th

year, the program, which annually serves about 25-30 students, has produced about 350 alumni.

"Our focus is preparing students to enter an extremely competitive industry," said Scott Minto, director of the sports MBA pro-



SDSU students visit MLB's office in the Dominican Republic.

gram. "The MBA is our focus and the quality of the education is of utmost importance because that's going to differentiate our students. It's not just about 'placement' or landing their first sports job, it's just as important to be a productive, talented employee with business skills that stand out."

In San Diego, the entire class can obtain internships with different sports organizations and gain experience while they're in school. The university's location in Southern California affords students access to the LA./Orange County market less than two hours away. Students have also gone to nearby Baja California, Mexico for internships with some of their major clubs.

SDSU also provides its students with leadership reaction training using similar concepts taught to U.S. Marine Corps officer candidates. Marines from nearby Camp

SEE PROGRAMS, PAGE 26



SDSU takes advantage of nearby Camp Pendleton to offer its students Marine Corps leadership training.

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PROGRAMS, FROM PAGE 25

Pendleton help develop the students' leadership capabilities, coaching them on handling stress and other difficult situations.

One of SDSU's most unique features is an international trip. Rather than going to New York or London, SDSU students explore the business of sports in a developing country with their annual visit to the Dominican Republic. They raise money to contribute to community projects in impoverished neighborhoods that often produce MLB prospects. By running programs for local children and interacting with prospects at various academies, students develop an understanding for the human component of sports business.

More than a baseball trip, one component focuses on workers' rights and labor, as the group visits a factory that makes collegiate licensed apparel. Students meet workers on the factory floor and learn how they formed a union, so they can earn a living wage. They follow up with a consulting report to assist the organization.

"Part of the reason for the Dominican Republic trip is to give students a life experience," said Minto. "It puts the entire global industry in context. The sports industry is so globally connected now and we're preparing them for that world."

UNIVERSITY OF SOUTH FLORIDA

TAMPA, FLA.

For USF, experiential and global experiences complement the multitude of sports opportunities in Tampa

The University of South Florida's sport and entertainment management program, now in its sixth year, offers a dual Master's of Science/MBA degree. Students earn their MBA in year one and, in year two, complete the requirements for the master's of science portion of the degree.

In 2017, USF signed a 15-year agreement with Jeff and Penny Vinik, owners of the Tampa Bay Lightning, to name the sports management program the Vinik Sport & Entertainment Management Program. The naming rights deal, valued in the mid-seven figures, puts USF's program on the map, giving them continuity and financial stability.

While the program averages 28 students a year, the maximum that will be in any cohort is 30. Year two of the program contains a residency experience, where stu-



USF hosts an annual Sport & Entertainment Analytics Conference, sponsored by Ticketmaster, to go in depth on the role of data in sport business.

dents go to school two days a week and work at sports-related companies in the area three days. The program has up to 30 tuition waivers for the second year, never exceeding that number of students.

The Importance of Experiential Learning

"Our focal point is experiential learning and that takes place in the form of creative marketing and analytics," said Bill Sutton, director of the Vinik Sport & Entertainment Management Program at the Muma College of Business at the University of South Florida.

To provide students with experiential learning activities, classes shut down for a week so students could work on the Valspar Championship, part of the PGA Tour. They also work closely with the Tampa Bay Sports Commission. This past year, students worked the NHL All-Star game and next year, they'll work the Women's Final Four.

Each year USF students participate in Fox Sports University, a creative exercise with a Fox Sports regional network. For USF, it's Fox Sports Florida, which arranges for the class to consult with a client. Last year, the students created a Miami Marlins ad campaign that ran on Fox.

"We always take on clients for a sports marketing class and develop sponsorship activation plans," said Sutton. This past year, the students worked with the Minnesota Timberwolves.

In year two, students travel to Los Angeles before their last semester for Networking Week. It's designed to either affirm or question the direction they've chosen. Students visit

Ticketmaster, the Dodgers, LAFC, Fox Sports, Legends, Wasserman, Oak View Group, Premier Partnerships and the Riot Games. The week-long experience with a variety of environments culminates in a networking dinner with 30 to 40 industry professionals.

Tampa Becomes a Classroom

USF capitalizes on its location in Tampa. Using the city as a classroom, the program includes a residency program in which students work at sports-related businesses in year two. With community partners all around town, there's something for everyone. The Lightning is USF's primary partner, but other partners have included the Rays, Buccaneers, USF Athletics, Seminole Hard Rock Hotel and Casino, Tampa Bay Sports Commission and Feld Entertainment. For some students, these residencies can turn into full-time jobs.

"No matter what happens, I've got something for everybody," said Sutton. "If a student is interested in golf, we have a golf event; if they're interested in NASCAR, we have NASCAR; if they're interested in pro sports, we have pro sports; if they're interested in college sports, we have college sports. We have the Seminole Hard Rock Hotel and Casino for analytics and Feld Entertainment, the largest family entertainment company in the world. We have everything right here at our fingertips. So within 30 minutes of leaving campus, our students are at their residency having a great experience. This way, I can focus on placing them in jobs when they graduate, not internships. But I couldn't do it if it wasn't for the marketplace."

Beyond the Coursework

To instill a sense of social responsibility, community service hours are part of the curriculum. The goal is to help students understand that as they're working for a sports organization that takes money out of the community, they need to know how they can put money back into it.

USF also presents its own sports analytics conference held every spring and sponsored by Ticketmaster.

Additionally, a Fox Sports Speaker Series is held every year where students hear from nationally recognized people from the sports industry.

All students are assigned professional mentors based on their area of interest. So, for example, a student that's interested in analytics or business intelligence will be paired with an executive at his or her residency organization and also with a mentor that does that same job somewhere else.

Upon completion of the Vinik program, students take jobs at both agencies and teams, which have included Wasserman, LeadDog, the Lightning, Miami Dolphins, Miami Heat, Cleveland Cavaliers and Minnesota Timberwolves. USF's faculty tries to help their students return to their hometown or local area if they want. Otherwise, they work on national placement.

New Initiatives

Next year, USF will hold its first symposium, bringing back all five of its graduating classes. The goal is to connect the alumni to each other and to the current class.

Last year, USF added a globalization component to the program. Second-year students flew to London on the first of what will be an annual international trip. Students visited Octagon; AELTC (site of the Wimbledon championship) where IBM Watson presented information about scoring and measurement and the manner in which the company uses artificial intelligence; Crystal Palace FC; and Wembley Stadium for a friendly match between England and Germany.

"We have students who have never been out of the country before," said Sutton. "I was excited about how they embraced the idea of going abroad. Since we were done with classes at the time, many of them stayed and went to another country afterward. This year, we're going a week earlier so we can see an EPL game. I want them to understand why the EPL is successful and how much different it is from American sport so they'll be able to embrace those differences."



Students in the Vinik Sport & Entertainment Management Program at USF have many opportunities in the local community. The program's primary partner is the Tampa Bay Lightning.



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