

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 DF 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.

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



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

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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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 DF 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 oncampus sport administration programs. The Master's in Sport Administration is offered both on campus and online. The Bachelor's

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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.

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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 criticalthinking 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 maintaining 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

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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 fulltime 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 1,000plus 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 Wagoner, 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.

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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 proiects, 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



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

vear, 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 L.A./ 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

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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 financially 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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Vince Gennaro Appointed Associate Dean Preston Robert Tisch Institute for Global Sport

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