

The Management of Fitness, Physical Activity, Recreation, and Sport

Thomas H. Sawyer

Lawrence W. Judge



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This book is dedicated to the future professions in fitness, physical activity, recreation, and sport, practitioners, and faculty who prepare the future professionals involved in fitness, physical activity, recreation, and sport programming.

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The coauthors in this project—Dr. Kimberly Bodey, Ms. Tonya Gimbert, Dr. Julia Ann Hypes, and Dr. Michael Hypes —were a delight to work with. They made our task as editors-in-chief much easier. They are leaders in their own right in the profession they serve.

I decided that a coeditor for the book was essential since I am not getting any younger. I have selected a former student of mine to fill that position, Dr. Larry W. Judge. Larry is an up-and-coming professional who will be very capable of moving this text forward in the future after I retire.

Foreword

In an era of the health and fitness entrepreneur, sport has become even more significant and pervasive in American society. Sport has become a multibillion-dollar industry that places unique demands on its personnel and increasingly requires specialized training. Jobs in the sport industry involve a variety of skills applicable to the sport setting and specific to the increasingly complex and multifaceted areas it represents. Sport management is now recognized by the sport industry as a legitimate profession and field of study in colleges and universities throughout the United States, Canada, and other sport-oriented countries; as a result, a new profession has arrived on the scene.

In 2005, resources that addressed managing fitness, physical activity, recreation, and sport programs in the club environment were, and remain today, limited. Even though the academic field of sport management has flourished since the mid-1980s, including the publication of numerous books related to the various aspects of the field as well as a number of professional and trade journals, it is still difficult to find a book focused on applying sport management theory to the rapidly growing club market. Clubs need appropriately prepared young men and women to manage the various programs in order to be successful in this very competitive industry.

In order to appropriately prepare these young men and women to operate and manage the fitness, physical activity, recreation, and sport programs of the 21st century successfully, there needs to be resources available to instruct and prepare them. Our present and future fitness, physical activity, recreation, and sport managers need to know how to identify and foster the four issues that are vital for the survival of any facility housing these activities. These issues are human resources; sound financial principles; the market; and facility planning, design, and maintenance as well as the management of these types of facilities.

The first and most important issue is human resources. Part 1 provides a broad and rich perspective on three central human resource issues: the selection and training of personnel, the coordination and planning of operations, and the all-important development of programs, which are the lifeblood of every facility.

The second issue, so often overlooked in other texts, is the fitness, physical activity, recreation, and sport market. No matter how talented the personnel or how well the enterprise is capitalized, if the market is not prime, the business will never completely fulfill its potential. Sawyer and Judge do a brilliant job explaining to the readers how to analyze and communicate with the market to ensure success regardless of the market situation.

The third issue that needs to be effectively managed in every athletic and fitness facility is sound financial management principles. These principles are the budgeting process, the enterprise of revenue generation, the challenge of effective promotion, the issue of fund-raising, the supreme task of generating repeat business (membership retention), and purchasing issues. In Part 3, Sawyer and Judge focus on these financial factors and forces that determine the success or failure of every sport facility business.

The fourth and final issue to be considered is the facility itself. The authors excel in raising and exploring the central issues relating to facility development, facility management, the legal issues relating to the operation of the facility, and the management of the risks inherent in operating an athletic or fitness facility.

Sawyer and Judge do an excellent job presenting the information in this book in an open, accessible, clear, and compelling manner that raises all the right questions and invites deeper exploration.

This book is tailored around the informational needs of future sport and recreational sport professionals who will be involved in managing professional sport, recreation, and sport facilities, campus recreation programs, community-based sport programs, sport clubs, health and fitness clubs, aquatic facilities, and nonprofit youth agency sport programs. This text is ideally suited to classroom discussion and exploration because it raises the issues surrounding the management of fitness, physical activity, recreation, and sport facilities in an open and accessible way.

Furthermore, this book not only introduces the students to a variety of management, marketing, financial, and legal concepts related to sport, but it also shows students how to apply the concepts in real-life situations. Sawyer provides both educators and students with a wonderfully flexible and adaptable teaching tool that brings to life the entire enterprise of recreation and sport facilities.

Dr. Richard LaRue, NAS Fellow

Professor of Sport Management

Former Chair of the Council of Facilities and Equipment

Former Board of Governor for AAHPERD

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Preface

In an era of great expansion, sport has become even more significant and pervasive in American society. Sport is defined as those activities that have the following characteristics: (a) it is competitive, (b) it has scoring, (c) it has rules, (d) it is played by amateurs and/or professionals, (e) it is played indoors and outdoors, (f) it has components of both fitness and recreation, (g) it provides the participants enjoyment and fun, and (h) it provides entertainment for the spectator. Sport is used in this book in a very broad sense as an “umbrella term” encompassing the ever-growing areas of amateur and professional sport as well as all activities of the fitness and recreation industry. Sport is a multibillion-dollar industry ranging from fitness, recreation, and sport activities to retail sales and entertainment.

This growing industry places unique demands on its personnel and increasingly requires specialized education. The job requirements in the sport industry involve many skills applicable to the sport setting and specific to the increasingly complex and multifaceted areas it represents. This text provides the reader with enough information on a variety of subjects to know where to proceed without assistance and when it would be wise to seek additional professional assistance.

Since the early 1970s, a new breed of specialists has emerged—the sport manager. Sport management is now recognized as a legitimate field of study in colleges and universities worldwide. In its broadest sense, sport, sport programs, and sport management are terms used to encompass other terms such as activity-based programs, fitness programs, recreation programs or club management, fitness management, and recreation management. Therefore, throughout this text the umbrella term will be sport management.

Settings for the management of fitness, recreation, and sport activities fall into five primary clusters, each of which contains two or more categories that have similar objectives and provide similar services, but occur in different settings and/or serve different clientele.

1. Sport for leisure and recreational settings include organizations that provide facilities and programs for organized sport or fitness participation of members, including college and university intramural sport clubs, corporations and companies with sport or fitness programs, private clubs, and public sport clubs.
2. Sport and athletic settings include organizations that provide management of sporting events, athletes, and/or spectator use, including college and university athletics, professional sport, sport organizations, amateur sport, and sport management services.
3. Sporting goods industry settings include businesses that develop, distribute, and/or promote the sale of sport, recreation, and fitness equipment or clothing, including sport marketing, sport merchandising, and retail sales.
4. Settings include businesses that provide lodging and include recreation or leisure programs and/or facilities for their clientele, including hotel, resorts, and travel or cruise businesses.
5. Agency or club settings include organizations (agency) that use nonprofit funding sources and clubs (for-profit organizations) to develop, implement, and manage fitness, recreation, or sport programs, activities, or facilities to meet the needs of the agency or club members or population of governmental districts (e.g., city, county, state,

federal), including local government agencies, federal government agencies, voluntary agencies (e.g., YMCA, YWCA, Boys Club, Girls Club, Boy Scouts, Girl Scouts, health and fitness clubs, and racquet clubs).

A major concern for higher education and practitioners is the lack of a variety of textbooks and related resources in this expanding field of study. Some texts are generalized, and others are specific. The Management of Fitness, Physical Activity, Recreation, and Sport is a comprehensive compilation of concepts and practical subject matter published for the fitness, physical activity, recreation, and sport management student and practitioner.

Audience

An increasing number of students with a wide variety of backgrounds are selecting sport management as a course of study at both the undergraduate and graduate levels. The intention of this book is to cater to this changing and rapidly growing audience. Furthermore, this book has been written for an introductory class or an upper division course, such as a capstone course. Students using this text will have a fundamental understanding of basic finance, basic management, basic marketing, and computer utilization. This book will also be a valuable resource for practitioners. Instructors at other levels are encouraged to review the content for potential use as well.

Features Content

This book has been designed as a textbook as well as a practitioner's how-to book. The content focuses on those activities that are the most important for a club manager, recreational sport manager, or competitive sport manager. Each chapter provides explanations of various management concepts important for the student to understand and how-to information that applies the concepts to realistic situations.

The manuscript is divided into four major parts: (a) managing human resources and the planning process, (b) financial management, (c) marketing, and (d) facility and risk management. Each major part is divided into chapters. Part 1, Chapters 1 to 10, focuses on fundamental management principles related to leadership, organization, ethical decision making, planning, programming, advocating, human resources compliance, and legal and risk management. The second part, consisting of Chapters 11 to 19, covers the fitness, physical activity, recreation, and sport markets including the club industry; recreational sports industry; youth sports; interscholastic athletics; intercollegiate athletics; elite amateur sports; campus, community, and military recreation; and recreation and sporting goods industry. Part 3, Chapters 20 to 27, focuses on financial and marketing principles. The fourth part, Chapters 28 to 30, covers planning and designing facilities and facility and event management. The final part, Chapters 31 to 33, focuses on communication principles, media relations, and public relations. The end of the manuscript contains 26 appendices providing many sample documents from a business plan to a marketing plan to a strategic plan to a facility design program book.

Supplemental Materials for Instructors

The following will be provided online for the instructors:

- Instructor Guide

- Chapter introductions

- Instructional Objectives for each Chapter

- Key Terms for each Chapter

- Twenty Questions and Answers (multiple choice and true and false)

- Essay questions

Case Study

Internet Exercises

PowerPoints

Each chapter will have PowerPoints that can be customized by the instructor

Sample Course Syllabus

Author's Philosophy as it Relates to Sport Management

Management is a process of achieving desired results through efficient utilization of human and material resources by employing managerial functions such as planning, organizing, staffing, leading, and controlling. Furthermore, the process of management is basically the same for all activities, whether it be business, government, education, fitness, recreation, or sport. Therefore, when one teaches the basic tenets of management, it applies to all fields of endeavor—management is management. The only thing that changes in management is how it is applied to the specific circumstances. The five basic management functions must still be applied—planning, organizing, staffing, leading, and controlling—if the efficient utilization of human and material resources is to be the end result.

About the Authors



Thomas H. Sawyer, Ed.D., NAS Fellow

Professor of Kinesiology, Recreation, and Sport
Department of Kinesiology, Recreation, and Sport
Indiana State University

Thomas Sawyer is a 42-year veteran of higher education. He began as an instructor of health and physical education; has been a director of recreational sports, department head, department chair, associate athletic director, director of articulation and transfer, director of a college prison

education program, executive director of regional education centers, and an interim dean of continuing education; and is ending his career, by choice, as a full professor teaching sport management theory to undergraduate and graduate students.

He has written over 193 peer-reviewed articles for notable professional journals; made over 250 state, regional, national, and international presentations; and written 10 professional books and over 32 chapters in other publications.

He has served as a state AHPERD president (Indiana), district vice president (Midwest), association president (AAALF), chaired numerous district and national committees, editor of the *Indiana AHPERD Journal* and newsletter, chaired the JOPERD Editorial and Policy Boards, and is a member of the AAHPERD BOG. He has been an AAHPERD member since 1964.

Dr. Sawyer has also been active in the community serving as a volunteer for the American Red Cross in four communities in four different states since 1964. He has been a first and CPR, and water safety instructor (over 30 years); a chapter board member (off and on for 30 years); chapter chairperson (off and on for 8 years); chair of a state consortium (3 years); chair of numerous regional committees; and current chair of the Great Lakes Region, Service Area 5, Resource Council.

Dr. Sawyer has received numerous awards for his leadership and service to the American Red Cross; YMCA; a regional alcohol and drug consortium; Council on Facilities and Equipment; Indiana AHPERD; American Association for Active Lifestyles and Fitness; American Alliance for Health, Physical Education, Recreation, and Dance; and Indiana State University. Furthermore, he has received Caleb Mills Outstanding Teaching Award, Faculty Distinguished Service Award, and Distinguished Research and Service Award from Indiana State University and the Howard Richardson's Outstanding Teacher/Scholar Award from the School of Health and Human Performance at Indiana State University.



Lawrence W. Judge, Ph.D., CSCS

Associate Professor of Physical Education
Ball State University

Lawrence Judge serves as the coordinator of the Athletic Coaching Education program and has also served as the undergraduate advisor for the Sport Administration program. As both an associate head coach and head coach, Larry has a total of 18 years work experience coaching Division I track and field/cross country. In addition to field experience (training 8 Olympians and 10 NCAA Champions and coaching over 100 All Americans), Judge has firsthand knowledge of NCAA rules and current issues in amateur, intercollegiate, and professional athletics.

Widely recognized as the premier track and field throws coach in the United States, Larry Judge completed his collegiate coaching career with the University of Florida in 2005. Under Judge's direction, the Florida throws group has reached the pinnacle of the sport, amassing unparalleled honors. In just five years at UF, Judge has tutored eight All-Americans, five Southeastern Conference Champions, two NCAA champions, and three Olympians, adding to an already impressive résumé. Gator throwers have collected an astounding 34 All-American honors, 16 individual SEC titles, and six individual NCAA titles since Judge's arrival in Gainesville prior to the 2000–2001 season. In 2005, Judge capped off a stellar career at the University of Florida with four former Gator athletes competing in the world championships in Helsinki. Judge served as an assistant coach for Trinidad and Tobago.

Judge has guided eight athletes in the last three Olympic Games. In 2000, five of his former athletes competed in the 2000 Olympic Games in Sydney, Australia. Dawn Ellerbe was Judge's top finisher in the games finishing seventh in the hammer throw with a distance of 219-1. In 2004, Judge served as an assistant coach for Trinidad and Tobago in Athens and watched as three of his Gators competed, Candice Scott for Trinidad and Tobago, Kim Barrett for Jamaica, and Erin Gilreath for the United States. In 1997, Judge administered an Olympic Solidarity Clinic in Pago Pago, American Samoa, and in 1999, conducted a NCAA Y.E.S. clinic at the Indoor National Championships in Indianapolis. Judge is now working as a throws consultant for U.S. Paralympics. He personally coached two medalists in the 2011 IPC World Championships in Christ Church New Zealand and will serve as an assistant coach for the U.S. team for the 2012 Paralympics in London.

As a scholar, Dr. Judge has coauthored 52 peer-reviewed publications, including 21 first-author publications in prestigious journals such the *International Review for the Sociology of Sport*, *Journal of Strength & Conditioning Research*, and the *International Journal of Sports Science & Coaching*. Dr. Judge has also been active in the area of textbook publishing, contributing 12 textbook chapters. In 2008, Dr. Judge coauthored the textbook, *Sport Governance and Policy Development: An Ethical Approach to Managing Sport in the 21st Century* and authored the books *The Complete Track and Field Coaches' Guide to Conditioning for the Throwing Events* and *The Shot Put Handbook*. He is currently a contributing author for a resource book in the design and planning of sport and recreational facilities. He has also given 84 peer-reviewed academic presentations at a wide variety of state, national, and international conferences, while also acquiring \$118,425 in grant funding from 11 internal (5) and

external (6) sources that have primarily focused on cultivating healthy lifestyle habits for children through physical activity and the study of *fair play* as a social construct in sport. In regards to leadership roles in organizations outside Ball State, Dr. Judge currently holds the following positions: (1) Vice President of the Indiana Association for Health, Physical Education, Recreation, and Dance Sport Council; (2) Past President for the National Council for the Accreditation of Coaching Education; (3) Chair for the American Alliance for Health, Physical Education, Recreation, and Dance Council on Facilities and Equipment; and (4) National Chairman of the United States Track and Field Coaches Education for the Throwing Events. Dr. Judge serves as a level II and level III instructor in the IAAF coach's education program and also lectures in the Professional Figure Skaters Association nationwide coach's education program. Dr. Judge serves on the editorial board of *The Physical Educator* and *Techniques Magazine*.



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Associate Professor, Kinesiology, Recreation, and Sport
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Kimberly J. Bodey has taught graduate and undergraduate courses in administrative theory and management practice, organizational leadership and ethics, and policy development and governance in recreation and sport management. Currently she is working on special projects related to training youth sport coaches to work with athletes with hidden disabilities. Her research interests include training sport administrators and coaches on how to incorporate life skill development in the youth

sport experience.



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Compliance Coordinator
Department of Intercollegiate Athletics
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Tonya Gimbert received a bachelor of science (2003) in Elementary Education from Saint Mary-of-the-Woods College and a master of science in Recreation and Sport Management (2009) with a concentration in sport management from Indiana State University. She is currently working on a Ph.D. in Curriculum, Instruction, & Media

Technology, with a concentration in teaching of Sport Management. She currently works in the Department of Intercollegiate Athletics as the NCAA Compliance Coordinator. Gimbert has served as an Adjunct Faculty member in the Department of Kinesiology, Recreation, and Sport as well as Athletic Academics. She currently serves as President of the Graduate Student Association and as student representative to the President's Council. Gimbert has given presentations at professional conferences and authored articles found in professional journals concentrating on sport management.



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Associate Professor, Sport Management
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Michael Hypes has served as Chair for the Council for Facilities and Equipment, Vice-President for the Indiana Center for Sport Education, Inc., Assistant Editor of the *Indiana AHPERD Journal*, Assistant Editor of the *Journal of Legal Aspects of Sport*, Director of Higher Education for Indiana AHPERD, Chair of the JOPERD Editorial Board, Chair of the AAPAR Publications Committee, Management Division Representative for AAPAR, Cabinet Member for AAPAR, and various other leadership positions in professional organizations. He has completed numerous presentations and articles for publication at the state, national, and international levels. Dr. Hypes received his bachelor of science and master of arts degrees in Physical Education from Appalachian State University and a doctor of arts from Middle Tennessee State University.



Julia Ann Hypes, Ph.D.

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Julia Hypes has held positions as a sports information director and an administrative assistant for athletic facilities, game operations, and budgeting. She serves as the coordinator for the undergraduate internships and as the sport management assessment coordinator. She has presented at the state, regional, national, and international levels. She earned a bachelor of science in Mass Communications from Middle Tennessee State University, a master of sport science from the U.S. Sports Academy, and a PhD in Curriculum and Instruction from Indiana State University. Dr. Hypes also served as president of the American Association for Physical Activity and Recreation (AAPAR) for 2010–2012.

PART 1

Fundamentals of Fitness, Physical Activity, Recreation, and Sport

CHAPTER 1

Sport Management History

Thomas H. Sawyer

Indiana State University

Introduction

This chapter will review the history of managing sports. Further, it will outline the history of academic programming for sport administrators or managers. Finally, the future of sport management will be outlined.

Sport administration or management has existed since the time of the ancient Greeks and Romans, when combat among gladiators or animals attracted crowds of spectators. Olympic records show Herod, king of Judaea, was honorary president of the 11th century Olympics. It can be assumed, given the magnitude of these events, that there must have been purveyors of food and drink, promoters, purchasing agents, marketing personnel, and event managers. This is evident in the film *Gladiator*.

Sports in the United States presently are particularly associated with education, with most high schools and universities having organized sports. College sports competitions play an important role in the American sport culture. In many cases, college athletics are more popular than professional sports with the major sanctioning body being the National Collegiate Athletic Association (NCAA). This is unique to the United States. Other countries have developed sports through organized sport clubs that are completely separate from the education system.

The following will review various organizing and regulating organizations that have managed sports on various levels for decades before sport management became an academic program. Without these organizations, sports would not be managed or regulated well. Beginning in the early 1950s, the landscape began to change as young professionals trained to manage sport started to graduate.

Other Professional Sport Leagues

(The “big four” MLB, NBA, NFL, and NHL are in Chapter 17)

Arena Football League (<http://www.arenafootball.com/>)

The Arena Football League (AFL) is the highest level of play in the indoor/arena styles of gridiron football. As the name implies, the sport is played in an indoor arena on a much smaller field than American football. The league was founded in 1987 and operated continuously until 2009, overcoming the perception that it was merely a fad. Starting in 2000, the AFL had a developmental league, af2.

The AFL indefinitely suspended operations in 2009. The af2 conducted its full 2009 season, but came to an end when none of its franchises committed to playing the next year. Afterward, teams from both the AFL and af2 came together to organize a new league for the 2010 season, initially known as Arena Football 1. The AF1 purchased both predecessor leagues assets in December 2009, and it adopted the Arena Football League name. Since resuming play in 2010, the Arena Football League has had an average attendance of 8,154 per game and a total attendance of 970,369 (<http://www.arenafootball.com>).

Canadian Football League (<http://cfl.ca/>)

The Canadian Football League (CFL) is the highest level of play in Canadian football. The modern organization was established in 1958 and now consists of eight teams all based in Canada. The Grey Cup is awarded to the champion every November and is the biggest sporting event in the nation. The oldest extant teams, the Hamilton Tiger-Cats and the Toronto Argonauts, trace their origins to the late 1860s and early 1870s, which ranks them among the oldest sports teams of any kind still in existence on the continent. The CFL attempted an expansion into the United States between 1993 and 1995; however, the expansion teams all either folded or relocated to Canadian cities. The CFL is the second most popular league in Canada after the NHL.

Major League Soccer (<http://www.mlssoccer.com/>)

Major League Soccer (MLS) is the top-level men's professional soccer league in the United States and Canada. MLS had 18 teams as of the 2011 season with 16 across the United States and two in Canada. MLS began play in 1996, its creation having been a requirement for hosting the 1994 World Cup in the United States. MLS expanded to 19 clubs in 2012 when the Montreal Impact replaced the current second division team of the same name. MLS hopes to add a 20th team by 2013 or shortly thereafter. Unlike many previous professional soccer leagues in the United States (such as the North American Soccer League), MLS was originally designed to maintain parity between clubs and rely on mostly American talent.

National Lacrosse League and Major League Lacrosse (<http://nll.com/>) (www.majorleaguelacrosse.com/)

The National Lacrosse League (NLL) is the top level of professional box lacrosse in North America while Major League Lacrosse (MLL) is the top level of professional field lacrosse. The NLL was founded in 1986, while MLL was founded in 1999. The leagues had their inaugural seasons in 1987 and 2001, respectively. As with lacrosse in general, both leagues are popular mostly in eastern Canada and the northeastern United States.

Women's National Basketball Association (<http://www.wnba.com/>)

The Women's National Basketball Association (WNBA) is the top competition in women's basketball. Founded in 1986 and beginning play in the 1997 season, it is the longest running American professional women's sport league in history. In 2007, the league signed a television deal with ESPN that would run from 2009 to 2016. This deal is the first to ever pay rights fees to women's teams.

The History of Sport Administration or Management in Academics

Sport administration or management is a relatively new concept in higher education. Florida Southern University first unveiled it in the mid-1950s as a curriculum titled "Baseball Business Administration." This first curriculum consisted of nine content

areas (tickets, tax laws, legal responsibility, insurance, promotion, public relations, park maintenance, finance, and accounting and payroll systems). Later, in 1966, Ohio University began the Master of Science in Sport Administration, which actually had its roots at the University of Miami in Coral Gables. As the story goes, Walter O'Malley, president of the Brooklyn Dodgers, approached and encouraged James G. Mason, a physical education professor at University of Miami, Coral Gables, to prepare a curriculum to prepare students to enter into sport administration in professional sports. Mason developed the curriculum, but it was not implemented at the University of Miami. Mason moved to Ohio University along with the program, which was implemented in 1966. Five years later (1971), the University of Massachusetts at Amherst began offering a Master of Science in Sport Management. Prior to that, Biscayne College (now St. Thomas University) and St. John's University became the first institutions to offer baccalaureate degrees in sport management. Today over 200 colleges and universities in the United States offer either sport administration or management programs.

There are degrees offered at all levels in higher education including Associate of Science, Bachelor of Science, Master of Science, and doctorates. The field has expanded internationally to a number of countries including Australia, Canada, China, France, Germany, Greece, India, Ireland, Italy, Japan, Korea, New Zealand, South Africa, Trinidad and Tobago, and the United Kingdom.

National and International Associations

There is one national association that has been instrumental in the development of the sport management curriculum in the United States—the National Association for Sport and Physical Education (NASPE) (<http://www.aahperd.org/naspe>). Further, there are five international organizations: North American Society for Sport Management (NASSM) (<http://www.nassm.org>), European Association for Sport Management (EASM) (<http://www.easm.net/>), Sport Management Association of Australia and New Zealand (SMAANZ) (<http://www.smaanz.org/>), Asian Association for Sport Management (AASM) (<http://aasm.tm/>), and Latin American Organization in Sport Management (LAOSM) (<http://www.alesde.ufpr.br/algede/>).

NASSM (<http://www.nassm.org>)

On September 20, 1985, at the urging of Earle F. Zeigler, Robert Boucher, Janet Parks, and Beverly Zanger met in Windsor, Ontario, to discuss convening a group of sport management academicians in order to identify common needs and concerns. After a productive discussion, they decided to invite colleagues from other Canadian and American sport management programs to join them, and by October 4 interest had grown to such a point that Gordon Olafson, Garth Paton, Zeigler, Carl Schraibman, Joy DeSensi, Janet Koontz (Rutgers University), Ted Coates (Ohio State), and Rick Quain (Bowling Green) joined Boucher, Parks, and Zanger. From their discussion, debate, and dialogue, all the participants determined that they and their programs had more commonalities than differences, and they decided to invite others with common interests to join them in forming a professional organization. From these discussion groups, the North American Society for Sport Management (NASSM) was founded. By December 16, June Baughman, Terry Haggerty, Charles Higgins (Ohio), Pat Galasso, and Dennis Hastings (both of Windsor) joined the others and selected Kent State University (Ohio) as the site for the first NASSM conference.

By February 24, 1986, when P. Chelladurai joined the group, a slate of officers, with Boucher as president, had been elected; Olafson and Parks had been appointed editors of the *Journal of Sport Management*; a constitution had been finalized; and a membership fee structure had been approved. Between April 25, 1986, when the

new executive council met with Kent State's Carl Schraibman, Linda Sharp, and Jon McQuinn to preview the convention site and Boucher's opening remarks to the first assembly on June 27, over 175 individuals had joined or expressed an interest in joining NASSM. Today, NASSM membership continues to grow annually, and the organization has evolved to become a model sport management professional affiliation.

EASM (<http://www.easm.net>)

The European Association for Sport Management was established in 1993 as an independent association of people involved or interested in the management of sport in the broadest sense. EASM membership is composed of academics and professionals from the public, voluntary, and commercial sectors. EASM has a wide international network of experts and National Organizations in the field of sport management and has close European and Intercontinental relations (the International Sport Management Alliance). Members of EASM come from nearly 40 different countries and from every continent.

SMAANZ (<http://www.smaanz.org/>)

The Sport Management Association of Australia and New Zealand was founded in November 1995. The principle aim of SMAANZ is to encourage scholarly inquiry into sport management related research and to provide the opportunity to present results from this research. SMAANZ conducts an annual conference to facilitate the presentation of sport management related research. It has established a refereed journal, the *Sport Management Review*. The conference and journal are the vehicles through which sport management related research is communicated.

AASM (<http://aasm.tm/>)

The Asian Association for Sport Management (ASSM) is composed of the following members: China, Hong Kong of China, Japan, South Korea, Malaysia, Singapore, Chinese Taipei, and Thailand. An executive council was set up, and Professor Qin Chulin, Dean for the College of Sport Management at Beijing University of Physical Education, was appointed president of the ASSM. The interim secretariat office is registered in Singapore.

Participants held that the immediate task for the interim secretariat would be the registration of the ASSM, and the interim secretariat would serve as an administration arm to the AASM and assume the liaison work for its interim committee. Like the North American Society for Sport Management and the Sport Management Association for Australia and New Zealand, the ASSM's role is to promote the study, research, and professional development of sports management.

Latin American Organization in Sport Management (LAOSM)

The role and function of the LAOSM is promote the study, research, and professional development of sport management in Latin America. It is a nonprofit educational organization. Further, it is a membership organization organization.

What's in a Name?

The terms *sport administration* and *sport management* are often interchanged. The first term more accurately describes interscholastic athletic administrators. In public schools, managers are called *administrators* with titles such as principals, assistant principals, athletic directors, superintendents, and so forth. The athletic director or administrator is not called a *sport manager*. Their national association is called the National Interscholastic Athletic Administrators Association (NIAAA) (<http://www.niaaa.org>). They consider themselves administrators, not managers.

The second term describes the field, beyond interscholastic athletics, from a universal perspective. That is, management is all encompassing and represents a broader array of sport-related activities including, but not limited to, public assembly facilities, hotels and resorts, public and private fitness clubs, racquet clubs, golf clubs, aquatic facilities, sport manufacturing and retail, intercollegiate sports, professional sports, youth sports, elite amateur sports, recreational sports, sport agency, and sport facility management. Some professionals have defined sport management as any combination of skills related to planning, organizing, directing, controlling, budgeting, leading, and evaluating (typical management skills) within the context of an organization whose primary products, programs, and services are connected to sport. Others suggest sport management is the study and practice involved in relation to all people, activities, organizations, and businesses involved in producing, facilitating, promoting, or organizing any product, program, or service that is fitness, recreation, or sport related; they also suggest that sport products can be goods, programs, services, people, places, or ideas. Purists, however, have made the distinction that the function of administration is to set goals, objectives, action strategies, and policies and that the function of management is to develop the procedures to implement the policies. However, this author prefers to separate the two terms by the constituencies they serve—administration serves the interscholastic and intercollegiate perspective, and management serves the universal perspective.

Sport Management Field

Sport management is a competitive vocation concerning the business aspect of sport, which involves many different areas, such as business, marketing, and accounting. With the increase in public interest in health, fitness, and spectator sports over the years, sport management has become a multibillion-dollar industry with a variety of job opportunities for those with experience and education. Professionals working in sport management can be involved in international sporting events or local amateur ones; they may find themselves performing various functions, such as working with the finances of an athletic organization or creating marketing strategies; or they may find themselves working in other areas of sport management, such as college sport management, recreational sport management, or sport economics.

Careers in Sport Management

Sport management positions carry a variety of job titles, such as Program Director in Community Sport Programs, Marketing and Promotions Director, Academic Services for Student Athletics, Corporate Sales Director, Director of Ticketing and Finance, Sporting Goods Sales Representative, Intramural Director of Campus Recreation, Facilities Coordinator, Athletic Director, Compliance Director, Athletic Business Manager, and Fitness Manager.

Job responsibilities vary with the type of organization, area of the sport industry, and level of management. All involve business aspects of sport and normally include 50- to 60-hour workweeks, including night and weekend hours of employment. Job duties may involve working with corporations in special event promotions and sponsorships. It may also include accounting, ticketing, and financial operations of a sporting event or program. Additional responsibilities might include developing a risk management plan for dealing with current legal issues in sport. The sport manager may be involved in facility and event management, sport broadcasting and media relations, or the sales of sporting goods and licensed sport products.

The career field of sport management is extremely competitive. Beginning salary ranges in educational institutions may range from \$22,000 to \$30,000. Minor league professional sport starting positions will usually pay in the low 20s. Sporting goods retail jobs are often composed of basic salary plus commission. The opportunity to advance within the profession is usually present, with the 2009 Team Marketing Report stating the following average salaries: vice-president of marketing at the major league level earning \$114,444; director of marketing, major league level, \$76,785; general manager, minor league, \$62,500; and assistant general manager, minor league, \$35,166.

What Is the Future of Sport Administration/Management?

Over the past quarter of a century, sport management has grown tremendously as an academic field of study. The number of academic and professional journals has grown to 40 and continues to grow as more international programs develop and expand. Most programs in the United States presently have at least two full-time sport management professors. This number continues to grow as the supply of doctorate prepared faculty increases from the dozen or more doctorate programs available. The research base has increased over 100% and continues to grow. What is the future of the sport management profession?

Academic Programs

In the late 1970s, most sport management curricula were specializations within physical education programs, most faculty were physical educators, there were no sport management textbooks, and there were no scholarly associations or journals. Moreover, many sport management programs had only part-time faculty or perhaps one full-time member, and most curricula still included physical education courses as the core requirements.

In the United States, according to the North American Society for Sport Managers, there are over 250 academic programs ranging from associate's degrees to doctorates (<http://www.nassm.org>). The greatest growth over the past decade has been in the community college sector. Most programs have two or more sport management faculty (<http://www.naspe.org>).

The future growth of academic programs in the United States will continue to originate from community colleges preparing students primarily to transfer to four-year institutions and private institutions that will continue to reduce their reliance on physical education–teacher education programs and add sport management programs or replace physical education programs with sport management programs. The reason for this change is that physical education–teacher education is faculty intensive and requires expensive laboratories and that sport management is easier to market, requires fewer faculty members, and requires no expensive laboratories. It is much easier to convert to online than to other curriculums.

The greatest future growth will come in the international sector, particularly in the Caribbean region, China, India, Latin America, South America, and South Korea. This growth could reduce the number of international students in American programs. However, it could also open doors to collaborative programming among these programs and American programs since many of the leaders on the international scene will most likely be American educated.

The initial curriculum was built around a physical education core. It moved from that focus to a more generalist format. Over the past decade, the movement has been toward an applied business focus. The new accreditation, Commission on Sport Management Accreditation (COSMA), focus is heavily leaning toward an applied business focus.

The sport management programs were given birth in departments of Physical Education (Kinesiology). Some moved into combined departments of recreation and sport or sport management because of management similarities. This was a plus for recreation programs that were slowly losing students. Eventually, in almost all of these combined programs, sport management became the larger component.

As time has moved forward, so has the desire of the sport management professionals to have greater autonomy and control of their curriculums. Therefore, the trend to move into colleges/schools/departments of business has surfaced. Sport management is an applied business curriculum, which aligns well with the business unit. Therefore, over the next decade, there will be much movement from traditional physical education (kinesiology) and recreation departments to colleges/schools/departments of business. This has been the case in the community colleges when programs have been developed. They begin as specializations in business administration and later expand into full-blown majors.

Programs within an institution in 2021 will have 47 faculty members and include multiple degrees, such as baccalaureate, master's, and doctorate; community colleges will develop many transfer agreements with many four-year institutions; and private institutions will develop agreements with four-year public institutions for a smooth transition of their graduates into master's degree programs.

Further, more sport management programs will move from a generalist base to specialization. The programs will have a generalist core with specializations. A future sport management student will have the core competencies as well as one or more specializations (minors) upon graduation, such as athletic compliance, facility and event management, and risk management.

Finally, the following will gradually take place to enhance the quality of sport management and meet its challenges: (a) the body of knowledge will need to be expanded globally and fine-tuned to establish a recognized unique base of knowledge, (b) the preparation of future professors must be teacher education based at the doctoral level with a specialization in sport management, (c) the number of qualified future professors must be increased dramatically, (d) a greater emphasis must be placed on the sport studies component of the curriculum, and (e) the curriculum must be business based if in fact it is an applied business modeling for sport.

Academic and Professional Journals

Currently, there are 40 academic and professional journals available to disseminate the research and scholarly efforts within the profession. The growth of academic programs has slowed in the United States and will remain constant in the future. However, the big growth area will be internationally across Africa, Asia, Caribbean region, China (mainland), Europe, Latin America, India, Scandinavia, and South America. As these countries develop and expand academic programs, there will be a greater need for additional journals. Over the next decade, there could be as much as a 20% increase in academic and professional journals.

The current journals are as follows:

Sport Management

Applied Research on Coaching and Athletics Annual

European Sport Management Quarterly

European Journal of Sport Management

International Journal of Sport Finance

International Journal of Sports Marketing and Sponsorship

International Journal of Sport Communication

International Journal of Sport Management and Marketing

International Journal of Sport Management
International Journal of Sport Policy
International Review for the Sociology of Sport
Journal for the Study of Sports and Athletics in Education
Journal of Contemporary Athletics
Journal of Intercollegiate Sport
Journal of Issues in Intercollegiate Athletics
Journal of Legal Aspects of Sport
Journal for Physical Activity and Sport Facility Planning and Design
Journal of Physical Education, Recreation, and Dance
Journal of Quantitative Analysis in Sport
Journal of Sport
Journal of Sport Administration and Supervision
Journal of Sponsorship
Journal of Sport and Social Issues
Journal of Sport and Tourism
Journal of Sport Economics
Journal of Sports Media
Journal of Sport Management
Journal of Sports Management and Governance
Journal of Venue and Event Management
Physical Educator
Quest
SMART Online Journal
Sport in Society
Sport Marketing Quarterly
Sport Management Review
Sport Management Education Journal
Sport Management International Journal "Choregia"
Sociology of Sport Journal
Sport Place: International Journal of Sport Geography
The Sport Journal
Women in Sport and Physical Activity Journal

Sport Law

Entertainment and Sports Law Journal
Marquette Sports Law Journal or Marquette Sports Law Review
Villanova Sports and Entertainment Law Journal
Legal Issues in College Athletics
Entertainment and Sports Lawyer
Journal of Sports Law & Contemporary Problems – DePaul University
Entertainment Law Review at the University of Florida
Sports and Entertainment Litigation Reporter
The Sports Law Forum at Fordham University School of Law
University of Miami Entertainment and Sports Law Review
Sports, Park and Recreation Law Reporter
Seton Hall Journal of Sport Law
Willamette Sports Law Journal
Australian and New Zealand Sports Law Journal
International Sports Law Journal
Michigan State University College of Law Entertainment

and Sports Law Journal

Sport History/Philosophy

Sport History Review

International Journal of the History of Sport

Sport in History

Journal of Sport History

Journal of the Philosophy of Sport

Sporting Traditions: Australian Society for Sports History

Sport Psychology

International Journal of Sport Psychology

International Journal of Sport and Exercise Psychology

Journal of Applied Sport Psychology

The Sport Psychologist

Journal of Sport and Exercise Psychology

Psychology of Sport and Exercise

International Gambling Studies

Journal of Sport Behavior

Nonscholarly Journals

Athletic Business

Athletic Management

Interscholastic Athletic Administration

NCAA News

Sport Business

Sports Business News

Sports Travel

Sports Form

Team Marketing Report

Research and Scholarship

There has been much research and scholarship conducted over the past 25 years. A fairly large body of knowledge has been gathered. But does the body of knowledge have substance? Is it regarded by the members of higher education to be worthy of the label quality and in depth research and scholarship.

Sport management researchers and scholars must continue the development of the body of knowledge as a scholarly area that is recognized as truly quality and in depth. The journal editors and reviewers are the gatekeepers, and they have an awesome task indeed. They hold the future of research and scholarship in sport management in their hands. The research and scholarship of the future must be first and foremost quality (not quantity) and in depth.

If sport management is an applied business area, then the research and scholarship must be business related to the field of sport. There must be more work completed on areas related to economics, finance, leadership, marketing, management, organization, and much more. These studies must be in depth and continuous. There remains a vast research agenda yet untapped.

Youth Sports

Youth sports have been organized by a large number of nonprofit entities including the Boys & Girls Club, YMCA, YWCA, AAU, Little League Baseball, American

Softball Association, and many more. These organizations employ a fairly large number of people to manage these sports. The sports range from recreational and instructional leagues to travel teams and elite amateur competitors.

Youth sports are growing rapidly and are not projected to plateau or decline within the next 15 years. Children are beginning at younger ages. The number of paid professionals and volunteers will increase to meet the demand of the increased youth participants.

Interscholastic Athletics

Since the beginning of high school athletics, athletic directors have been certified teachers for the school district who were provided a stipend to administer the athletic program. All had teaching responsibilities and a large number were also head or assistant coaches. As time moved forward, the responsibilities of an athletic director became so awesome that very few continued as coaches. In the past decade, many of the athletic directors have been removed from the teacher bargaining unit and appointed as high school administrators with no teaching responsibilities. Some became assistant principals with a variety of responsibilities including administering the athletic program, while many others became full-time athletic administrators.

In the future, the latter trend will continue. The present-day tenure of a high school athletic administrator is less than four years. It is harder to find qualified people to apply for these positions. It is less time consuming to teach and coach for one season and have the summer off for other employment opportunities or rest and relaxation. The requirement to be a certified teacher and/or administrator is beginning to lose its standing in the public schools. It has not been a requirement for at least a decade in private schools.

Sport administration/management programs nationwide will be working closely with the National Interscholastic Athletic Administrators Association to develop future public high school athletic administrators. These administrators will have bachelor's or master's degrees or both in sport management. They will not be teacher certified.

Intercollegiate Sports

There are over 4,000 intercollegiate sports programs ranging from community/junior colleges to universities. These programs range from extremely large (The Ohio State University with a budget of over \$100 million) to very small (St. Mary of the Woods College with a budget of less than \$150,000).

There will be continued growth in private institutions that are expanding their programming to increase enrollments. There will be small and medium sized programs upgrading to the next level of competition. All of these changes will require an increase in staff to manage the increased efforts.

Finally, there will be a major split between the large Division I football institutions and the NCAA. These schools will form their own association. This will open the door to a new era in intercollegiate sport management.

Professional Sports

Fifty years ago, there were only four major professional sport leagues: Major League Baseball, National Basketball Association, National Football League, and National Hockey League. This number has grown to include Arena Football, Major League Soccer, Major League Lacrosse, National Lacrosse League, and Women's National Basketball League. These are team sports.

There are number of individual sports including golf (men's and women's), cross country skiing, downhill skiing, marathon running, tennis, and triathlon. Further, motor sports involve teams and individuals.

By 2021, there will be additional professional sports. The number of positions in professional sports will steadily increase caused by the expansion of each of the present professional leagues with the possible exception of the NBA and WNBA. There will also be expansion of independent baseball and ice hockey teams across the country.

The Future Is the Responsibility of the Reader

Much of the responsibility for the future of sport management rests with individuals who are reading this chapter and taking this course of study. You are encouraged (a) to learn about the field through the many publications and conferences available to you, (b) to have a positive impact on the continuing development and expansion of the field, (c) to involve your intellect and energy toward building a stronger more recognized field of study, and (d) to become an advocate for the field of sport management and the value added to the field of sport for all who enjoy participating.

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