



Board of Regents Program Action Request
University of Alaska
 Proposal to Add, Change, or Discontinue a Program of Study

1a. UA University UAF	1b. School or College School of Management	1c. Department or Program SOM-BSRB
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2. Complete Program Title: Bachelor of Sport and Recreation Business (BSRB)

3. Type of Program

Undergraduate Certificate
 Associate
 Baccalaureate
 Post-Baccalaureate Certificate
 Master's
 Graduate Certificate
 Doctorate

4. Type of Action <input checked="" type="checkbox"/> Add <input type="checkbox"/> Change <input type="checkbox"/> Discontinue	5. Implementation date (semester, year) <input checked="" type="checkbox"/> Fall <input type="checkbox"/> Spring <input type="checkbox"/> Summer Year 2018
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6. Projected Revenue and Expenditure Summary (not required if the requested action is discontinuation). Provide information for the 5th year after program change approval if a baccalaureate or doctoral degree program; for the 3rd year after program approval if a master's or associate degree program; or for the 2nd year after program approval if a graduate or undergraduate certificate. If information is provided for another year, specify and explain in the program summary attached. Note that revenues and expenditures are not always entirely new; some may be current (see 7d.)

Projected Annual Revenues in FY 2024		Projected Annual Expenditures in FY 2024	
Unrestricted		Salaries & benefits (faculty and staff)	\$765,487
General Fund	\$0	Other (commodities, services, etc.)	\$20,000
Student Tuition & Fees	\$1,533,155	TOTAL EXPENDITURES	\$785,487
Indirect Cost Recovery	\$20,000	One-time Expenditures to Initiate Program (if >\$250,000)	
TVEP or Other (specify):	\$0	(These are costs in addition to the annual costs, above.)	
Restricted		Year 1	\$0
Federal Receipts	\$0	Year 2	\$0
TVEP or Other (specify):	\$0	Year 3	\$0
TOTAL REVENUES	\$1,553,155	Year 4	\$0

Page # of attached summary where the budget is discussed, including initial phase-in: Page 6.

7. Budget Status. Items a., b., and c. indicate the source(s) of the general fund revenue specified in item 6. If any grants or contracts will supply revenue needed by the program indicate amount anticipated and expiration date, if applicable.

Revenue source	Continuing	One-time
a. In current legislative budget request	\$0	\$0
b. Additional appropriation required	\$0	\$0
c. Funded through new internal UA university redistribution	\$0	\$0
d. Funds already committed to the program by the UA university ¹	\$0	\$0
e. Funded all or in part by external funds, expiration date	\$0	\$0
f. Other funding source (specify type):	\$0	\$0

8. Facilities. New or substantially (>\$25,000 cost) renovated facilities will be required.
 Yes
 No

If yes, discuss the extent, probable cost, and anticipated funding source(s), in addition to those listed in sections 6 and 7 above.

9. Projected **New Annual** Enrollments (headcount of majors). If this is a program discontinuation request, project the teach-out enrollments.

Year 1: 15	Year 2: 40	Year 3: 65	Year 4: 90
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Page number of attached summary where demand for this program is discussed: Page 5.

¹Sometimes the courses required by a new degree or certificate program are already being taught by a UA university, e.g., as a minor requirement. Similarly, other program needs like equipment may already be owned. 100% of the value is indicated even though the course or other resource may be shared.

10. Number² of new TA or faculty hires anticipated (or number of positions eliminated if a program discontinuation):

Graduate TA	0
Adjunct	8 (@5 courses each)
Term	0
Tenure track	4

*All positions will be only if needed and funded with tuition dollars.

11. Number² of TAs or faculty to be reassigned:

Graduate TA	0
Adjunct	0
Term	0
Tenure track	2

Former assignment of any reassigned faculty: BA faculty Drs. Keiper and Lupinek are already teaching some of the Sport Management courses. They would be assigned primarily to the BSRB if approved.

12. Other programs affected by the proposed action, including those at other campuses (please list):

Program Affected	Anticipated Effect
All programs that teach GER classes	Increased enrollment

Page number of attached summary where effects on other programs are discussed: page 6

13. Specialized accreditation or other external program certification needed or anticipated. List all that apply or 'none': AACSB Accreditation

14. Aligns with University or campus mission, goals, core themes, and objectives (list): Increased enrollment; provide high quality management education

Page in attached summary where alignment is discussed: page 3.

15. Aligns with Shaping Alaska's Future themes:
Theme 1: Student Achievement and Attainment
Theme 4: Research and Development

Page in attached summary where alignment is discussed: page 4

16. State needs met by this program (list): Currently, there is not a bachelor degree program that focuses on sport and recreation as a business aspect in the state of Alaska.

Page in the attached summary where the state needs to be met are discussed: 1-3

18. Program is initially planned to be: (check all that apply)

- Available to students attending classes at UAF campus.
- Available to students via e-Learning
- Partially available to students via e-Learning

Page # in attached summary where e-Learning is discussed: Page 1.

17. Yes or No (circle one) If this program is an addition, would program be eligible for State's Eligible Training Provider List program? No.

[\(Click here for more information\)](#)

Submitted by the University of Alaska Fairbanks.

Susan Anchus / 3/15/18
Provost Date

[Signature] / 3/19/18
Chancellor Date

Consensus support of AC Not supported by AC

Recommend approval by VPASA
 Recommend disapproval by VPASA

UA Vice President for Academic & Student Affairs Date

²Net FTE (full-time equivalents). For example, if a faculty member will be reassigned from another program, but his/her original program will hire a replacement, there is one net new faculty member. Use fractions if appropriate. Graduate TAs are normally 0.5 FTE. The numbers should be consistent with the revenue/expenditure information provided.

Attachments: X Summary of Degree or Certificate Program Proposal Other (optional)

Revised: 12/12/2017



New Degree Program Proposal Bachelor of Sport and Recreation Business School of Management

Introduction and Overview

“Our location defines us and provides transformational experiences, from the personal to the global.” This statement is only one of our key messages at University of Alaska Fairbanks (UAF), but it truly embodies a critical component of what the following degree program would represent. The Bachelor of Sport and Recreation Business (BSRB) not only exemplifies our mission, core themes, and key messages as a university, but it will also play a vital role in the enrollment growth for UAF. This degree would be the first of its kind in Alaska and has the potential to draw students from all over the state, country, and world. The BSRB will also fill a significant gap for students already within the UA system pursuing sport, recreation, and tourism related certificates or two year degrees. This degree will allow students to continue to weave their unique Alaskan lifestyle into their studies, further enrich the communities in which they live, and economically develop the industries in which they work. The School of Management (SOM) has already invested substantially in this field with two relatively new faculty hires, and has developed a suite of Sport, Recreation and Tourism Management (SPRT) courses to go along with a BBA concentration in Sports Management. These courses have proved very popular with the students. SOM is now taking the next step into recreation and tourism and has proposed a formal undergraduate degree.

The BSRB is designed for undergraduate students interested in pursuing a career on the business side of sport, recreation, and/or tourism. A key focus of the curriculum is rooted in traditional business courses such as accounting, marketing, management, economics, finance, human resources, organizational behavior, etc. The uniqueness of the curriculum, however, lies in the flexibility of the degree. Students will be able to combine SOM sports, recreation, and tourism management courses with other electives to meet their own individual needs. The combination of business, leadership, and hands-on education is what allows our students to make an immediate impact within entry-level careers in the sport and recreation industries.

This degree will also serve as a capstone program for incoming students who have relevant related course work, certificates, and associate degrees in sport and recreation management, or similar fields, and who wish to continue an education into a four-year business program. The design of this program is similar to that of the Homeland Security and Emergency Management (HSEM) program, which now has over 200 majors in its undergraduate and graduate program. The BSRB can be taken either on campus (in-class), online, or a mixture of both.

Besides increased enrollments, there are many other benefits to the BSRB program, such as the health of Alaskan citizens. For example, SOM has created a new virtual reality (VR) lab as part of this program that is designed to research fitness through recreation in rural Alaska. (A lab is already running in Tok, Alaska). This interdisciplinary research effort will hopefully lead to increased physical fitness awareness throughout Alaska, and tackle one element of the statewide fight against obesity.



There are also current and future K-12 outreach benefits. We have started K-12 community outreach in local high schools where we are talking about sport and recreation job and education opportunities in Alaska. This is a topic that has really excited the local high school students and one that we believe will help bring in new students to benefit all areas at UAF. For example, on February 21 we entertained 100 basketball players from Barrow, Galena, Minto, Tanana, Tok and Northway who were playing a basketball tournament in Fairbanks. As another example, SOM faculty have spoken at West Valley High School as a part of their “Lunch Bites” career development program. In partnership with an on-site counselor from the UAF Office of Admissions and Registrar, these talks have produced interest in recreation management from graduating seniors and other K-12 students who were previously looking at lower 48 universities for a sport and recreation management program. Another example is a recent faculty visit to Hutchison High School. There is significant interest from local high school athletic directors to work with BSRB students for projects, internships, and experiential learning, as well as starting the discussion to build a sport/recreation/business career cluster for local high school students. In particular, students looking to start their own organization (fishing guide, youth sport, etc.) will no longer have to look outside Alaska for professional training, with the addition of the BSRB degree.

Career Opportunities and Need for the Program

Besides the potential to attract hundreds of new students to UAF, many of whom will reside on campus, we believe that the BSRB degree will stimulate further entrepreneurship related to tourism (including eco-tourism). For example, UAF faculty member and Native Alaskan, Sam Alexander, is the co-founder and CEO of Latitude SIX-SIX. Additionally, SOM Business Advisory Council member Matt Atkinson is the founder and CEO of the Northern Alaska Tour Company. These economic development opportunities for the hospitality and tourism industry are much needed within the State of Alaska to diversify an economy that can no longer rely on high oil revenue.

The BSRB will provide academic preparation and sought-after, critical education necessary for entry-level careers in the sport and recreation industries. Just one of many examples is hunting guides. There are currently almost 400 hunting guide operations registered in Alaska and a couple thousand registered guides who live here. (This does not include outfitters who specialize in hunting, retail, professional hunting organizations, etc.) We are poised to capitalize on this market, not only in Alaska but also on a national level. Hunting and fishing guiding and service are largely untapped markets. No other four-year program in the country exists for the fishing/hunting industries on the business side. There are many more examples of other industries for which this holds true, as well.

From the Bureau of Labor Statistics for the Arts, Entertainment and Recreation Sector, which includes wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons, the current average wage in recreation in Alaska is \$47,160. For the next ten years it is predicted that there will be a 10.8%



overall increase in Alaskan jobs in the Leisure and Hospitality Industry. The Alaska Department of Labor and Workforce Development forecasts a 7.3% anticipated growth in Alaska for lodging managers, 5.6% anticipated growth in Alaska for meeting, convention and event planners, 5.8% growth for coaches and scouts, and 16% growth of those working in these industries who are self-employed: This is the largest self-employment percentage among all Alaska industries, which emphasizes the need for business savvy entrepreneurs.

Relation of Program to other Programs in the UA System

This program should not affect the number of majors in other degrees across the system, as it is a unique business degree and nothing similar is offered at any of the UA campuses. The closest similar program is the UAF BBA with a concentration in Sport Management. The concept behind the BSRB is to recruit and attract students from both inside and outside of Alaska to meet the unique recreational needs of our state. The program will generate student credit hours outside of the School of Management for supporting programs and will make some programs at two-year colleges across the system more attractive by offering a pathway to continue to a baccalaureate degree.

Program Alignment with UAF and UA Goals

Alignment with UAF Mission, Core Themes, and Strategic Plan:

The BSRB will help to fulfill the academic mission of UAF by providing high-quality sport and recreation business education to students who normally would have left the state of Alaska to attend school to pursue a career in this field.

The program is aligned with the UAF Strategic Plan and its Core Themes as specified below:

1. Educate: Students within the BSRB program will be exposed to both business and sport, recreation and tourism management focused undergraduate courses.
2. Research: Through course embedded projects undergraduate students will develop and utilize research skills. Students will also have the opportunity to work with professors on research projects outside of the classroom.
3. Prepare: The BSRB program is grounded in career development. Students will be gaining practical experience in every course as well as career development and exploration skills throughout the program.
4. Connect: The BSRB program will connect Alaskan communities through research, and well as the program itself has the potential to attract students from all over the state of Alaska.
5. Engage: The BSRB program will partner with sport, recreation, and tourism



organizations and small businesses for experiential learning projects, guest speakers, student recruitment, and research projects.

Alignment with Shaping Alaska's Future:

This program will contribute to Theme 1 of Shaping Alaska's Future (Student Achievement and Attainment) by allowing students the ability to receive a sport and recreation business degree in the state of Alaska. Alaska is one of the most adventurous states in the nation, but lacks a recreation business degree. The appeal of this type of degree should increase the recognition of UAF and in turn lead to an increase in recruitment.

Additionally, this program contributes to Theme 4 of Shaping Alaska's Future (Research and Development) by having a significant impact on research activities. Over the last two years, faculty aligned with the BSRB have developed and founded the SOM Virtual Reality Lab, which has obtained over \$175,000 in research awards. Additionally, in a fiscal climate charged with UA-System collaboration, the BSRB program will do just that; there are meetings scheduled with the UAA College of Business and Public Policy to discuss future collaboration options. One example is a research partnership with the UAA Institute of Social and Economic Research (ISER) to investigate the economic impact of losing a professional sport franchise with the relocation of the Alaska Aces Ice Hockey club. Additionally, future research and curriculum collaboration will be discussed looking at the future of sport in Alaska (e.g. extreme sport, virtual reality sport consumption, tourism, and franchise survival).

The BSRB Program will also have a high impact on service activities. The UAF School of Management's BSRB curriculum has already had a positive presence within the UAF community, off-campus events, and community schools. Every semester, faculty can be seen speaking at local schools about career options and channels for students interested in pursuing sport and recreation based careers. Additionally, community organizations such as Explore Fairbanks have expressed interest in acquiring student interns and working with the School of Management on practical classroom projects to benefit the local economy through tourism.

Alignment with the UA Academic Master Plan:

The BSRB degree is also well-aligned to meet several of the UA Academic Master Plan goals, specifically Goals 2 and 4. Goal 2 (Advance research, scholarship, and creative activity) is something the Sport Management courses have already been promoting. With the SOM Virtual Reality Lab, research and creative activity is already occurring and the BSRB would allow it the room to grow and expand. Additionally in reference to Goal 4, (Develop and enhance programs to respond to state needs) the BSRB degree would fill a hole in sport and recreational business which is not currently being addressed.



Projected Enrollment

Our projected enrollment is 15 new majors in year 1, 25 additional majors in year 2, 30 additional in year 3, 35 more in year 4 and 40 additional majors in year 5. Assuming annual retention of 80% to 90% and a time to graduation of four to five years, this would lead to a sustained enrollment of approximately 150 students with a maximum enrollment capacity of 50 new students annually. The program design is modeled after the UAF SOM online Bachelors of Emergency Management degree (BEM), in which there are over 200 majors, and serves as a “proof of concept.”

The enrollment highlight of the BSRB is that this new program has the potential to attract a high percentage of new/unique students who would not otherwise attend UAF. These include local high school students who would have gone outside to school or otherwise would not have attended college. We believe that we can generate a lot of excitement in the local area for this degree. We have already started K-12 community outreach in local high schools where we are talking about sport and recreation job and education opportunities in Alaska.

We will also utilize UAF’s Department of Recreation, Adventure, and Wellness (DRAW) for a hands-on summer outdoor recreation management option that will attract and retain new students. This BSRB/DRAW summer program will aid in program growth and visibility, as participation will be open to non-UA System students as well.

We will target two-year colleges in Alaska where students have an occupational endorsement, certificate, or AAS degree in a field that is compatible with the BSRB degree. We will also target two year colleges with a large number of athletic programs (over 500 National Junior College Athletic Association Institutions), two year colleges with sport /recreation management specific programs already established, and existing connections, such as where the School of Management currently has articulation agreements and overarching memorandums of understanding (MOUs):

- Allen Hancock College- Santa Maria, California
- Central Texas College- Killeen, Texas
- Clackamas Community College- Oregon City, Oregon
- Coastline Community College- Fountain Valley, California
- Columbus State Community College- Columbus, Ohio
- Mount Hood Community College- Gresham, Oregon
- Rio Hondo College- Whittier, California
- Rogue Community College- Grants Pass, Oregon
- Salt Lake Community College- Salt Lake City, Utah
- Santa Ana College- Santa Ana, California
- Sinclair Community College- Dayton, Ohio
- Skagit Valley College- Mt. Vernon, Washington
- Truckee Meadow Community College- Reno, Nevada
- Red Rocks Community College- Lakewood, Colorado



Resource Impact

No new resources are needed to start the degree. There are no physical space needs, since students can be accommodated in existing classrooms. Once the degree starts to attract a significant number of students there will be additional resources required for additional course sections for both SOM and supporting programs. At that point, the additional FTEs will be covered by the tuition that will be generated.

Attached is the Board of Regents Program Action Request. We filled out this table assuming that UAF, after 5 years (2024), would have 150 majors. We assumed that SOM and the supporting programs, by this time, would each need two additional faculty members and also a total of 8 adjuncts. Assuming a reasonable annual increase in tuition, total tuition and fees accruing to UAF would total just over \$1.5 million annually and expenses (covered by the tuition) would be \$760 thousand. Importantly, the increased hires would only take place once the number of students increased enough to cover the increased costs.

eLearning impact:

There will be a positive impact on eLearning during the implementation of the BSRB program. Since some of the courses may be taken online they will be paying eLearning fees.