

University of California, Riverside

Proposal for Athletic Leadership Minor (New Undergraduate Academic Program)

1. Name of the academic program and the department(s) or unit(s) that will administer the program.

Name: Athletic Leadership Minor

Department/Unit: Graduate School of Education (GSOE)

2. Justification for Athletic Leadership Minor

Today and historically, intercollegiate athletics have been an integral part of higher education, involving many student-athletes and occupying a socially prominent space on many college campuses. The popularity of big-time college sports—that is, sports played at schools classified as members of the Division I Football Bowl subdivision—and the increasing funds that flow into athletic programs have created full-scale commercial entertainment with large monetary payouts. For example, for the fiscal year ending in 2015, the total revenue received by the National Collegiate Athletic Association (NCAA) exceeded \$1 billion.¹ In many regards, the high stakes investment in college sports is evident. College athletics programs have created economic imperatives that lead them to produce and sell a product that will be attractive to consumers yet complement the educational mission and fundamental values of the institution.

With increasing expansion of the business enterprise that is college athletics, as well as ongoing changes to the core functions of athletics departments,² stakeholders in athletics affairs now serve in more public roles. These stakeholders require trustworthy, competent, forward-thinking, accountable leaders who can manage athletic departments' daily operations and support athletes without compromising the fundamental mission and values of the postsecondary institutions.³ Indeed, given the increasing changes to the college athletics landscape, there is a need for specialized pre-career training for athletic leaders including athletic directors, compliance officers, business and financial officers, public relations officers, coaches, academic advisors, counselors, and tutors. This training can be acquired in part through undergraduate education.

Currently absent, however, are educational programs that adequately prepare aspiring leaders for work in a variety of athletic settings, especially at the intercollegiate level. At the University of California, Riverside (UCR), there is high student demand for athletics-related courses and for a program that will provide this training. As an example, EDUC 050 (*Intercollegiate Athletics and American Higher Education*) is a popular class that has been taught in both face-to-face and fully online formats; it has drawn large numbers of undergraduate students from Liberal Studies, Anthropology, Sociology, History, Psychology, English, Spanish, Linguistics, and Ethnic Studies, among other campus majors.

Given the demand for and success of EDUC 050, as evidenced by high student enrollment numbers, the proposed undergraduate minor in Athletic Leadership has the potential to attract a large number of students from many different departments and majors. In fact, this

undergraduate minor in Athletic Leadership will likely appeal to and benefit the more than 300 student-athletes who are at UCR at any given time.

We have already corresponded with stakeholders in the affairs of athletics at UCR about this proposed undergraduate minor in Athletic Leadership and they have expressed a great deal of support and enthusiasm. As well, the GSOE has recently introduced the undergraduate Education, Society, and Human Development major, which introduces students to issues, policies, and practices in schools and colleges; it is expected that the number of students in this new major will grow to more than 300 by the 2021–2022 academic year. As such, the proposed undergraduate minor in Athletic Leadership has great potential for serving a large number of undergraduate students from within the new major – the B.A. in Education, Society, and Human Development.

At present, there are no undergraduate programs on athletics at UCR or any other UC campus. We believe that participants in the proposed undergraduate minor in Athletic Leadership will enhance their content knowledge and leadership skills in the program as well as advance their understanding of the role athletics leaders play in the larger campus environment. We are also optimistic that the proposed undergraduate minor will serve as a pipeline to the GSOE’s Higher Education Administration and Policy graduate program as well as the Teacher Education program.

As we question all other aspects of schools and universities—from access to equity, undergraduate education to professional education, civil responsibility to individual benefits, research to teaching—it is also appropriate to explore the peripheral activities such as leadership development and preparation programs related to athletics. This context provides the preliminary rationale for establishing the undergraduate minor in Athletic Leadership in the GSOE at UCR in order to prepare students for careers in a variety of athletic settings, particularly at the intercollegiate level.

3. Relationship of the New Program to Existing Programs

This proposed Athletic Leadership Minor is unlike any existing programs on campus. Students will have an opportunity to advance their knowledge base on a range of issues within the current landscape of athletics in various settings. The required lower division course in the Athletic Leadership is also part of the elective lower division courses a student can take to earn the B.A. in Education, Society, and Human Development, all concentrations. The upper division Education courses included in the Athletic Leadership Minor are also part of the B.A. in Education, Society, and Human Development concentration in Community Leadership, Policy, and Social Justice. Students who are pursuing a B.A. in Education, Society, and Human Development, will be allowed to add the Athletic Leadership Minor, but they will not be allowed to use courses from the minor to also satisfy any of the upper division requirements for the major. Upper-Division courses can only be counted for one program. The GSOE offers enough courses in major to allow students to complete the B.A. degree and the Minor without any issues. Students will need to meet with their Academic Advisor to ensure they are meeting the requirements in each area.

4. Proposed Minor Objectives

The purpose of the Athletic Leadership Minor in the GSOE is to prepare students for leadership careers in athletics, particularly at the intercollegiate level. It is designed to provide students with a solid understanding of the administration of student affairs and student-athlete development. Specifically, students who complete the minor program will:

- a. Demonstrate knowledge of various approaches universities take to athletics and the extent to which each approach is consistent with the overall educational mission of American higher education.
- b. Demonstrate knowledge of the organizational structure and functions of the NCAA, including rule-making processes and principles of conduct.
- c. Demonstrate knowledge of the foundations and intersection of higher education, sport, and student affairs, including the philosophy and history of higher education and sport; theories of student development; diversity issues; moral and ethical issues; and leadership in athletics.
- d. Demonstrate knowledge of contemporary issues—such as one-year renewal and multi-year scholarship policies; athletes’ rights; Title IX compliance; conference realignment; escalating costs associated with intercollegiate athletics; and the athlete experience—with a particular emphasis on race, gender, and intersectionality.
- e. Demonstrate knowledge of critical pedagogical strategies that translate into personal and academic intervention, including advising and counseling techniques.
- f. Demonstrate an ability to identify and respond to the diversity of student-athlete needs and athletic program issues while employing a social justice analytical lens.
- g. Demonstrate an ability to apply research and theory to improve athletic programs.
- h. Demonstrate knowledge of reform initiatives and policies that have been introduced, debated, and in some cases enacted to improve the conditions of athletics generally and to strengthen the learning and personal development trajectories for student-athletes specifically.

5. Curricular Structure

This proposed Athletic Leadership Minor expects to enroll a diverse student body and offer an array of courses suitable for students who are considering leadership careers in a variety of athletic settings, particularly at the intercollegiate level. A total of 20 units are required for the Athletic Leadership Minor—one lower division course and four upper division courses. Three of the five courses will offer a face-to-face version and an optional fully online delivery mode.

One (1) lower division course will provide foundational knowledge in the main content areas of the minor program. In addition, students will take four (4) upper division courses related to theories of student development, critical pedagogy, diversity issues, policies, moral and ethical issues, and leadership in athletics. Students can also complete an optional capstone project with their faculty advisor, exploring an athletics-related question or problem of their choice.

Lower Division Course (1)

- EDUC 050: *Intercollegiate Athletics and American Higher Education*
—Face-to-face and fully online delivery formats

Upper Division Courses (4)

- EDUC 147: *Education in a Diverse Society*
- EDUC 150: *Policy and Legal Issues in Intercollegiate Athletics*

- Face-to-face and fully online delivery formats
- EDUC 152: *Education, Hip Hop, and Sport*
 - Face-to-face and fully online delivery formats
- BUS 107: *Organizational Behavior*
- EDUC 190: *Special Studies*;
 - Course to be used for optional capstone project

The proposed program change is in Appendix 1A.

6. For interdisciplinary programs, the degree of participation and the role of each department must be explicitly described. The chairs of all participating departments must provide written approval for the creation of the program and indicate their commitment to provide necessary resources including faculty release.

The program is not interdisciplinary.

7. Faculty Involved in the Program:

Course Number	Course Title	Instructor(s)
BUS 107	Organizational Behavior	Dr. Kyle Ingram
EDUC 050	Intercollegiate Athletics and American Higher Education	Dr. Eddie Comeaux
EDUC 147	Education in a Diverse Society	Dr. Rita Kohli, Dr. John Wills, Dr. Lorena Gutierrez
EDUC 150	Policy and Legal Issues in Intercollegiate Athletics	Dr. Eddie Comeaux
EDUC 152	Education, Hip Hop, and Sport	Dr. Eddie Comeaux
EDUC 190	Special Studies	Dr. Eddie Comeaux, Dr. Uma Jayakuma, Dr. Raquel Rall

Faculty Member	Position	Expertise
Eddie Comeaux	Associate Professor, GSOE	Higher education; racial equity issues; student engagement; intercollegiate athletics
Uma Jayakumar	Associate Professor, GSOE	Race, equity, and diversity issues in higher education, with a focus on how institutional environments (e.g., campus climates/cultures) and organizational practices

		(e.g., admissions processes and affirmative action) shape college access and outcomes, and how students experience and resist barriers to inclusive engagement
Raquel Rall	Assistant Professor, GSOE	Best practices to increase access to and success in higher education for traditionally marginalized communities; the strategic apex and ideologies of access, diversity, and inclusion at the systemic and structural level of higher education governance, with an emphasis on governing boards
Rita Kohli	Assistant Professor, GSOE	Educational systems and practices that maintain or exacerbate racial inequity; teacher development practices that effectively advance racial equity
School of Business Faculty		Organizational Behavior
Lecturer(s)	TBD	intercollegiate athletics; and sport sociology

8. Projected enrollment in the program:

Year	Projected Enrollment
2019-2020	5
2020-2021	10
2020-2022	20
2022-2023	25
2023-2024	25

9. Name of degree, if applicable, and the anticipated number of degrees to be granted when the program reaches steady state.

The GSOE anticipates approximately 25 students to graduate with an Athletic Leadership Minor when the program reaches a steady state.

10. Potential impact of the new program on existing programs. If the proposed program includes required courses from a department other than the administering department, the proposal must include a statement from the department indicating that it has been consulted and that it will provide access to the required courses.

The GSOE anticipates a minimal impact on existing programs.

The Education courses contained within the Athletic Leadership minor are also elective and concentration course options in the B.A. for Education, Society, and Human Development (Education Major). The minor program will help supplement the enrollment in the courses shared by both programs. Therefore, we will be able to provide teaching assistant spots in the courses for both programs as we project them with large enrollments because they will be serving two groups of students (both students in the major and students pursuing a minor).

The proposed undergraduate minor program will include a course in the School of Business (SB)—Business 107 (Organizational Behavior). We have consulted with the School of Business and they are in support of the Athletic Leadership minor students taking Business 107. A memo is included from School of Business indicating their support of use of the course in the program.

11. A full listing of resources required for start-up and for operations. A letter of support from the College Dean and/or Executive Vice Chancellor-Provost indicating endorsement as well as a promise of support for the proposal also would be extremely helpful.

No new faculty FTE are needed. With the steady growth of the faculty in recent years, the GSOE has the instructional capacity to support the proposed undergraduate minor. As well, no proposals for release time are needed, nor are proposals for teaching assistants, readers, administrative staff, or technical support needed.

Eddie Comeaux will teach EDUC 50, 150, and 152 when available, and the GSOE will hire qualified lecturers for these courses as well. EDUC 50 has enrolled, on average, about 60 students for both face-to-face and online delivery modes over the past 6 years. Note that EDUC 050 has been offered multiple times from 2016-2018, so the enrollment numbers will likely be much higher when offered only once per year for the new minor. In addition, the first week enrollment numbers for EDUC 152 is approx. 60 for winter 2019, and we hired a qualified lecturer to teach this course. Our athletics-related courses have drawn large numbers of undergraduate students from a range of campus majors. As well, our athletics-related courses are appealing to more than 300 current UCR student-athletes. In fact, UCR stakeholders in the affairs of athletics, including the Athletic Director (Tamica Smith-Jones), fully and enthusiastically support the proposed Athletic Leadership minor. With the racial diversity of students in athletics, the proposed program, given the range of courses to which they will be exposed, has the potential to serve as a pipeline for GSOE graduate programs,

including teacher education, enhancing the compositional diversity of our graduate programs. In short, this proposed program will actually add revenue (and currency) rather create financial concerns, including creating an additional pool of teaching assistants for the GSOE.

12. Both internal and external letters of support should be provided with the proposal. Internal letters of support are often from UCR department chairs and faculty of related programs. The external letters should be from other UC campuses or other peer institutions. Letters from off-campus help to establish the quality of the program and its fit within the context of related programs at other universities. Upon consultation with the CEP the demand for external letters may be waived

- a. Louie Rodriquez, Associate Dean of Undergraduate Education in the GSOE
- b. School of Business Executive Committee
- c. Tyrone Howard, Professor in the Graduate School of Education & Information Studies at UCLA

13. Approvals from program faculty, College faculty (if the new proposal affects a college regulation), and the appropriate Executive Committee should be obtained before forwarding the new program to the attention of the Senate Analyst for CEP.

Changes in Senate regulations: No changes in Senate regulations are required.

14. All proposals for new programs should be submitted to the Senate Chair no later than March 1 of the academic year prior to the fall quarter in which the proposed program is anticipated to go into effect. This schedule should provide sufficient time for Senate review of the proposal to meet the deadline for final consideration of approval at the May Division Meeting.

Approvals:	Date:
Approved by the faculty of the Graduate School of Education:	2/5/19
Approved by the Executive Committee of the Graduate School of Education:	3/5/19

Appendix 1A

EXECUTIVE COMMITTEE
GRADUATE SCHOOL OF EDUCATION
REPORT TO THE RIVERSIDE DIVISION

 (date)

To be adopted:

Proposed New Athletic Leadership Minor

<p>PRESENT:</p>	<p>PROPOSED:</p> <p><u>Athletic Leadership Minor</u></p> <p><u>Graduate School of Education</u></p> <p><u>1207 Sproul Hall</u> <u>(951) 827-4633</u> <u>education.ucr.edu</u></p> <p><u>Committee in Charge</u></p> <p><u>Eddie Comeaux, Associate Professor of Higher Education (Education)</u> <u>Elaine Wong, Associate Professor of Management (Business)</u> <u>Louie Rodriguez, Associate Dean of Undergraduate Education Programs in GSOE (Education)</u> <u>Thomas Smith, Dean, <i>ex officio</i></u></p>
	<p><u>The Athletic Leadership Minor is to prepare students for leadership careers in athletics, particularly at the intercollegiate level. It is designed to provide students with a solid understanding of the administration of student affairs and student-athlete development. Students will advance their understanding of the role athletics leaders' play in the larger university and college systems environments.</u></p>
	<p><u>Program Requirements:</u> <u>Student petitions require the approval of the Undergraduate Education Programs advisor in the Graduate School of Education. College approval from both the Graduate School of Education and the major college is required. Please see education.ucr.edu for the minor petition process.</u></p>

	<u>Athletic Leadership Minor candidates must maintain a minimum cumulative GPA of 2.0.</u>
	<u>Requirements for the minor (20 units):</u>
	<u>1. Lower-division requirements (4 units): EDUC 050</u>
	<u>2. Upper-division requirements (16 units): BUS 107, EDUC 147, EDUC 150, EDUC 152</u> <u>Optional Capstone Project: EDUC 190</u>
	<u>See Minors under the Graduate School of Education in the Colleges and Programs section of this catalog for additional information on minors.</u>

¹ National Collegiate Athletic Association. (2015). *NCAA finance*. Retrieved from <http://www.ncaa.org>

² Navarro, K. M., Houston, D., Bernhard, L. M., Haslerig, S., & Raphael, V. (2016, February). Athletic administration and higher education graduate programs: Innovative strategies and campus partnerships to prepare the next generation of intercollegiate athletic administrators. *Journal for the Study of Sports and Athletes in Education*, 9(3), 1–18.

³ Comeaux, E. (2013). Rethinking academic reform and encouraging organizational innovation: Implications for stakeholder management in college sports. *Innovative Higher Education*, 38, 281–293.

March 6, 2019

To: Dr. Dylan Rodriguez, Chair of the Academic Senate

From: Dr. Joseph Kahne,
Chair, Executive Committee,
Graduate School of Education

Re: New Academic Program of Athletic Leadership Minor

The Executive Committee of the Graduate School of Education voted to approved this proposal as written starting for the Fall 2019 academic year. The approved proposal and catalog copy is attached for review by the Academic Senate.

Thank you for your consideration.

MEMORANDUM

DATE: October 17, 2018

TO: Eddie Comeaux
School of Education

FROM: Jean Helwege, Chair 
School of Business Executive Committee

Re: Athletic Leadership Minor

The Executive Committee of the School of Business is supportive of the proposal to create a minor in Athletic Leadership. The proposed minor includes a course in business leadership (BUS 156 - Leadership Development) that is currently offered by the School of Business. This course has a pre-requisite of BUS 107 (Organizational Behavior), which is also relevant training for students interested in leading athletic organizations. Both courses have been recently taught by the school and the School of Business plans to continue to offer the courses regularly. If the demand for the classes increases sharply as a result of this minor, the management area is prepared to offer additional sections of these courses.

UNIVERSITY OF CALIFORNIA
UCRIVERSIDE | Graduate School
of Education

March 7, 2019

To Whom It May Concern:

I write this letter in support of the proposal for the Athletic Leadership Minor. I have thoroughly reviewed the rationale, purpose, and potential impact on the UCR student population, and beyond, and I believe the program has tremendous potential to be successful here at UCR. Not only am I enthusiastic about the support of the program from various entities across campus, but the proposed Athletic Leadership Minor coincides with the 2020 vision outlined by UCR nearly 10 years. Specifically, the proposed Athletic Leadership Minor aims to provide UCR students with rich academic and learning experiences while also being visionary in design. I believe this program has the potential to not only serve an emerging population of students interested in Athletic Leadership, but may have an impact on creating a pipeline between our undergraduate program and our graduate programs, not only among UCR students, but for students across the UC system as well.

As the Associate Dean for the Undergraduate Education Major here at UCR, I support this effort and look forward to seeing the students and the program thrive.

Sincerely,


Louie F. Rodriguez

Associate Dean, Undergraduate Education Programs
Associate Professor, Educational Policy Analysis & Leadership | Education, Society, and Culture
Graduate School of Education
University of California Riverside



Graduate School of Education & Information Studies
P.O. Box 951521
Los Angeles, CA 90095-1521

March 1, 2019

To Whom It May Concern:

It is with great support and enthusiasm that I write this letter of support for the establishment of a education minor focused on Athletic Leadership in the Graduate School of Education at the University of California, Riverside. My name is Tyrone Howard and I am on the faculty in the Graduate School of Education at UCLA. Over the past two decades the prominence of athletics and academics has reached unprecedented levels on college campuses nationwide. The focus on revenue generation has driven much of this interest, but a more intentional focus is needed in the area of athletic leadership. I raise this concern because in spite of the billion-dollar industry that is intercollegiate athletics, issues around student athlete college completion, diversity in athletic leadership, sexual assault, and revenue distribution will continue to have a profound on the landscape of colleges and universities. The establishment of an education minor on Athletic Leadership would introduce students to pertinent literature, relevant case studies, meaningful research, and exposure to contemporary issues that shape college athletics and their roles on college campuses. Moreover, UC Riverside, and UC in particular could set a precedent on creating educational pathways that could assist undergraduate and graduate students acquire the essential knowledge, skills, and strategies that are needed on college campuses to inform the next generation of campus leaders.

The establishment of an education minor in Athletic Leadership would provide an opportunity to launch an area of study that is in critical need of new ideas, diverse leaders, and multiple vantage points. The nexus between higher education, collegiate athletics, revenue generation, student engagement and diversity are staples on college campuses. At present, there are no undergraduate programs on athletics at UCR or any other UC campus. I firmly believe that students who would be enrolled in the proposed undergraduate minor in Athletic Leadership will enhance their content knowledge and leadership skills in the program as well as advance their understanding of the role athletics leaders play in the larger campus environment. I am enthusiastically optimistic the possibility that UC Riverside could establish a ground-breaking academic program that would be model that campuses across the nation would emulate. I would whole heartedly endorse such a program.

Sincerely,

A handwritten signature in black ink that reads "Tyrone C Howard". The signature is written in a cursive style with a large, stylized 'H' and 'C'.

Tyrone C Howard
Pritzker Family Endowed Professor
Graduate School of Education & Information Studies
University of California, Los Angeles