

Cover Sheet: Request 13381

Creation of the Department of Sport Management and the Department of Tourism, Hospitality, & Event Management within the College of Health and Human Performance

Info

Process	Unit New/Modify/Close Dept
Status	Pending at PV - University Curriculum Committee (UCC)
Submitter	Casey Griffith cgriffith@aa.ufl.edu
Created	11/30/2018 4:51:25 PM
Updated	12/18/2018 8:18:13 AM
Description of request	<p>Requesting creation of two new departments within the College of Health and Human Performance (HHP): the Department of Sport Management and the Department of Tourism, Hospitality, & Event Management.</p> <p>Additionally, requesting to terminate the current Department of Tourism, Recreation, & Sport Management. Termination request to be entered into system upon final approval of this request.</p> <p>Required documentation is contained within the uploaded PDF file.</p> <p>Request submitted on behalf of Michael B. Reid, Ph.D. Dean of Health and Human Performance.</p>

Actions

Step	Status	Group	User	Comment	Updated
Department	Approved	HHP - Tourism, Recreation and Sport Management 012602000	Stephen Dodd		11/30/2018
No document changes					
College	Approved	HHP - College of Health and Human Performance	Christopher Janelle	The HHP College Curriculum Committee reviewed and approved the proposal at its December 7th meeting. Following minor, nonsubstantive edits, the Dean requested a college-wide faculty vote on the proposal on December 10, 2018. The voting closed on December 14, 2018 with overwhelming support for the proposal. Fifty of 63 faculty (79%) participated, with 45 of 50 voting faculty (90% of votes) in support of the split and formation of two new departments. A note about the faculty vote has been included at the bottom of page 8 in the latest version of the proposal, which has been uploaded to the approval stream.	12/18/2018
Proposal to Split TRSM FINAL DRAFT 121718.pdf					12/18/2018
University Curriculum Committee	Pending	PV - University Curriculum Committee (UCC)			12/18/2018

Step	Status	Group	User	Comment	Updated
No document changes					
Graduate Council					
No document changes					
Faculty Senate Steering Committee					
No document changes					
Faculty Senate					
No document changes					
Academic Affairs					
No document changes					
Board of Trustees					
No document changes					
Office of the Registrar					
No document changes					
OIPR Notified					
No document changes					

**Proposal to Re-Organize the UF College of Health and Human Performance
Division of the Department of Tourism, Recreation
and Sport Management to Form Two New Departments**

PROPOSAL OUTLINE

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A. OVERVIEW

The College of Health and Human Performance (HHP) is comprised of three academic departments: (a) Applied Physiology and Kinesiology (APK), (b) Health Education and Behavior (HEB), and (c) Tourism, Recreation and Sport Management (TRSM). The college is home to nationally and internationally recognized education and research programs that focus on helping people protect, maintain, and improve their health, fitness, and quality of life. The three departments offer interdisciplinary programs that lead to Bachelor of Science, Master of

Science, and Doctor of Philosophy degrees. The College also supports three Centers for Research: (1) Center for Exercise Science, (2) Eric Friedheim Tourism Institute, and (3) Center for Behavioral Economic Health Research.

The current structure of the department of TRSM was established fifteen years ago with the merger of the Sport Management (SPM) program (from the Department of APK) with the original Department of Recreation, Parks, and Tourism (RPT). This merger seemed to be a logical “fit” at the time due to a re-structuring of HHP. However, because of the distinct nature of each of these programs, the faculty has evolved the curricula to the point that the department now offers two distinct degrees at each of the bachelor, masters and doctoral levels. The lack of identity of the programs within the department has further limited their ability to attract new students. It has now become evident that the two programs need to be able to design their specialized curricula, market their own identity, and tailor their own self-governing procedures.

Thus, the overwhelming majority of TRSM faculty have expressed the desire to split the department and create two new departments. Based upon anonymous voting by the TRSM faculty, there was overwhelming support to divide TRSM into two new departments (the Department of Sport Management {SPM}, and the Department of Tourism, Hospitality and Event Management {THEM}). The proposed internal reorganization would increase the number of departments within HHP to four.

B. BACKGROUND AND RATIONALE

1) Department of Tourism, Recreation and Sport Management

In 1975, the Department of Recreation was formed within HHP. In addition, the Campus Recreational Sports Program was administered through that department. By 1985, the department had eight full-time faculty members and was undergoing rapid growth. In the 1986-87 academic year, the Recreational Sports Program moved into a separate division within the college, and the Department of Recreation reorganized as the Department of Recreation, Parks and Tourism (RPT), with 10 full-time faculty members. In 1990, the Center for Tourism Research and Development (now Eric Friedheim Tourism Institute) was established within the department. By 2000, the Department of RPT had 15 full-time faculty members.

In 2003, HHP experienced a reorganization with name changes for all three departments. The Sport Management (SPM) program, which was a unit within the Department of Exercise and Sport Sciences (now Applied Physiology and Kinesiology) moved and merged with the Department of RPT. The SPM program was comprised of five faculty members, which subsequently increased the total faculty count to 20. At the time, SPM requested the move based on: (1) fit perspective – the program related to management aspects within a social science framework that had moved further to the fringes of the refocused ESS department,

(2) a comparatively small number of faculty and students within the larger APK unit, and (3) the opportunity to establish its own discipline identity in a department that shared a similar mission. The merger was approved and a new department name established, as the Department of Tourism, Recreation and Sport Management (TRSM). The mission of the new department was to improve the overall quality of life by learning and teaching what leads individuals, families and industry to value and benefit from tourism, events, recreation, and sport. The faculty have strong academic credentials and in-depth knowledge and expertise in social, behavioral and natural sciences. TRSM also has strong interdisciplinary linkages with researchers in allied fields within the university and professionals throughout the State of Florida and beyond.

2) Curriculum

After establishment of the new department in 2003, the faculty decided that the two programs (RPT and SPM) needed separate curricula for the undergraduate and graduate degrees. At that time, the RPT curriculum was based on the National Recreation and Park Association accreditation process and there was an expressed need for a different degree program for SPM. In addition, the SPM curriculum remained within the former department (APK), and needed to be transferred to RPT and changed. This curricular structure presented an opportunity to initiate a discipline-centric identity, and, to develop a new curriculum for SPM based on the North American Society of Sport Management/National Association for Sport and Physical Education. After an extended process of approvals, new degree programs (BS and MS in Sport Management) were established.

Furthermore, HHP has one doctoral degree in Health and Human Performance with separate curricula for each of the three departments. In TRSM, similar to the BS and MS degree separation, the faculty created a separate doctoral curriculum for SPM. Hence, the overall merger process provided one department with degree programs (BS/MS/PhD) for each discipline (RPT and SPM) with separate course prefixes, distinct learning outcomes and academic learning compacts. While seemingly cohesive at its onset, these divisions have, over time, created two academic cultures that do not share a core curriculum or crossover research interests.

3) Degree Program Objective

The RPT program provides students with an understanding of leisure behavior with an interdisciplinary research and applied background in tourism, natural resource recreation management and recreation administration. More specifically, the program works to improve the understanding of psychosocial factors that lead individuals and families to value leisure, and provide information that will help them improve their quality of life across the lifespan. Additionally, it works to provide information that will help communities and organizations develop and improve opportunities for tourism, recreation, and parks to benefit a wide range of people, focusing on children, families, and older adults.

The SPM program provides students with the ability to coordinate human, financial, and material resources, relevant technologies, and situational contingencies to achieve effective and efficient production and exchange of sport services. The study of sport management addresses management issues in an immense and growing sport industry. These issues may be related to a variety of topical areas such as sport marketing, sport sponsorship, sport consumer behaviors, legal aspects of sports, risk management of sport activities, sport organizational behaviors, coordination of human resources, sport facility and equipment, sport media, sport conference, school and collegiate athletics, sport resort, and sport travel.

At the undergraduate level, the programs prepare students for careers in the fields of sport management, and, recreation, park, and tourism management. At the graduate level, the program prepares students with research skills required to become productive scholars and practitioners. The department's objective is to produce high quality, well-trained graduates to fill the high demand for university and college teaching, and research positions in the public and private sectors. Overall, both programs provide students with a comprehensive area of study that integrates theoretical concepts with the practical application of management strategies and enhancing problem-solving skills. Both programs are unique in their global emphasis and blending of research and practical orientations.

4) Contemporary Issues

The department of TRSM has served as an umbrella department with one organizational structure and culture for the two programs. However, each program has maintained its identity as a distinct and separate program. Several examples highlight the differences in the programs. First, in 2016, there was a national search for a new chair of TRSM. During the search, it became readily apparent that no one person could span the academic divide between the two programs. The search was terminated and the former chair resumed the position as chair of the department. Then, in 2017, 4 experts in the field were impaneled to review the department and make recommendations as to how the department could be a more successful and cohesive unit. The review team's report revealed several important issues:

STRENGTHS

- 1) The department has a significant number of well-respected, knowledgeable and productive faculty members (congruent with Goal 1 & 3 of the UF Strategic Plan)
- 2) There is growing demand for potential new programs from the undergraduate population (to enhance Goal 2 of the UF Strategic Plan)
- 3) Opportunities exist to leverage the research and service components to differentiate the existing programs from others in the state (congruent with Goal 5 of the UF Strategic Plan)
- 4) There is superior research productivity compared to other programs in the state (congruent with Goal 4 of the UF Strategic Plan)

- 5) Great potential exists to develop revenue generating educational programs (congruent with Goal 5 of the UF Strategic Plan)
- 6) The department has a great networking and engagement program but can't reach its potential with the two separate programs (needs restructuring to meet Goal 6 & 7 of the UF Strategic Plan)

CHALLENGES

- 1) The department does not have a shared core curriculum (TRSM split would correct this and enhance contribution to Goal 1 of the UF Strategic Plan)
- 2) Even with excellent faculty research productivity, the department has struggled to build a national identity (TRSM split would enhance contribution to Goal 5 of the UF Strategic Plan)
- 3) Lack of faculty/student identity with programs (e.g., departmental seminars); targeted to one program over the other (TRSM split would enhance contribution to Goal 5 of the UF Strategic Plan)
- 4) The department lacks a collective narrative (TRSM split would enhance contribution to Goal 1 of the UF Strategic Plan)
- 5) Two separate degrees (TRSM split would enhance contribution to Goal 1 of the UF Strategic Plan)
- 6) No appropriate home for the emerging "Events" specialization (TRSM split would enhance contribution to Goal 5 of the UF Strategic Plan)
- 7) A decrease in enrollment (TRSM split would enhance contribution to Goal 1 of the UF Strategic Plan)

Collectively, the strengths and challenges highlighted by the outside reviewers suggest that there is tremendous potential to leverage the two programs into viable, thriving departments that can set a standard for research productivity and new educational programs. To accomplish this, splitting TRSM into two new departments would address the issues raised by the reviewers. Splitting the department would also allow each new department to make changes such as the following:

- Each new department would have one degree with its own core curriculum
- With its own identity, each department could build upon its own national reputation
- Both research and educational programs could be increased and structured to provide students with more academic focus
- Each department, with its own "brand" identity and discipline focus could attract new students

With the existing parallel structure and direction of both programs, it has become evident that future growth and innovation could be realized with rejuvenated identities and revamped

internal processes. Therefore, the process of reorganization and realignment of TRSM into two separate departments is warranted to better reflect the program objectives and position the college for future growth and enhancement.

C. ANTICIPATED IMPACTS

While discussing the plan to create two new departments, the TRSM faculty raised questions regarding the potential impacts and consequences of such a reorganization. Many of the questions focused on human resources (faculty and staff), logistics of the reorganization, and timing of various steps as well as financial considerations related to ongoing programmatic support for teaching, research and other scholarly activities. A faculty meeting was convened on August 21, 2018 to discuss these issues with the Dean of HHP. Several specific issues and concerns were addressed through this process, including how would faculty be distributed to the new departments, when would the new departments be formed, how would degrees be distributed, costs of the reorganization, how would space be affected, and how would the staff be reorganized. It should be noted that, after the meeting, a sample polling of the faculty was conducted that resulted in a majority approval (17- *for* and 3- *against*) to split TRSM into two new departments.

All major questions and concerns from faculty have been addressed at this time. Specifically, the following questions were discussed and decided:

1) Faculty Distribution

The current faculty specializations and degree programs in TRSM serve as a template of how the new departments are to be named and structured. One exception to this was the two lecturers in event management. Their teaching expertise could fit in either department and they chose to join the Department of SPM. These faculty members will develop a new sport event program within SPM. The new THEM department would keep and teach the current event management courses utilizing existing faculty members and one new lecturer who is currently being hired through the Faculty 500 initiative. See Table 1 for how the current faculty will be distributed to the proposed new departments. Due to a greater number of majors and higher enrollments in SPM, the number of faculty in each program is not the same.

2) Degree Distribution

As with faculty distribution, the degrees offered by the proposed new departments will be determined by the seamless transition from the current degree offerings in TRSM. Of note, the future SPM curriculum will undergo changes based on an anticipated new program in entertainment management, once the department is established. In addition, the future THEM curriculum will undergo changes based on an anticipated new program in hospitality management. The current degree offerings in TRSM and the resulting distribution to the new departments are shown in Table 2.

3) Budgetary

With the approval of this proposal, the new departments would initiate the process of finding new department chairs. The current plan is to keep the current TRSM interim chair as the interim chair of the new THEM department. Therefore, no new budgetary request would be necessary. For the new SPM department, a new search has just begun for a Chair of Sport Management. This position was approved through the “Faculty 500” initiative and, therefore, would not require additional funding.

The only other anticipated budgetary impact associated with the split is the need for one new office manager. Along with the current office manager, the two office managers can be located in close proximity to the faculty of their respective departments. All other staff can be located in a centralized location with their work apportioned through the office managers. Thus, no other new staff would be required.

The re-appointment of current faculty into the new departments, along with the re-assignment of general revenue funds that provide salaries, technical and operational support (i.e., IT support, maintenance, office supplies, etc.) will only require reapportionment of the current TRSM budget.

4) Space

With only one new faculty member and one new staff member, additional space needs will be accommodated within the current layout of office spaces.

5) Staff

One new office manager will be necessary for the additional department that would result from the split. All other current staff will be sufficient to serve the current faculty in both new departments since the split would not require additional faculty. No new staff will be necessary unless and until the new departments grow significantly. Current staff and their positions are shown in Table 3.

D. FACULTY REVIEW PROCESS

The initial idea to form two new departments from the current department of TRSM was presented by the TRSM faculty at a departmental meeting in the spring, 2018. The original discussion was well received by the dean and further discussion and questions were generated over the summer, 2018. Then, in August 2018, TRSM faculty met and further discussed the issues surrounding a split of the department. The faculty took a sample vote to determine

whether they should proceed or re-evaluate the option to form new departments. The vote was affirmative to proceed with the process of splitting the department. Approximately one week later, the dean held a formal vote on the process that also passed overwhelmingly. At that point, the faculty charged the dean and department chair with developing a proposal to send through the college and university for approval. A Planning Group, comprised of the TRSM department chair, and program coordinators from tourism and sport management, was formed in September 2018 to construct this proposal. The Planning Group presented this proposal to the TRSM faculty in October 2018 for approval. TRSM faculty approved the proposal in October 2018 to go forward to the HHP Dean.

E. FACULTY VOTING RESULTS

An initial sample polling of TRSM faculty was held on August 21, 2018 after a discussion/question session with all faculty and the Dean of HHP. There was a majority approval for the departmental split (17-*For* and 3-*Against*), and, with the Dean's support, it was decided to move forward to a formal vote. The formal vote was cast by the faculty through anonymous, online voting over the period of August 23 – 27, 2018. The dean charged the faculty to select one of the following options:

Option 1: To remain unified as the Department of Tourism, Recreation, and Sport Management (TRSM) and conduct a national search for a permanent chair.

Option 2: To close TRSM and divide the faculty into two new departments focused on (a) sport management and (b) tourism, hospitality and event management.

The results of the voting on August 27 were overwhelming in favor of Option 2. The vote was 1 - *For Option 1* and 20 - *For Option 2*.

The planning group presented the proposal to the faculty on October 18, 2018 for their review and feedback. Then, on October 25, 2018, the TRSM faculty voted (20 - *For* and 0 - *Against* and 1 - *Absent*) to send the proposal forward to the dean for his approval and submission through the university approval process. The Dean requested a college-wide faculty vote on the proposal on December 10, 2018. The voting closed on December 14, 2018 with overwhelming support for the proposal. We had participation by 50 of 63 faculty (79% participation) with 45 of 50 voting faculty (90% of votes) in support of the split.

APPENDICES

Table 1. Division of current TRSM faculty into the departments of THEM and SPM. (A) Proposed TRSM faculty to form the new THEM department. (B) Proposed TRSM faculty to form the new SPM department.

A) THEM

FACULTY NAME	TITLE	Allocation %
Almeyda Zambrano,Angelica	AST PROF	100.00%
Dunn,Gregory E	SENIOR LECTURER	100.00%
Gibson,Heather Julie	PROF	100.00%
Kim,Jin Won	AST PROF	100.00%
Kirilenko,Andrei Petrovich	ASO PROF	100.00%
Pennington,Lori	PROF	100.00%
Stepchenkova,Svetlana	ASO PROF	100.00%
Thapa,Brijesh	PROF	100.00%

B) SPM

NAME	TITLE	Allocation %
Avery,Brian	LECTURER	100.00%
Bopp,Trevor	AST PROF	100.00%
Demichele,Douglas J	MSTR LECTURER	100.00%
Kaplanidou,Kyriaki	ASO PROF	100.00%
Ko,Yong Jae	PROF	100.00%
Lee,Joon Sung	AST PROF	100.00%
Mills,Brian M	AST PROF	100.00%
Tavormina,Alyssa L	LECTURER	100.00%
Thomas,Cyntrice	LECTURER	100.00%
Wegner,Christine	AST PROF	100.00%
Willming,Cynthia L	LECTURER	100.00%
<i>Connaughton, Dan (50% HHP)</i>	<i>Prof</i>	<i>50.00%</i>
<i>Esterline,Eric C (65.62% JOU)</i>	<i>LECTURER</i>	<i>34.38%</i>
<i>Sagas,Michael (25% HHP)</i>	<i>PROF</i>	<i>75.00%</i>

Table 2. Division of Academic Programs. (A) Current academic programs in TRSM. (B) Proposed division of academic programs to THEM and SPM.

A)

<u>TRSM</u>	
BS	
TOURISM, EVENT & RECREATION MANAGEMENT	
<i>MINOR</i> : EVENT MANAGEMENT	
SPORT MANAGEMENT	
Online: SPORT MANAGEMENT	
MS	
TOURISM AND RECREATION MANAGEMENT	
SPORT MANAGEMENT	
<i>ONLINE</i> : SPORT MANAGEMENT	
PhD	
SPORT MANAGEMENT	
RECREATION PARKS & TOURISM	

B)

<u>DEGREE</u>	<u>THEM</u>	<u>SPM</u>
BS	TOURISM, EVENTS & RECREATION MGT	SPORT MANAGEMENT
	<i>MINOR</i> : EVENT MANAGEMENT	<i>ONLINE</i> : SPORT MANAGEMENT
MS	TOURISM & RECREATION MANAGEMENT	SPORT MANAGEMENT
		<i>ONLINE</i> : SPORT MANAGEMENT
PhD	RECREATION, PARKS & TOURISM	SPORT MANAGEMENT

Table 3. Current staff, titles and appointment allocations

NAME	TITLE	Allocation %
Tracey Short	Admin Sup AST II	100.00%
Phillips,Casey M	Admin Sup AST II	100.00%
Cluxton,Amanda L	Acad Assistant II	100.00%
Higgerson,Paul	Acad Advisor I	50.00%
Shores,Dawn	Acad Advisor III	100.00%
Rogers,Daniel C	Admin Spec I	100.00%
Banks Payne,Erika	Research Admini I	100.00%



College of Health and Human Performance
Department of Tourism, Recreation and Sport Management

P.O. Box 118208
Gainesville, FL 32611-8205
352-294-1711

November 29, 2018

Dr. Mike Reid
Professor and Dean
College of Health and Human Performance
University of Florida

Dear Dr. Reid,

I am pleased to present the attached reorganization plan proposed by the Department of Tourism, Recreation and Sport Management (TRSM) within the College of Health and Human Performance (HHP). I enthusiastically extend my full support to the proposal.

As outlined in the proposal, the faculty of TRSM have worked collaboratively and in compliance with the principles of shared governance to develop this plan to split the department into two new departments within HHP. The faculty have voted overwhelmingly to 1) split the department into two new departments and 2) approve this proposal, as detailed herein. We are confident that the proposed re-alignment of faculty to new departments will provide advantage and enthusiasm to re-brand and grow the units in concert with the strategic goals of HHP and UF.

Please do not hesitate to contact me if you need additional information. I am most happy to discuss the plan with the Faculty Advisory Council or other units within HHP as necessary.

Thank you for considering this request.

Best Regards,

A handwritten signature in black ink, appearing to read 'Stephen Dodd'.

Stephen Dodd, Ph.D.
Professor and Interim Chair



College of Health & Human Performance
Office of the Dean

200 Florida Gym
PO Box 118200
Gainesville, FL 32611-8200
352-392-0578
352-392-3186 Fax

November 29, 2018

Joseph Glover, PhD
Provost
University of Florida
Gainesville FL

r.e., departmental reorganization

Dear Joe,

I strongly support the attached proposal to terminate the current Department of Tourism, Recreation, & Sport Management, reorganizing the personnel and degree programs to create two new units: the Department of Sport Management and the Department of Tourism, Hospitality, & Event Management.

This proposal originated among the faculty following a series of consultations with outside advisors who recommended departmental reorganization. The proposed changes are expected to create clearer identities for the two programs, enhance recognition by prospective students, and reinforce the reputations of both programs for research excellence. Stand-alone units will also facilitate curricular improvement and faculty recruitment, especially for department chair and other leadership positions.

The faculty have overwhelmingly voted to reorganize the department and approve the attached proposal. The interim chair enthusiastically supports the changes as stated. I agree that these changes will be good for the programs and for the College and I approve of the attached proposal as written.

Please do not hesitate to contact me directly if you have questions or need additional information.

Sincerely,

A handwritten signature in black ink, appearing to read 'M. Reid'.

Michael B. Reid, Ph.D.
Professor & Dean