

# **Report of the NASSM Strategic Planning Team**

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## **Origin and Directions**

NASSM is on the cusp of change and, in the words of Alfred North Whitehead, “invested with all the possibilities.” This strategic planning report builds on the solid foundation and legacy established by the NASSM founders in 1985 and subsequent leadership and initiatives that have fostered tremendous growth in sport management as an academic discipline and a knowledge-based field of professional practice. The significant foundation NASSM has provided to the field is evidenced by NASSM’s annual conference as a time for gathering, sharing, connecting and growing; a high impact peer reviewed *Journal of Sport Management*; a program review process; international connections which are linking sport management scholars and researchers across the globe; and members of the academy with recognized knowledge and expertise. As NASSM has grown, so have its opportunities and its challenges. The NASSM Executive Council recognized the need to capitalize on emergent opportunities and to confront the challenges that success has engendered. At its meetings in June 2002, the Executive Council commissioned formulation of a strategic plan. The report that follows is the outcome.

The report outlines our core purposes of excellence in research, teaching and professional practice; it provides recommendations to move us forward; it gives expression of the values inherent in the work that we do. NASSM’s strategic plan reflects a great deal of optimism – with continued excellence and integrity as our cornerstones we can strive to invest in new opportunities and to meet emerging challenges. The recommendations that have been formulated below are not intended as independent and separable tactics; rather, they are elements of an interrelated strategy – one that forms a self-reinforcing whole.

### **Procedure**

The strategic planning process was designed to provide input and feedback for the planning team. The process proceeded in a series of five stages, as approved by the NASSM Executive Council:

#### *Stage 1: Input*

The strategic planning team began by soliciting detailed reports regarding the status, health, and needs of the organization. Seventeen reports were solicited; fifteen reports were received. The reports provided the data for the strategic planning team’s initial analyses. The reports and topics of each report are listed in Appendix A under the heading, “Topical Reports Requested and Received.”

#### *Stage 2: SWOT and Recommendations*

Five members of the strategic planning team reviewed the reports and independently developed SWOT analyses, and recommendations for things that NASSM should seek to

achieve, preserve, and avoid. The members who formulated the initial SWOT analysis and recommendations are listed in Appendix A under the heading, “SWOT Reports.”

### *Stage 3: Comment*

The five analyses with recommendations were then circulated to a review panel of 24 NASSM members, who were asked to provide independent written comment. Eleven commentaries were received. These served as further input to the strategic planning process. A listing of those from whom comments were solicited and those from whom they were received is provided in Appendix A under the heading, “Review Group Comments Received.”

### *Stage 4: Planning*

Six members of the strategic planning team then met for a three-day retreat at the beginning of May, 2003. The three days were spent discussing the reports and comments, considering their implications, and then formulating recommendations. A content analysis of the reports and comments was used to make certain that all points were covered (Appendix B). In addition, the team considered NASSM’s mission, by-laws, operating code, and code of ethics.

### *Stage 5: Report*

Following the meeting, a report was drafted by the team chairperson, and circulated to all members of the strategic planning team for comment. The final report was then formatted and circulated to the Executive Council.

## **Core Purposes and Values**

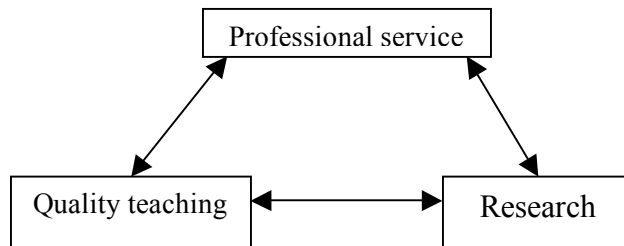
As the strategic planning process unfolded the team considered NASSM’s core purposes and values. There was a natural reinforcement of NASSM’s essential role in the enhancement of scholarship in terms of teaching, research, and professional practice. It was clear from all submissions that this plan needs to provide avenues by which to enrich teaching, research, and professional practice in sport management. It was also clear that the effort needs to be guided by core values, which include excellence, integrity, integration, synergy, diversity, and inclusiveness. These are not new to the organization; they represent an affirmation of NASSM’s ongoing purpose and values. They are summarized in Table 1.

**Table 1: NASSM Core Purpose and Values**

<u>NASSM core purpose</u>	<u>NASSM core values</u>
Enhancing Research <ul style="list-style-type: none"> <li>• Quality</li> <li>• Networks</li> <li>• Funding potential and capability</li> </ul> Teaching quality <ul style="list-style-type: none"> <li>• Particularly (though not uniquely) in doctoral education</li> </ul> Service to industry (professional practice) <ul style="list-style-type: none"> <li>• Networks</li> <li>• Training for industry</li> <li>• Consultancies to industry</li> </ul>	Excellence Integrity Integration Synergy Diversity Inclusion

The core values require that the three aspects of the core purpose be seen as an interrelated whole, rather than as separate elements, as illustrated in Figure 1.

**Figure 1: Interdependence of NASSM’s core purpose aspects**



### **NASSM Quality and Market Position**

It was clear from the reports and comments that activities serving the core purpose and consistent with core values will further NASSM quality and enhance its position in the market. The strategic planning team recognized that a key means to achieve those ends is to foster networking and to create conversation. These aims are served via NASSM’s properties and services (the conference, the *Journal of Sport Management*, the website, the newsletter, etc.). Consequently, strategic planning included detailed consideration of NASSM’s current and potential services and properties.

## The Conference

NASSM's annual conference is a vital opportunity to stimulate conversation and foster networking. In order for the conference to stimulate conversation, it needs to push the intellectual boundaries of participants. In order for it to foster networking, it needs to provide sessions in which members will interact. In order for conversation and networking to occur, the conference needs to serve teaching and professional practice, as well as research. The strategic planning team recommends that the program be designed to more fully incorporate presentations in all three realms – teaching, research, and professional practice. The means to do so are detailed in the recommendations below. The strategic planning team recognizes that these recommendations will require some detailed work to implement. Therefore, it is suggested that implementation of *changes recommended below could begin with the 2004 conference, and that they would be fully implemented by the 2005 conference.*

**Research papers.** The current submission and review system is well designed for research presentations. However, the abstracts that are submitted lack sufficient detail for a considered review. Many conferences require that a full paper be submitted for review. It is the opinion of the strategic planning team that NASSM is not yet ready to require full paper submissions for the conference, but that requiring a 2-3 page abstract (which provides more detail in terms of problem, method, results, and discussion) represents a viable and necessary intermediate step.

*Recommendation Conference 1: Require a 2-3 page abstract for submission of competitive research papers and for description of papers in symposia and roundtables (that are proposed and not invited). The conference "Call for Papers" will describe the necessary length and structure of the abstract. The evaluation criteria to be applied by reviewers will also be published.*

Quality research also calls for quality research methods and strong theory. There have been a number of calls throughout the years for application of a greater range and sophisticated use of methodology, and for the development of theory in the field. The conference needs to include a place for methodological papers and papers that propose new theory. These may have a different structure than research papers, and would therefore also call for scoring using different evaluation criteria.

*Recommendation Conference 2: Develop a separate set of reviewer guidelines for methodological abstracts and for theory abstracts (which will also be 2-3 pages in length). Require authors to indicate (when submitting the abstract) whether their paper is to be evaluated as an empirical study, a method paper, or a theory paper.*

The conference has often included presentations that do not originate in competitive abstracts. Workshops, roundtables, and symposia can also stimulate conversation and foster networking, particularly when these bring experts (or ideas) that might not otherwise find their way into our conference.

*Recommendation Conference 3: Include invited workshops, roundtables, and/or symposia in each conference that present relevant research from outside NASSM's normal networks, that describe (and, perhaps, train) new or advanced research methods, or that explore new avenues for theory.*

**Teaching.** In order to better serve members' interests in teaching sport management, the conference needs to provide a home for presentations, symposia, workshops, and roundtables having to do with teaching sport management. These might include research into sport management pedagogy as well as new innovations or applications of teaching cases and simulations.

*Recommendation Conference 4: Create a section of the conference for 2-3 page abstracts to be reviewed competitively on topics having to do with teaching sport management, to be called "Inquiry and Innovation in the Classroom." Include this element in the Call for Papers, and develop separate and appropriate review criteria for this section. Require the author to indicate that the abstract is to be reviewed under this heading.*

*Recommendation Conference 5: Include invited and/or competitively reviewed workshops, roundtables, and/or symposia in each conference that present or explore new ideas in teaching sport management. These might include (but would not be limited to) new teaching methods, new ways to link teaching to industry, obtaining resources and funding for teaching, or case consortia.*

**Professional practice.** There is a clear call from the membership for a stronger linkage to industry and other elements of the community. An increasing volume of work is being done on a consultancy basis, including action research – particularly among those members who do market research. Members also seek means by which to encourage relationships with industry and the community. Formal recognition at the conference of successful consultancies (including action research) is required. Formal recognition would not merely address members' desires to have work for industry represented and encouraged; it could also foster critical reflection and networking.

*Recommendation Conference 6: Create a NASSM conference award for a best paper (full paper) that describes a consulting experience (including but not limited to action research). The criteria would specify that the paper should describe the problem and the setting/organization, explain what was done, why it was done, what the outcome(s) were, and what was learned in the process. Papers would be judged by a review panel; the winning author(s) would receive a plaque; the winning paper would have a plenary home on the conference program (in a manner similar to the student paper). Runners-up would receive a certificate of recognition, and would also appear on the program in one of the parallel sessions. Representatives of the consultation team and the organizations to which consultation occurred would be encouraged to attend (with their conference fee being waived).*

The conference also provides opportunities to enhance professional practice. Workshops, symposia, and roundtables are useful vehicles by which to do so.

*Recommendation Conference 7: Include invited and/or competitively reviewed workshops, roundtables, and/or symposia in each conference that contemplate effective consulting, describe new directions in action research, or explore emerging industry and community needs. Do not limit the presenters to NASSM members; rather, sometimes solicit outside expertise, including expertise from industry and the community.*

**Programming.** The explicit inclusion of workshops, symposia, roundtables, and competitive papers having to do with research, teaching, and professional practice may enlarge the program. To the degree that this encourages attendance and nurtures inclusiveness, this is a good thing. Nevertheless, there is a limited number of spaces for presentations. At other conferences (e.g., American College of Sports Medicine, Academy of Management), poster presentations are a welcome and prestigious presentation format. More needs to be done to encourage poster presentations at the NASSM conference. The inclusion of posters will allow more attendees onto the conference program, and it will allow the oral sessions more time for discussion. The shift to poster presentations as a substantial element of the conference program will require some change of the NASSM's conference culture – a change that needs to be led by conference organizers and by the NASSM leadership.

*Recommendation Conference 8: Expand the number of posters at the conference by empowering the conference organizers to decide which submitted abstracts should be presented in poster or oral format. The decision should be based on program logistics, including thematic programming of papers and availability of discussants (for sessions in which papers are presented orally), but not on the ascribed quality of the paper/abstract. In no way should the poster format be deemed to be associated with lesser quality.*

*Recommendation Conference 9: Provide a time during the conference that is only for posters (i.e., no other presentations or meetings are taking place at that time). Make certain that the time is a congenial one which is likely to attract visits to the posters.*

*Recommendation Conference 10: Place posters in a highly visible location at the conference for posters, and allow posters to be displayed for a longer period than that allocated to conference presentations. Also provide a time for set-up of posters that will not pull poster presenters away from other presentations.*

*Recommendation Conference 11: In order to foster the necessary cultural shift via leadership by example from the top, the conference organizers should be instructed that abstracts accepted from members of the NASSM Executive Council and the JSM Editorial Board must be presented in poster format. This requirement should be in effect for at least the first two years in which the program recommendations in this report are fully implemented.*

There is a risk that having parallel sessions on teaching, research and professional practice will cause some members to focus on one stream or another. Although one of the features of the NASSM conference should be that it caters to an array of interests, there is also the danger that parallel sessions of different kinds will reduce networking and discourse. Thus, session design and session programming should seek to foster cross-dialogue among teaching, research, and professional practice interests.

*Recommendation Conference 12: Where possible, seek a combined workshop, symposium, or roundtable session that explores the partnerships among teaching, research, and professional practice.*

*Recommendation Conference 13: Schedule so that no more than two of the three elements (teaching, research, or professional practice) are occurring in parallel at any one time.*

Conversation is encouraged at sessions when there is time for discussion. Conversation is stimulated by a good discussant.

*Recommendation Conference 14: Theme sessions in which competitive papers are presented. In sessions where papers are presented orally, include a discussant who will have several minutes after papers are presented to comment. The discussant will have been given the 2-3 page abstracts prior to the conference, as well as author contact details.*

*Recommendation Conference 15: Require abstracts submitted for competitive review to include three or four keywords to help the program coordinator to identify presentations that relate to one another for purposes of theming sessions.*

*Recommendation Conference 16: Allow sufficient time at all sessions for discussion. Discussion includes both remarks from the discussant and questions and comments from the floor.*

The discussant's role is sufficiently important that it should merit the necessary status to attract institutional support for a discussant to attend (even if the discussant is not presenting a separate paper).

*Recommendation Conference 17: Provide the discussant copies of abstracts in advance for the session at which he or she will be commenting. Allow the discussant to provide a title and a brief summary of comments, and include this in the published abstracts. Include the discussant's name and title on the program in the same manner as for any other paper. Also send the discussant a letter thanking them for their summary of comments and inviting them to present those comments at the conference (so that the discussant can obtain institutional support to attend the conference).*

There is also some value in using the conference as a place to explore new horizons for sport management. The conference can encourage conversation among members about sport management, and can also bring new ideas to the membership.

*Recommendation Conference 18: Use plenary sessions to bring scholars and practitioners from outside NASSM whose work points to new directions or topics for research and/or practice.*

*Recommendation Conference 19: On occasion, include a mind mapping exercise during which members meet to discuss the parameters of the field. Use a facilitator who is expert at mind mapping. Have sessions ongoing throughout the conference so that the mind map grows. Display the mind map during the conference so that members can see what is developing.*

There has been some discussion over the years about the number of presentations that any one individual should be allowed at the conference. This is a highly controversial matter, as reflected in the reports and comments received by the strategic planning committee. There needs to be some inclusiveness, particularly for work done by multiple authors. On the other hand, space needs to be retained on the program for presentations by as many members as possible.

*Recommendation Conference 20: Limit the number of presentations to a total of two (oral + poster), but place no limit on the number of papers on which any one name can appear as a co-author. This will require that each abstract submitted will specify the name of the presenter, as well as the names of authors. The limit of two presentations (in the competitive papers category) should not, however, limit additional invited participation in workshops, round tables, symposia, or plenary sessions.*

**Conference planning.** The conference needs to be hosted in a location that is attractive to North Americans, and that is convenient for those attending from overseas. Further, the learning that takes place as a consequence of hosting the conference needs to be captured in conference organizing.

*Recommendation Conference 21: Appoint an ongoing “Conference Organizing Committee.” An appointment to the committee will be for a period of at least 3 years, and will be renewable. It will be the charge of the committee to identify potential host cities, and to negotiate best deals with hotels. (It will no longer be required that a university will host the conference, although that would be an option.) The committee will also manage the conference. In order to retain learning that occurs, membership on the committee will rotate such that no more than 1/3 of the members retire in any one year. The Chair of the committee will report to the Executive Council.*

## **Journal of Sport Management**

The *Journal of Sport Management* enjoys a position as the leading journal in the field. It is a high quality outlet. There have been some members, however, who feel that the journal’s standards are too high. Nevertheless, the journal is a vital source of NASSM’s brand equity; it would be unwise to reduce standards.

*Recommendation JSM 1: Continue to maintain the *Journal of Sport Management* as a high quality flagship journal.*

Nevertheless, the *Journal of Sport Management* could broaden the types of articles that it includes. In particular, the journal needs to provide a home for articles that report analytic reflections on professional practice – particularly consultancies and program evaluations. This would meet the need described by many members for more discourse regarding engagement with industry. The strategic planning team notes that two other high prestige management journals – *Public Administration Review* and *Nonprofit Management & Leadership* – include a section entitled “From the Field” that reports program evaluations and reflections on consultancies.

*Recommendation JSM 2: Establish a “From the Field” section for JSM. The incoming Editor will develop submission guidelines, including typical outline formats for “From the Field” articles. In order to initiate the section and provide example articles, the Editor will work with the Associate Editor and members of the editorial board to identify potential authors and to solicit manuscripts until the section is established.*

In order to retain its premier position in the field, the journal needs to do all that it can to establish itself as a home for articles from all management disciplines, including

marketing, finance, accounting, economics, operations, facilities, organizational behavior, etc. It should address all facets of sport (broadly defined), and it needs to be a home for articles that report new theory or methodological advances. The editorial structure of the journal should reflect the diversity of what the journal covers. With the high number of submissions, the current editorial board is overloaded with review work. Human Kinetics has been reticent to allow the editorial board to expand. Consequently, the editor makes extensive use of ad hoc reviewers. One way to deal with the review load and to identify appropriate ad hoc reviewers for particular manuscripts is to adopt a practice that has been successful for other journals: create section editors / associate editors who coordinate the review of a manuscript in their area of expertise. The section editor is a member of the editorial board and is responsible for identifying and contacting reviewers and making recommendations to the editor about the action needed for a particular manuscript. This system can encourage the participation of a wider number of people in the review process, as the section editor will select reviewers based on their level of expertise relevant to the manuscript under review.

*Recommendation JSM 3: The Editor and Associate Editor should work to establish appropriate topical sections to the journal, and should seek section editors for those sections. They should establish publication guidelines for those sections. Their objective should be to implement a system for managing reviews through section editors by the time the incoming Associate Editor transitions to Editor (in 2006).*

The journal needs to represent NASSM's core values. That should be reflected in the submission guidelines for articles. It should also be reflected in content.

*Recommendation JSM 4: The Editor should require all authors to certify that their research has obtained appropriate approvals from their institution's human subjects review panel.*

*Recommendation JSM 5: The editors should continue their effort to broaden the scope of the journal by developing special issue topics that extend the breadth that is covered, and that reach out to authors who have not yet discovered JSM as an outlet for their work. The editors should consider including special issues that address diversity –covering such aspects as race, gender, ethnicity, social class, age, disability, and sexual orientation as they affect the management of sport.*

The journal plays a key role in establishing NASSM's market position. Its impact rating, indexing, and placement in electronic databases are vital. So is the marketing of the journal. The journal's impact rating is still calculated with reference to natural sciences rather than social sciences. Although the journal is now available via EBSCO (but only beginning with its 1997 issue), it is not indexed or abstracted in other important databases. Although Human Kinetics markets the journal to academics in sport studies based programs, the publisher has failed to market the journal to other potential markets

(e.g., business, communications, public administration). When opportunities have arisen for NASSM members, including the journal's editors, to market the journal, the publisher has failed to provide support (either material or financial), even when such support was promised. Although the journal editors have endeavored to address these problems, the demands placed upon them in their editorial roles have militated against the kind of aggressive effort that seems to be required in order to remedy the situation.

*Recommendation JSM 6: The Executive Council, working in consultation with the JSM Editor, should appoint an individual to work aggressively with HKP to improve the journal's indexing, to add visibility in electronic databases, to shift the journal's impact calculation to social sciences, and to develop and implement a marketing strategy that reaches beyond sport studies. The individual should report to the Executive Council through the JSM Editor, and should be supported financially to visit HKP offices (as needed) to represent NASSM's interests in person. The individual appointed should be familiar with the issues, the journal's editorial processes, and the publisher. Janet Parks is one such individual.*

NASSM is not the only organization that is concerned about the poor service being provided by HKP for its journal.

*Recommendation JSM 7: Empower the individual who is lobbying HKP on behalf of JSM to form alliances with other organizations and their journals as they deem useful to enhance their clout in negotiations with HKP.*

At the editorial board meeting in 2001, Jake Jaquet (representing HKP) stated that continued failures by Human Kinetics Publishers to meet the needs of NASSM and the *Journal of Sport Management* should constitute a basis for terminating the relationship, freeing NASSM to seek another publisher for the journal. Legally, this depends on Human Kinetics' willingness to let the journal go, as they own the journal. It is not feasible, however, to abandon JSM and to develop a new journal because we would vacate the brand equity we have established in the journal, and we would have to position an entirely new journal into an increasingly competitive marketplace at a time when academic subscriptions to journals are becoming more difficult to obtain.

*Recommendation JSM 8: If efforts to improve HKP's handling of the journal are ineffective, every effort should be made to entice HKP to allow us to take the journal to another publisher.*

## **“Teaching Sport Management”: A New Journal**

The *Journal of Sport Management* is appropriately positioned as a scholarly journal – covering research, theory, methods, and applications. It is not (and should not seek to become) a journal that encompasses inquiry and innovations in teaching sport

management. Nevertheless, enhancement of teaching is a core NASSM purpose. Several fields (e.g., business/management, business ethics, recreation) have established journals specifically focused on teaching. Such a journal could be developed for the field of sport management, covering such topics as innovations in curriculum, new teaching methods, simulations, and teaching cases. The journal could be produced electronically (perhaps available on a members-only section of the NASSM website), or could be initiated in cooperation with a supportive publisher (e.g., Sagamore). It could begin as an annual. If owned by NASSM, it could provide a small revenue stream through subscriptions and/or if licensed for upload to the “digital conversion project” section of the AAFLA website.

*Recommendation TSM 1: The Executive Council should appoint an individual or a small group to investigate the feasibility of producing a journal on “Teaching Sport Management” as an official NASSM publication.*

## **NASSM Website**

The NASSM website is a core service to members, and is a vital resource for the organization. It has become well established, and has been very well managed by the web manager. Websites are becoming increasingly central to business operations; increasing sophistication and time are required to manage a website effectively. Though it has been very well managed to date, is clear that further development and maintenance of the website requires professional support (an opinion that is shared by the NASSM web manager). Support for routine changes and updates, link repairs and other maintenance, and monthly search engine registration can be obtained for \$75 per month, with additional services, as required, to be billed in the range of \$40-\$60 per hour.

*Recommendation Web 1: Convert the “web manager” position to a “web executive” position. Hire professional website maintenance support. NASSM’s web executive will be appointed by the Executive Council to assign and oversee the work of the professional support firm. The web executive will report to the Executive Council. To facilitate initial implementation, the current web manager should be encouraged to undertake the web executive role.*

The NASSM website is a useful venue for conversation and networking beyond the conference and the journal. It can also serve the organization’s historical memory.

*Recommendation Web 2: Develop a “Members Only” section to the website. The section could include material on teaching (e.g., course outlines), research in progress, funding sources, professional practice, and (especially) a discussion board. The section will be password protected and will be marketed as an additional “perk” of NASSM membership.*

*Recommendation Web 3: Provide links to sites that post jobs in sport management (academic jobs and also jobs in the industry).*

*Recommendation Web 4: Post and retain non-confidential NASSM reports on the website.*

The website can also be a place to promote excellence in sport management doctoral training.

*Recommendation Web 5: Convene a team of leading and senior sport management scholars (who have published in JSM, and who have successful Ph.D. graduates) to develop suggestions for potential Ph.D. students about what to look for in a doctoral program, and to develop suggestions to current Ph.D. students about things to do during doctoral study to fully develop their skill set, and to position themselves for a successful academic career. Post these on the website. Update them as needed.*

## **NASSM Newsletter**

The NASSM Newsletter is a relatively new initiative that has added value to NASSM membership. It is another vehicle through which to network and stimulate conversation. It is also a useful vehicle for promoting NASSM products, services, and initiatives.

*Recommendation News 1: Continue to support and produce the newsletter.*

*Recommendation News 2: Use the newsletter as a vehicle to promote NASSM products, services, and initiatives to members.*

*Recommendation News 3: Identify unique new benefits and original new content for each upcoming NASSM conference, then highlight those in the newsletter before the close of early-bird registration .*

## **Sport Management Program Review**

There has been some concern among members about the SMPRC – both in terms of its guidelines, and in terms of those programs that have and have not been recognized. Nevertheless, the SMPRC is still young, and it has established the only basis for certifying that a program meets minimal standards. This represents an important step forward for the field – one that warrants support.

*Recommendation SMPRC 1: NASSM should continue to be a partner in the SMPRC.*

NASSM's participation should be used to further curriculum and faculty standards, particularly for Ph.D. programs.

*Recommendation SMPRC 2: For SMPRC recognition/certification of Ph.D. programs, seek to add the requirement that a critical mass of faculty supervising sport management Ph.D. students show evidence of consistent capacity to publish peer reviewed sport management research.*

NASSM's participation can also be used to establish review criteria designed to establish that faculty teaching sport management students at all levels are not subject to a conflict of interest. This is both a quality and a credibility concern. In particular, associations with the industry, particularly college athletics, need to be reviewed.

*Recommendation SMPRC 3: Seek to identify potential sources of conflict of interest and to incorporate those into review criteria. Program recognition/certification should require that programs be structured to avoid potential conflicts of interest. For example, personnel from the college athletics department should not be teaching classes in which athletes are likely to be enrolled. Similarly, athletes should not be doing their internships with their college athletics department.*

## **NASSM**

NASSM has grown and matured. The strategic planning effort described in this document is clear evidence of the organization's development over the past 18 years. The organization's key documents were written early in the organization's history and may not fully reflect the organization's new initiatives and its new horizons.

*Recommendation NASSM 1: A task force should be appointed by the Executive Council to review this report and others that have been generated in recent years. The task force should then review NASSM's mission statement, its creed, its code of ethics, and its constitution to identify amendments or changes that would make those documents more fully reflective of the organization, its aspirations, and its activities.*

## **Finances**

NASSM has been excellently served by volunteers who have managed various administrative functions and services. However, as the organization has grown, the demands on those volunteers are becoming increasingly substantial. The organization will soon have to professionalize its administration (e.g., hire an Executive Director). Further, NASSM's capacity to enhance its products and services, and thereby to build and retain membership depends on obtaining adequate and consistent funding. In the

past, NASSM's account balances have fluctuated significantly, and have been small (for an organization of its size). Much more needs to be done to establish the financial wherewithal of the organization.

*Recommendation Finance 1: Establish a committee with expertise in marketing that will follow-up on the work represented in this strategic plan. The committee will be charged to locate advertising and sponsorship (e.g., for the website), identify sources of revenue for the conference (e.g., trade show, advertising), to develop new revenue-producing products and services, and to formulate tactics to build and retain NASSM's membership. The committee will produce a marketing plan, and will suggest the appropriate means for its implementation.*

*Recommendation Finance 2: The marketing committee should also investigate the feasibility of establishing a charitable arm of the organization that could seek tax deductible donations and endowments to fund programs that further NASSM's core purposes. For example, an endowed NASSM post-doctoral fellowship could foster further excellence in research, teaching, and professional practice.*

Since the NASSM Marketing Committee will follow from the work of the strategic planning committee, and should therefore include at least one member from the strategic planning committee. The chair of the Marketing Committee should be a marketing specialist who can devote the necessary time to the committee.

*Recommendation Finance 3: Appoint a Chair to the NASSM Marketing Committee who is a tenured faculty member without significant administrative responsibilities for their program, and who has demonstrated (and practical) expertise in marketing. Also include Daniel Rascher on the committee. Initially, the chair should be assigned to prepare (with input from Dr. Rascher) a plan for how the committee will operate, what its timelines will be, who should be on the committee, and what the committee's work can be expected to cost. That plan would be presented to the NASSM Executive Council's November, 2003 meeting for approval and action.*

## **Diversity**

As a core NASSM value, diversity represents more than minority affairs or gender equity. It encompasses (but is not necessarily limited to) race, gender, ethnicity, age, disability, social class, and sexual orientation. Each of these needs to become an everyday aspect of the organization's activities and discourse.

*Recommendation Diversity 1: The Executive Council should instruct those who manage NASSM's communications tools (JSM, the conference, the website, the newsletter, etc.) to endeavor to include elements of diversity in their content. This is particularly pertinent with reference to JSM (see Recommendation JSM 5) and the conference program (it should be represented in the Call for Papers; it might be structured into conference workshops, roundtables, and symposia).*

## International Presence

In an era of globalization, NASSM's role in the international development of sport management is vital to the organization's relevance and its significance. NASSM's participation in the International Sport Management Alliance has been an important aspect of NASSM's international presence. Several members have worked hard to build the organization's international focus. In particular, James Thoma's efforts to establish an international agenda for NASSM, Karen Danylchuk's work with the embryonic Asian sport management group, and Packianathan Chelladurai's work to bring Asian scholars to the conference and the journal have played a significant role in building NASSM's international position. However, as an organization, NASSM has not had a strong international consciousness – a matter that has been noted by internationals. Conference sites have sometimes been poorly chosen from the standpoint of international travel; NASSM's turn as the host for the International Sport Management Alliance Conference was not represented in the program or in the Call for Papers; international presenters have frequently been relegated to out-of-the-way sessions; there has not been consistent NASSM representation to the International Sport Management Alliance or to Alliance conferences; until recently JSM placed articles from overseas in an "Outside North America" ghetto (a practice that has recently been discontinued). NASSM needs to turn its attention to international matters, and it needs to represent these in its discourse and its networks.

*Recommendation International 1: Choose conference sites that are easily accessible to international travelers.*

*Recommendation International 2: When NASSM is host to the International Sport Management Alliance Conference, feature that fact in all marketing communications, and factor it into program planning*

*Recommendation International 3: Each NASSM Conference should showcase international elements in its program. This includes (but is not limited to) integrating international presenters into sessions with others, inviting internationals to serve as discussants, and using workshops, roundtables, symposia, and/or plenary sessions to showcase international aspects of sport management.*

*Recommendation International 4: Build the international content of JSM. Tactics include (but are not limited to) creation of special issues on international topics, soliciting submissions from international authors, and including internationals on the editorial board. Do not return to any system that stigmatizes international contributions by placing them in a separate section of the journal.*

*Recommendation International 5: Establish a link to the Global Sport Management News on the NASSM website's home page.*

*Recommendation International 6: Create an appointed position of "International Delegate." The delegate will serve for at least three years, with the position to be renewable. The delegate will be a NASSM member who is familiar with the organization's governance and policies, who is culturally sensitive, and who has a demonstrated capacity to work well internationally. The delegate will be expected to attend at least one conference hosted by an International Sport Management Alliance association each year – that conference to include the designated International Sport Management Alliance Conference in those years when that conference takes place. The delegate will represent NASSM at meetings of the International Sport Management Alliance. The delegate will be provided financial support for international representation of NASSM. Support for international attendance by the delegate will be in addition to (not in lieu of) support for the NASSM President to attend. In order to optimize NASSM's international representation, it would be preferable that the NASSM delegate and the NASSM President seek to attend different conferences (at least in those years when there is not a designated International Sport Management Alliance Conference). The delegate will report to the Executive Council on international matters, and will also serve on the NASSM Conference Organizing Committee (see Recommendation Conference 21).*

*Recommendation International 7: NASSM should seek to open its arms to North American sport management scholars and practitioners outside Canada and the United States. This could include assigning a team to work with members to identify alumni from their sport management programs who are now based in Mexico or the Caribbean, and then to direct market the organization, its conference, and JSM to them.*

## **Implementation**

The 53 recommendations above are intended as an organic whole. They represent a self-reinforcing set of tactics intended to capitalize on the opportunities afforded by NASSM's growth over the past 18 years, and to meet new challenges that growth has engendered. Strategic planning is an ongoing process requiring both implementation and follow-up. This mandates the final pair of recommendations:

*Recommendation Implementation 1: The Executive Council should take the necessary steps to implement the recommendations in this document, and should assign a member of the Executive Council to monitor progress on implementation.*

*Recommendation Implementation 2: Once the marketing plan (Recommendation Finance 1) has been formulated and implemented, a new strategic planning team should be constituted to revisit NASSM's strategic direction, and to formulate recommendations.*

# **Appendix A**

## **Contributors to the Report**

<b>NASSM Strategic Planning Team</b>	
Laurence Chalip	University of Texas at Austin
Carla Costa	University of Texas at Austin
Heather Gibson	University of Florida
Sue Inglis	McMaster University
Daniel Rascher	University of San Francisco
Richard Wolfe	University of Michigan
Jan Buchanan, Administrative Associate	University of Texas at Austin

<b>Topical Reports Requested and Received</b>	
Rob Ammon	Current president's view
Carol Barr	NASSM Conference programs and potentials
Greg Comfort	Website
Carla Costa	Delphi study
Jacquelyn Cuneen	Organization history and trajectory
Karen Danylchuk	A view from (past) presidency
Buffy Filippel	Industry perspectives
Janet Fink	Financial status of NASSM
Wendy Frisby	Journal of Sport Management
Dianna Gray	Future Directions Committee outcomes
Larry McCarthy	Impact of Sport Marketing Association
Garth Paton	Membership history, status, prospects
Allen Sack	Relations with athletics
David Shilbury	International Alliance and perspectives
Bill Sutton	Industry perspectives

<b>SWOT Reports</b>	
Heather Gibson	Daniel Rascher
Sue Inglis	Richard Wolfe
Michael Mauws	

<b>Review Group Comments Received</b>	
John Amis	Steve McDaniel
Alison Doherty	Anita Moorman
Larry Fielding	David Stotlar
Jay Gladden	Lucie Thibault
Michael Kanters	James Thoma
Daniel Mason	

## **Appendix B**

### **Thematic Issues Raised by Reports and Comments to SWOTs**

1. Academic integrity, standards, and reputation (of field; of NASSM)
  - Building capabilities
    - Research
    - Teaching
    - Programs / training (esp. of Ph.D.s)
    - Consulting w/industry
  - Using resources to best advantage
    - Conference
      - Program
      - Content
    - JSM
    - Website
    - Newsletter
    - SMPRC
    - Other?
  - Potential rift between those who do “consulting” research, “disciplinary” research, teaching/service w/o research
  - NASSM structure
  - SMA
  - Academy of Management; American Marketing Association
  - Relations with college athletics

2. Finances

- Membership
  - Retain and Grow
    - Services to members
      - Help re \$ for research
      - Help re consulting
      - Help re employment
    - Services to industry
    - Broadening scope
      - Geography
      - Topics
    - Conference revenue
    - Advertising, sponsorship, gifts
      - Conference
      - Newsletter
      - Journal
      - Website
      - Other?
  - Balancing the Canadian and the American
- Other sources of membership
  - Beyond P.E.
  - Practitioners

- Students
    - Diversity as an issue
    - Other
  - Paying for services (web, NASSM admin., etc.)
  - NASSM structure
  - Revenues vs. expenditures
3. Engage with industry
  4. Capitalize on Sport Management Alliance
  5. Mission and purpose of NASSM – overall vision