

The background of the entire page is a clear, bright blue sky. Scattered across the sky are several black graduation caps (mortarboards) with gold tassels. Some caps are in sharp focus, while others are blurred, suggesting they are falling or floating through the air. The tassels are a vibrant gold color, contrasting sharply with the blue background.

ACADEMY of EXCELLENCE

THE 2015 POSTGRADUATE
SPORTS COURSE RANKINGS

*Follow the leaders in academic excellence
and sport industry knowledge*



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(by SportBusiness International)

In partnership with:



WELCOME TO THE *SportBusiness International* 2015
Postgraduate Sports Course Rankings.

As with every edition of the rankings since their inception in 2012, this year was a record-breaker in terms of the number of entries received from institutions and alumni, so thank you to everyone who has taken the time to participate.

Like fans of football's major European leagues or Formula One's constructors' championship, anyone familiar with this annual celebration of sports academia will be able to guess most of the names featuring at the top of the rankings over the following pages. However, you'll be pleased to know there are one or two surprises as well.

In addition to the final overall placings, we also have reaction and insight from the victorious north American and European courses and, in a first this year, a guide to what makes an excellent undergraduate sports management programme.

For the ex-professionals looking to find out what to do next we have a special feature on UEFA's new Executive MIP (Executive Master for International Players), while for those athletes who haven't quite retired yet there is an interview with Olympic rower Emma Twigg, where she explains how she has juggled training for Rio 2016 with a full-time Masters degree.

Also included is an academic debate on the potential threat of MOOCs (Massive Open Online Courses) to traditional teaching programmes, as well as a statistical review of the current sports academic market.

Thanks for your support and we look forward to presenting an even bigger and better rankings in 2016.

Owen Evans
Deputy Editor
SportBusiness International

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MAKING THEIR MARK

With more entries and more categories than ever, the 2015 Postgraduate Sports Course Rankings reflect the growing importance and sophistication of sports industry academia. **Owen Evans** looks at who made the grade and who fell short of the mark.

A GREAT RIVALRY is what makes a decent sporting competition great, and Ohio University and CIES (the International Centre of Sport Studies)'s annual battle to be crowned the best postgraduate sports course in the world makes the results of our annual rankings anything but academic.

The two are the most successful course providers in the history of *SportBusiness International's* rankings with CIES' FIFA Master holding the crown of best course in the world last year, while Ohio's Master in Sports Administration had won in the 2012 and 2013 editions.

And as ex-Olympic hurdler Colin Jackson was about to declare the winner of the 2015 overall winner in Lausanne last month at WISE (the Work In Sport Exhibition), representatives from Ohio and CIES had bagged prime seats at the front of the theatre, both ready to pick up their prize.

The rivalry is not limited to simply the course providers themselves, though. In the run up to the announcement at WISE, we were approached by

academics and marketing managers from both sides of the Atlantic ready to offer their theories as to who would come out on top.

"Ohio and UMass (the University of Massachusetts Amherst) always do well because *SportBusiness International* is trying to get more subscribers in north America," a European sports management alumni told me in the morning of the announcement, while a programme administrator from the United States said he was worried as he had heard "the *SportBusiness International* team had been seen out having Jägerbombs and celebrating with CIES the night before".

It's always reassuring to know that sports academics don't feel above trading in the historic sports currency of trash-talking and mind games.

Boom and Bust

We had a record number of entries into this year's rankings, with data coming in from more than 600 course leaders and individual alumni surveys. However, this does not necessarily indicate positive and sustainable growth, as

there are already signs that the postgraduate sports management sector is starting to regulate itself and find a natural order.

Forgetting the virtuous element of higher education for a second, postgraduate degrees are big business, and \$30,000 a year in tuition fees alone for some of the big courses – covering just 10 months' work – is an attractive proposition for an academic institution if they can get it.


Indeed, the gold rush of universities launching their own postgraduate sports management off-shoots over the last 10 years has started to produce its first casualties. For instance, one well-respected European-based institution that has invested a significant amount attending B2B trade shows and in advertising a new programme – Loughborough University – has terminated its course, for 2015 at least, less than three years after launching.

Perhaps the trend going forward will be for more tailored offerings in the postgraduate sports management space, such as the ESA (European Sponsorship Association) Diploma or the new 'Sports Analytics and Revenue Streams' course at Columbia University. The latter is currently available as part of its Master of Science in Sports Management degree, but is being looked at as a potential Masters in its own right (*see page 59*) ■

TABLE TOPPERS

The top 25 courses that made the final cut

Rank	Course provider	Course	Class size	Employed within three months of graduation (%)	Student satisfaction rating (%)	Work placement	Course length (months)	Male/female ratio	Average age (years)	Domestic/international students ratio	No. of languages	Total
1	Ohio University	Masters in Sports Administration	25	37.92	43.36	Yes	24	72/28	25	84/16	1	89.28
2	University of Central Florida	DeVos Sport Business Management Program	29	37.32	40.89	Yes	24	55/45	28	90/10	1	89.21
3	Columbia University	MSc Sports Management	17	35.56	39.86	Yes	12	63/37	26	85/15	1	86.42
4	The International Centre for Sports Studies (CIES)	The FIFA Master	29	30.06	42.05	Yes	10	64/36	27	0/100	1	85.31
5	George Washington University	MBA in Sport Management	20	33.04	41.14	Yes	18	60/40	45	85/15	1	85.18
6	Florida Atlantic University	MBA Sport Management	21	32.30	40.70	Yes	22	90/10	27	80/20	1	81.00
7	AISTS	Master of Advanced Studies in Sports Administration & Technology	33	30.92	39.04	Yes	14	58/42	30	10/90	1	80.96
8	Coventry Business School	MSc in Sport Management	18	33.84	38.56	Yes	12	87/13	25	7/93	1	79.40
9	Deakin University	MBA in Sport Management	60	28.00	37.13	Yes	24	58/42	27	50/50	1	79.13
10	Real Madrid Graduate School	MBA in Sport Management	80	30.76	38.26	Yes	9	65/35	30	16/84	1	79.02
11	University of Oregon Lundquist College of Business James H	Warsaw Sports Marketing Center	20	27.52	41.26	No	24	73/27	26	74/26	1	75.78
12	University of Massachusetts Amherst, Mark H McCormack Department of Sport Management	MBA in Sport Management	26	26.68	40.42	Yes	21	83/17	26	84/16	1	74.10
13	University of South Carolina	Masters in Sport and Entertainment Management	33	24.60	37.81	Yes	15	54/46	23	94/6	1	73.41
14	Johan Cruyff Institute	International Master in Sport Management	39	25.00	37.83	Yes	10	73/27	29	29/71	2	71.83
15	UPF Barcelona School of Management	Master in Sports Management	40	24.00	37.00	Yes	9	85/15	26	45/55	1	71.00
16	University of Liverpool	MBA Football Industries	24	25.00	36.26	Yes	12	80/20	28	25/75	1	68.26
17	University of New Haven	MSc Sport Administration	40	21.32	39.50	Yes	12	80/20	26	15/85	1	67.82
18	The European Sponsorship Association (ESA)	ESA Diploma	36	20.00	35.84	No	7	47/53	26	75/25	1	65.84
19	Seattle University	MSc in Sport Administration and Leadership	16	15.00	38.91	Yes	24	67/33	25	100/0	1	63.91
20	University of Northumbria	MSc in International Sports Marketing	18	17.76	32.91	Yes	12	60/40	25	53/47	1	60.66
21	University of Windsor, Ontario	MSc in Sport Management	20	15.00	35.62	Yes	24	60/40	22	13/87	1	57.62
22	Ca' Foscari University of Venice	MSc in Sport Business Strategy (SBS)	35	12.92	36.07	Yes	11	80/20	25	95/5	1	55.99
23	University of Parma - University of Republic of San Marino	International Master in Strategy and Planning Events and Sports Facilities	20	13.00	35.51	Yes	12	80/20	26	15/85	1	55.51
24	University of Ulster	MSc Sport Management	20	13.32	34.47	Yes	12	70/30	24	40/60	1	54.79
25	University of Brussels	Sport, Economy and Communication	60	7.60	38.56	Yes	12	75/25	23	15/85	3	54.16



FAMILY VALUES

Ohio University made it a hat-trick of wins after its Master of Sports Administration programme was named the best postgraduate sports course in the world for 2015. **Owen Evans** looks at why a world outside the classroom has made it happen.

SLIDING A BUCK in a bell boy's pocket or leaving 15 per cent of the bill for the waiter is the American way of showing appreciation for good service.

However, in the case of graduate students from Ohio University's Master of Sports Administration programme, the tip comes in the form of tens of thousands of dollars in free tuition for the next generation as, hypothetically, any student successfully accepted onto the two-year Masters programme is liable to pay nothing in tuition fees.

Originally established in 1966 as a Master of Sports Administration (MSA), Ohio's course is one of the oldest of its type and has seen around 85 per cent of its alumni enter the sports industry.


Frank Kolsteeg (*pictured*) graduated from Ohio's MSA 20 years ago, and has since gone on to work for Dutch football team Ajax, broadcaster Fox Sports and sports entertainment giant AEG. After picking up the Overall Winner and Graduates' Choice awards in Switzerland last month on behalf of Ohio, he revealed the secret behind the university's continued domination, having also been named best postgraduate sports course provider in 2012 and 2013.

"For that course, the alumni is the programme," Kolsteeg told *SportBusiness International*. "Our former students are carrying it. The way they do it is by ensuring nobody has to pay tuition fees anymore. Nearly everything is on a scholarship.

"What that means is if you are in the alumni network, you start paying back into

the system, and you are kind of obliged to put back into the programme.

"Because Ohio has been there since 1966, the alumni has become so powerful that when you graduate you become part of the family, and the Ohio family is now able to take care of its own recruitment.



When you graduate you become part of the family, and Ohio takes care of its own

"For me, as a European, I still find it hard to comprehend as I don't feel I put much back in. However, I am now trying to introduce the Ohio system into Holland to get the most successful of the University of Amsterdam's alumni back to build their own family."

As well as taking the top gong and the Graduates' Choice award, meanwhile, Ohio also came top of the table for alumni with the highest average salary three years after graduation (\$118,000) in 2015 (*see page 63*).

Chair of Ohio's Sport Administration programme Norm O'Reilly agrees that the power of the programme's alumni network is the key factor behind the success of the course.

"It's more like your traditional high-end business school from north America where people feel a debt of gratitude to the programme and give back with their time, job opportunities or donations," he says.

"It's not like it's a case of 'it's free tuition, come on in'; some students may choose to pay a modest tuition fee and opt not to work while studying as they already have the personal experience or savings to do that."

Birthday Shenanigans

A major part of Ohio's success in bringing its past together with its future at its annual symposium, where alumni and the current crop of students network over a game of baseball.

Next year's symposium marks 50 years since the course was launched off-the-back of former LA (Los Angeles) Dodgers owner Walter O'Malley's vision for an academic programme that combined sport and business, and O'Reilly says Ohio will hold a special celebration.

"It's a huge landmark for us, and we don't think there is another sports management programme out there that can match our longevity," he adds. "There are a lot of plans for new facilities which are well underway, as well as an alumni recognition awards ceremony to celebrate our large concentrations of alumni in different cities across the world.

"It is an absolute honour for us to be ranked the top overall programme for the third time in the past four years. The award is testament to the history of the programme and our recent strategic efforts to expand internationally and grow the profile of our faculty as thought-leaders.

"The passion our alumni have for the programme, Ohio and our current students continues to defy my expectations and, in my humble opinion, is unrivalled in sports management and equal to that of some of the world's leading business schools." ■

TOP 10 EUROPEAN COURSES

Rank	Course provider	Course	Class size	Employed within three months of graduation (%)	Student satisfaction rating (%)	Work placement	Course length (months)	Male/female ratio	Average age (years)	Domestic/international students ratio	No. of languages	Total
1	The International Centre for Sports Studies (CIES)	<i>The FIFA Master</i>	29	30.06	42.05	Yes	10	64/36	27	0/100	1	85.31
2	AISTS	<i>Master of Advanced Studies in Sports Administration & Technology</i>	33	30.92	39.04	Yes	14	58/42	30	10/90	1	80.96
3	Coventry Business School	<i>MSc in Sport Management</i>	18	33.84	38.56	Yes	12	87/13	25	7/93	1	79.40
4	Real Madrid Graduate School	<i>MBA in Sport Management</i>	80	30.76	38.26	Yes	9	65/35	30	16/84	1	79.02
5	Johan Cruyff Institute	<i>International Master in Sport Management</i>	39	25.00	37.83	Yes	10	73/27	29	29/71	2	71.83
6	UPF Barcelona School of Management	<i>Master in Sports Management</i>	40	24.00	37.00	Yes	9	85/15	26	45/55	1	71.00
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8	The European Sponsorship Association (ESA)	<i>ESA Diploma</i>	36	20.00	35.84	No	7	47/53	26	75/25	1	65.84
9	University of Northumbria	<i>MSc in International Sports Marketing</i>	18	17.76	32.91	Yes	12	60/40	25	53/47	1	60.66
10	Ca' Foscari University of Venice	<i>MSc in Sport Business Strategy (SBS)</i>	35	12.92	36.07	Yes	11	80/20	25	95/5	1	55.99

KEY AND SCORING CRITERIA (WEIGHTING IN BRACKETS)

Class size

How many students registered on the 2011/12 course

Employed within three months of graduation (0/40)

The proportional representation of the course's 2012 alumni who gained full-time employment in the sports industry within 12 weeks of graduating

Work placement (0/1)

Whether the course provider offers a work placement as part of studies

Course length (months)

The maximum length of the course

Male/female ratio (%) (0/5)

The percentage split between men and women from the course's most recent intake

International students (%) (0/5)

The percentage of students from the course's most recent intake with a different citizenship from the country in which they study

Languages (0/2)

How many languages the course is taught in

Average salary three years after graduation (\$) (0/2)

An average figure taken from the alumni's current salary responses to the survey converted into US dollars

Quality of course teaching satisfaction (%) (0/10)

A percentage calculated from the student responses to the question 'Do you (strongly agree/agree/disagree/strongly disagree) that the quality of the course teaching met your expectations?'

Quality of job support satisfaction (%) (0/10)

A percentage calculated from the student responses to the question 'Do you (strongly agree/agree/disagree/strongly disagree) your course provided you with sufficient support in finding a job in the sports industry?'

Quality of extra-curricular support (%) (0/10)

A percentage based on the student responses

from the question 'Do you (strongly agree/agree/disagree/strongly disagree) that your course provided you with sufficient extra-curricular support?'

Quality of alumni support (%) (0/15)

A percentage based on the student responses from the statement 'Do you (strongly agree/agree/disagree/strongly disagree) that you were provided with opportunities to connect with the alumni network?'

Student Satisfaction (%)

A cumulative percentage from the four 'aims achieved' criteria



EUROPEAN MASTERS

The CIES (International Centre of Sports Studies) FIFA Master has been the dominant European postgraduate sports course since 2012. **Owen Evans** finds out how it plans to achieve global domination.

FIFA HAS ONLY elected only one non-European president in its 111-year history, however, by growing the game globally through taking its showpiece World Cup to Africa and the Middle East, no-one can accuse world football's governing body of a Euro-bias.

And while CIES general secretary Vincent Schatzmann says his FIFA Master team was delighted to have been named the best European postgraduate sports course and to have picked up the Professor's Choice award in 2015, it is looking to follow in the footsteps of the governing body it shares a name with to make the programme a global brand in academic excellence.

"First of all, I have to say we are really proud to be the top [postgraduate sports] management programme in Europe for the fourth year in a row," Schatzmann told *SportBusiness International*. "This is great for CIES staff and shows we are managing to succeed in terms of our continuity."

The FIFA Master programme is run in partnership with three universities, De Montfort University (Leicester, England), SDA Bocconi (Milan, Italy) and the University of Neuchâtel (Switzerland). But in an attempt to shake off the tag of just being a 'European' course, CIES has developed a network of 16 universities around the world, each offering short-form courses that

take in elements of the main FIFA Master.

Some of those partners include institutions in south America (Universidad Católica Argentina, Buenos Aires), central America (Universidad de Costa Rica, San José), Africa (Nelson Mandela Metropolitan University, Port Elizabeth) and the Middle East (Birzeit University, Ramallah, Palestine).

Schatzmann believes this extended network was the reason behind CIES claiming the Professor's Choice award, a peer review where the sport's industry's top academics get the opportunity to vote for the programme that, in their eyes, has the best reputation for academic excellence.

"For us to have this special Professor's Choice award shows that the FIFA Master is now well known by the students, the sports industry and also other course leaders," he adds. "We have created an alumni base that extends beyond just the people who have come through our FIFA Master and through our network of 16 universities we have built up around the world.

"I am especially pleased that we have won a prize for reputation, as five or six years ago our course and students were excellent, but people did not know or think about CIES in the way they do now.

"That has all changed now and we have spent the last four years travelling around to the world's

major sports conventions telling the biggest federations in sport about the FIFA Master.

"Our success in the *SportBusiness International* rankings has helped to open up the academic world to the rise of sports management. And with that we've managed to become a global brand."

American Threat

Understandably, Schatzmann says he was disappointed that the FIFA Master lost its title of best postgraduate sports course in the world to Ohio University, having held the title in 2014.

He warns any students looking at the 2015 rankings to consider the chief cultural differences between courses in the United States and the rest of the world.

"The issues of work placement, employability after the programme, scholarships and accessibility are a bit different for the United States compared to everywhere else," he adds.

"We have seen in the rankings, since they started, that the programmes from the United States have always been towards the top because they have a very good employability rate, which is pretty traditional in that market. However, in Europe there are far more constraints in getting students into the job market."

Alessandro Pellicciotta, marketing manager at CIES, said age and expectations are also a factor: "Maybe in the United States students go into the postgraduate programmes a little bit younger and, as a result, their expectations are lower for the role they want to go into when they graduate." ■

TOP 10 AMERICAN UNIVERSITIES

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4	George Washington University	<i>MBA in Sport Management</i>	20	33.04	41.14	Yes	18	60/40	45	85/15	1	85.18
5	Florida Atlantic University	<i>MBA Sport Management</i>	21	32.30	40.70	Yes	22	90/10	27	80/20	1	81.00
6	University of Oregon Lundquist College of Business James H	<i>Warsaw Sports Marketing Center</i>	20	27.52	41.26	No	24	73/27	26	74/26	1	75.78
7	University of Massachusetts Amherst, Mark H McCormack Department of Sport Management	<i>MBA in Sport Management</i>	26	26.68	40.42	Yes	21	83/17	26	84/16	1	74.10
8	University of South Carolina	<i>Masters in Sport and Entertainment Management</i>	33	24.60	37.81	Yes	15	54/46	23	94/6	1	73.41
9	University of New Haven	<i>MSc Sport Administration</i>	40	21.32	39.50	Yes	12	80/20	26	15/85	1	67.82
10	Seattle University	<i>MSc in Sport Administration and Leadership</i>	16	15.00	38.91	Yes	24	67/33	25	100/0	1	63.91

Networking and who you know still play a huge role in the sports industry

Coventry Business School graduate

I wish I'd realised sooner I didn't want to work in sport. However, my programme was valuable in teaching me many of the skills I use today

Windsor University graduate

I'd recommend the course to people certain of a job in marketing or sponsorship, but I'd highlight the lack of salaried, full-time jobs within the industry

Northumbria University graduate



BOOKING THE TREND

Owen Evans speaks to the former PepsiCo director who is looking to follow a European model at the postgraduate sports management department at Columbia University.

WHEN YOU HAVE been president of a billion-dollar division at one of the world's biggest brands, you know the importance of doing things differently to your competitors to gain an edge in business.

Vince Gennaro became director of Columbia University's Master of Science in Sports Management degree in 2014, having previously spent two decades at soft drinks giant Pepsi where he ran its bottling division.

Established in 2006, Columbia's course trains professionals for advanced work in all sectors of the sports industry, and was this year's surprise entry into the top-ten best performing programmes in north America.

Gennaro says since joining he has looked to maximise opportunities around Columbia's Ivy League status and the university's New York location. Columbia is located in Morningside Heights, in New York City's Upper Manhattan, and is the oldest institution of higher learning in New York state, in addition to being the fifth oldest in the United States.

"Naturally, the Ivy League thing and New York factor came into play," he told *SportBusiness International*.

"But it is more than that, and if you want to get a true idea of what we are aspiring towards then you would be better looking at the FIFA Master programme in Switzerland than Ohio or UMass (the University of Massachusetts Amherst).

"We aim to be an international postgraduate course. Many of the major programmes in the United States have the majority of their class

coming from the States, and most of them will leave to find jobs in the United States. Our plan is to be the complete opposite of that."

Gennaro also says he has been developing courses in sports analytics to fully reflect the

growth and sophistication of that area, with 'Sports Revenue Strategies and Analytics', 'Analytics of Global Sports', and 'Baseball Analytics' all being added in to the course of the 2015/16 academic year ■

EXPERIENTIAL LEARNING

Other success stories for the United States academic industry in this year's rankings include University of Massachusetts Amherst (UMass)'s BS (Bachelor of Science) in Sport Management, which received the most votes in our peer review of the best undergraduate sports management courses in the world (see page 66).

UMass' department head and associate professor of sport management, Lisa Masteralexis, said her institution has put experiential learning at the centre of its programme to put graduates in a position to go into the sports industry, seamlessly, on completing the course.

"We have a course in event management where our students go out and raise \$30,000 in cash through sponsorship to run an event, and another \$30,000 in kind," she says. "They then put the

event on with the money raised. This month [May 2015] it was a three-on-three [American] football tournament.

"To have that kind of skill before you start applying for jobs is a massive advantage. That's just an example of how we train our students up."

Masteralexis says she sends her undergraduates away to get three or four years' professional experience before thinking about doing a Masters. She also says this means less than five per cent of those undergraduates come back and do UMass' high-performing postgraduate sports management programme.

"I'd like to change the statistic, but the reason for that is we tell them to experience a degree somewhere else as we think that will be of greater benefit to them," she says ■



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For more details, contact Jamie Greaves
+44(0) 207 954 3523
Jamie.Greaves@SportBusiness.com

www.sportbusiness.com



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GRADUATES' CHOICE

Rank	Course provider	Course	Class size	Employed within three months of graduation (%)	Work placement	Course length (months)	Male/female ratio	Average age (years)	Domestic/international students ratio	No. of languages	Total (%)
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6	Florida Atlantic University	<i>MBA Sport Management</i>	21	32.30	Yes	22	90/10	27	80/20	1	90.44
7	University of Massachusetts Amherst, Mark H McCormack Department of Sport Management	<i>MBA in Sport Management</i>	26	26.68	Yes	21	83/17	26	84/16	1	89.82
8	Columbia University	<i>MSc Sports Management</i>	17	35.56	Yes	12	63/37	26	85/15	1	88.57
9	University of New Haven	<i>MSc Sport Administration</i>	40	21.32	Yes	12	80/20	26	15/85	1	87.77
10	AISTS	<i>Master of Advanced Studies in Sports Administration & Technology</i>	33	30.92	Yes	14	58/42	30	10/90	1	86.75
11	Seattle University	<i>MSc in Sport Administration and Leadership</i>	16	15.00	Yes	24	67/33	25	100/0	1	86.46
12	Coventry Business School	<i>MSc in Sport Management</i>	18	33.84	Yes	12	87/13	25	7/93	1	85.58
13	University of Brussels	<i>Sport, Economy and Communication</i>	60	7.60	Yes	12	75/25	23	15/85	3	85.58
14	Real Madrid Graduate School	<i>MBA in Sport Management</i>	80	30.76	Yes	9	65/35	30	16/84	1	85.02
15	Johan Cruyff Institute	<i>International Master in Sport Management</i>	39	25.00	Yes	10	73/27	29	29/71	2	84.06
16	University of South Carolina	<i>Masters in Sport and Entertainment Management</i>	33	24.60	Yes	15	54/46	23	94/6	1	84.02
17	Deakin University	<i>MBA in Sport Management</i>	60	28.00	Yes	24	58/42	27	50/50	1	82.51
18	UPF Barcelona School of Management	<i>Master in Sports Management</i>	40	24.00	Yes	9	85/15	26	45/55	1	82.22
19	University of Liverpool	<i>MBA Football Industries</i>	24	25.00	Yes	12	80/20	28	25/75	1	80.57
20	Ca' Foscari University of Venice	<i>MSc in Sport Business Strategy (SBS)</i>	35	12.92	Yes	11	80/20	25	95/5	1	80.15

TOP ONLINE

Rank	Course provider	Course	Class size	Work placement	Course length (months)	Male/female ratio	Average age (years)	Domestic/international students ratio	No. of languages	Total
1	Ohio University	<i>(PMSA) Master Professional Masters in Sports Administration</i>	27	No	21	70/30	32	12/88	1	70.82
2	Johan Cruyff Institute	<i>Online Master in Sports Management in English and Spanish</i>	21	Yes	12	91/9	33	100/0	2	63.60
3	Saint Leo University	<i>MBA Sport Business concentration</i>	69	Yes	24	59/41	30	10/90	1	62.98

AVERAGE SALARY

Rank	Course provider	Course	Class size	Employed within three months of graduation (%)	Student satisfaction rating (%)	Work placement	Course length (months)	Male/female ratio	Domestic/international students ratio	Average salary (US\$)
1	Ohio University	<i>Masters in Sports Administration</i>	25	37.92	43.36	Yes	24	72/28	84/16	118,769
2	Columbia University	<i>MSc Sports Management</i>	17	35.56	39.86	Yes	12	63/37	85/15	95,767
3	George Washington University	<i>MBA in Sport Management</i>	20	33.04	41.14	Yes	18	60/40	85/15	86,518
4	Florida Atlantic University	<i>MBA Sport Management</i>	21	32.30	40.70	Yes	22	90/10	80/20	84,500
5	Deakin University	<i>MBA in Sport Management</i>	60	28.00	37.13	Yes	24	58/42	50/50	80,342
6	University of Oregon Lundquist College of Business James H	<i>Warsaw Sports Marketing Center</i>	20	27.52	41.26	No	24	73/27	74/26	73,467
7	The European Sponsorship Association (ESA)	<i>ESA Diploma</i>	36	20.00	35.84	No	7	47/53	75/25	72,960
8	AISTS	<i>Master of Advanced Studies in Sports Administration & Technology</i>	33	30.92	39.04	Yes	14	58/42	10/90	68,791
9	University of Central Florida	<i>DeVos Sport Business Management Program</i>	29	37.32	40.89	Yes	24	55/45	90/10	63,100
10	Johan Cruyff Institute	<i>International Master in Sport Management</i>	39	25.00	37.83	Yes	10	73/27	29/71	57,940



THE OUTSIDER

Melbourne's Deakin University is the standout postgraduate sports course provider from outside Europe and the United States.

Owen Evans asked Professor David Shilbury, the man behind Deakin's sports management department, the secret to success.

FOR ANY ASPIRING sports management professional looking to broaden their cultural horizons by studying in the farthest corner of the world, a degree Down Under is proving to be the standout option.

Deakin University's MBA in Sport Management has consistently been among the leading courses since our Rankings were launched in 2012 and, as well as securing another top 10 finish in this year's overall standings, Deakin was once again placed in the top five of the Professor's Choice and highest-paid alumni lists.

Professor David Shilbury has been behind the sports management department at Deakin for the past 25 years, and is also senior associate editor of the *Journal of Sport Management*. He believes a key element to Deakin's successes is the university's location in Melbourne, the 1956 Olympic host and one of the most famous locations for sport in the world.

"It's a really important link, as you have to remember that Melbourne is one of the best sports cities in the world, so it is no accident we've got a top-class sport management programme to go alongside it," he told *SportBusiness International*.

"Our programme's been alive since 1990 and, since that time, Australia's sports industry has grown dramatically. There are many more

options for our graduates to go into the domestic labour market than ever before.

"It's not just about how the Australian sports industry has grown, though, as there is a second dimension; we have noticed many of our graduates have joined the Olympic and Commonwealth job circuit, meaning that they'll get a job in an organising committee for one major event, and then travel with it to the next destination once that finishes.

"Usually they go through two or three Olympic cycles before they realise they want to settle down."

Shilbury has a theory about the type of graduates that are coming through the leading courses around the world that makes Deakin's alumni network unique.

"If you look closely at the graduates coming out of the likes of Ohio in the United States and the major courses in Switzerland, these institutions are producing candidates that reflect their own culture, no matter where they came from originally," he says.

"What that means is that with the American courses you will find the graduates are more marketing-oriented, while in Europe what you will find is a new wave of administrators coming through who move on into international federations.

"In Australia we have a bit of a balance

between the two. The reason for that is the sports systems we run; like in the UK, we have a very community-based sports structure, so our graduates have to be able to run grassroots programmes.

"We also have the American element of commercialism, and specialise in core sports industry disciplines like ticketing, licensing and media rights sales as seen in our lucrative leagues like the AFL (Australian Football League). Our graduates therefore have to be comfortable in all disciplines."

Indian Attraction

Shilbury's future plan is to work alongside some of the other top programmes around the world and to take advantage of Australia's cricketing history to boost its recruitment programme.

He says Deakin is forming a partnership with Ohio University to create a postgraduate student semester exchange programme and will also bring in a sandwich placement scheme at undergraduate level where the respective students would spend 12 months in the other country to get experience of a different sports market.

"We position ourselves in the international market, no question about that," Shilbury adds. "The Australian market is small and there are not many postgraduate sports management courses. We are really active in Asia and we have had an Indian office for the past 20 years.

"In our Masters intake this year we've got a solid bulk of Indian students coming in, and the reason for that is because there's a connection between the two countries due to our cricketing heritage." ■

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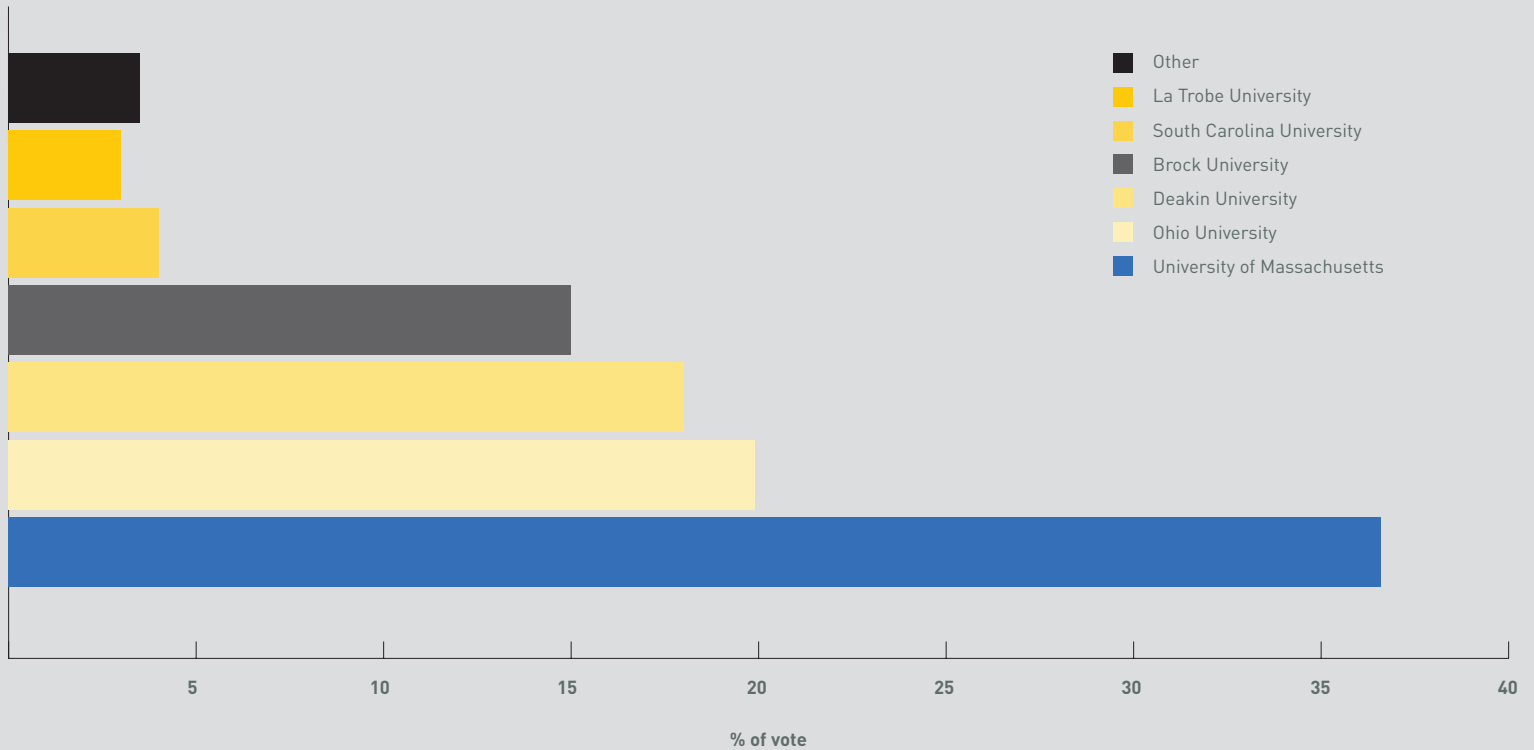
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PROFESSORS' CHOICE (POSTGRADUATE COURSES)

Rank	Course provider	Course	Class size	Employed within three months of graduation (%)	Student satisfaction rating	Work placement	Course length (months)	Male/female ratio	Average age (years)	Domestic/international students ratio	Peer review (% of overall vote)
1	The International Centre for Sports Studies (CIES)	<i>The FIFA Master</i>	29	30.06	42.05	Yes	10	64/36	27	0/100	23.80
2	Ohio University	<i>Masters in Sports Administration</i>	25	37.92	43.36	Yes	24	72/28	25	84/16	21.42
3	University of Massachusetts Amherst, Mark H McCormack Department of Sport Management	<i>MBA in Sport Management</i>	26	26.68	40.42	Yes	21	83/17	26	84/16	19.04
4	University of Oregon Lundquist College of Business James H	<i>Warsaw Sports Marketing Center</i>	20	27.52	41.26	No	24	73/27	26	74/26	11.90
5	Deakin University	<i>MBA in Sport Management</i>	60	28.00	37.13	Yes	24	58/42	27	50/50	9.50

Peer Review: Best Undergraduate Sports Management Course Providers



Note: Course leaders were asked which undergraduate sports management course, and not including their own, they believed was the best in the world



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THE PLATINI PATHWAY?

UEFA has launched a new high-education initiative, the Executive Master for International Players (MIP), to give European footballers a pathway into the business of sport post-retirement. **Owen Evans** reports.

AFTER HANGING UP their boots, footballers generally face one of two career choices: put the boots back on and learn how to coach, or learn how to put the boot into old colleagues by becoming a media pundit.

However, while there are plenty of success stories of footballers carving a successful post-retirement career, there are also many to the contrary. According to UK-based charity XPRO Life After Sport – set up to offer career advice and support to former professional footballers – 40 per cent are declared bankrupt within five years of playing their last game.

Now UEFA, European football's governing body, is making a move to address the issue and make successful long-term careers for former professionals through its new MIP

programme, developed in partnership with player union FIFPro and the ECA (European Club Association).

The MIP, which launches later this year, is delivered by two academic institutions: the Centre de Droit et d'Economie du Sport (CDES) at the University of Limoges in France and the Birkbeck Sport Business Centre at the University of London. It comprises seven week-long sessions that each deals with a different aspect of football administration and management (*see right*).

Delivered in English, the sessions are held over a period of 20 months in major European cities – Amsterdam, Barcelona, Madrid, London, Munich and Paris – which are all home to leading football clubs and

organisations. The first session takes place at UEFA headquarters in Nyon, Switzerland, while the final session takes place in New York, where participants learn about the north American sports model.

“Giving the tools to players to pursue their careers in other footballing roles is one of the key targets of the UEFA Executive Master for International Players,” said UEFA president Michel Platini (*pictured*) at its launch in April.

At the WISE (Work In Sport Exhibition) event in the Lausanne last month, the reaction of some academics was that UEFA had set up the MIP in a deliberate effort to create a ‘Platini Pathway’ for ex-professionals looking to rise the ranks in football administration.

However, that is not the case according to Thomas Junod, the education and universities manager at UEFA who has been developing the MIP course. Junod is heavily involved in the UEFA-backed MESGO (Executive Master in European Sport Governance) programme

UEFA is more than a competition organiser or governing body – it is the custodian of European football

designed for regular people looking to break into the sports industry.

“The goal of the programme is not to train the future UEFA president,” he told *SportBusiness International*. “It is simply to make sure that more players have the opportunity to remain within the game after having completed their sporting career – and that they can give back to the game.

“When they retire, players should be offered broader perspectives than coaching or a media career. They should be encouraged to apply for managerial [administrative] positions in organisations such as UEFA, national associations, clubs and player unions.”

Junod says the MIP is based on the MESGO programme, but that the plan is for the MIP to be more about the practical side of business rather than the theory. He also says UEFA will put a lot of thought into who it selects for the MIP, and it won't be simply a case of picking the highest profile ex-professionals possible to give the programme maximum profile.

“The idea is to have a balanced group,” he adds. “Participants will be recruited based on the professional objectives they have set for their new career, and those that have the explicit support of their national associations or clubs will be given priority.

“Therefore, we will be choosing candidates who have already shown a commitment to a new career plan. We also really want to have some women players participating in the course and – why not – some ex-professional athletes representing other sports.

“UEFA is more than a competition organiser or a governing body; it is also the custodian and guardian of European football. We are committed to protecting, developing and nurturing the game and having players – who are the soul of the game – involved in leadership.”

The UEFA MIP programme is similar to the MISM (Master In Sport Management) run

by the Johan Cruyff Institute, the academic institution set up by the Dutch football legend in 1999 to help ex-professional athletes.

However, Junod counters that the two set-ups are vastly different.

“We do not see any competition between these programmes,” he adds. “The UEFA MIP has been developed exclusively for players that have terminated their career. The format of the course visiting seven countries, the speakers – a mix of high-qualified experts and academics from the field – the link with an internship, and the direct involvement of UEFA, the ECA and FIFPro will make this programme truly unique.”

Been There, Done That

The underlying assumption with the MIP course is that ex-footballers have something to offer the sports industry that non-professionals do not – a theory that is not entirely in keeping with the movement away from the old boys' club mentality at top sports organisations.

“Who knows better what football means than people who have played the beautiful game at the highest level? If we want to make sure the essence of the game remains protected, it is important to listen to the people who excelled in it: the players,” argues Junod.

“During their career, football players develop many skills, such as leadership, discipline, and resistance to stress. The goal of the UEFA MIP is to provide training to allow players to transfer these skills into a new professional environment.

“The course will further help them to bridge the gap between these technical skills and the more administrative knowledge required to occupy senior positions within football organisations.

“In short, the ex-players can use the experience, knowledge and skills they acquired on the field to work off it – for their good and for the benefit of the game.”

UEFA will be offering internships at its Nyon headquarters during the MIP course, and will

give scholarships to those ex-professionals who cannot afford the €27,000 tuition fee.

“Of course, this is no small amount, but it is also well below the industry average for other high-level executive Masters programmes, in particular similar programmes in other industries,” says Junod.

“However, we are aware that cost could prevent women and players with limited financial means from applying for the programme. This is why UEFA will provide scholarships to some of the selected candidates. Equally, we expect that clubs and associations will be willing to lend support to participants.” ■

MIP SESSIONS

1. Framework of professional sport (Nyon, Switzerland)
2. Role and skills of the manager (Paris, France)
3. Format and regulation of competitions (London, England)
4. Stadia (Munich, Germany)
5. Strategic marketing (Amsterdam, Netherlands)
6. The manager in action (Madrid or Barcelona, Spain)
7. North American leagues and clubs (New York, United States)



VIRTUAL OR REALITY?

AT LAST MONTH'S WISE (Work In Sports Exhibition) event in the Olympic heartland of Lausanne, Dr. Tibor Kozsla, education director at SportAccord – the body that represents Olympic and non-Olympic sports federations – gave delegates a detailed presentation about its first ever MOOC (Massive Open Online Course).

MOOCs are a recent trend in distance studying, allowing people to study remotely when they can find the time to do so. The SportAccord MOOC provided an opportunity to gain a professional understanding of the workings of sports organisations and was made available free to all WISE delegates, from experienced sports professionals to aspiring novices.

Watching Kozsla's presentation in the audience were the leading academics from sports management's traditional on-campus programmes such as AISTS (the International Academy of Sport Science and Technology) and CIES (the International Centre for Sports Studies). The major MOOC providers argue their product is not an alternative to going to university, rather it is an alternative to not going to university. But given MOOCs such as the one provided by SportAccord are free and cover many similar topics to established sports management programmes, are they an unwanted competitor?

We brought together a team of academics to find out whether they think MOOCs and new-style distance learning has put sports industry academia on the brink of a paradigm shift.

MOOCs will make us think differently about how we recruit our students in the future

KEVIN MARSTON
ACADEMIC PROJECT MANAGER, CIES

It's an interesting debate as online education is a booming industry everywhere other than sport, in my opinion.

In this part of the education industry you see huge online platforms like Coursera really growing by offering MOOCs and e-learning. However, if I take Coursera as an example, it has thousands and thousands of courses, but only two of those are related to business of sport. Just two. Both of them are delivered by the Wharton School of the University of Pennsylvania.

There's no doubt that there are a lot of institutions who are targeting individual needs with specific online programmes, and they are good, but in terms of MOOCs, the business of sport is hugely under-represented.

I don't necessarily see MOOCs as a threat

to us. I see them more of an opportunity as they will make us think differently about how we recruit our students in the future. We all have similar issues about how we can grow our recruitment base, and I think there are a number of ways in which online education could help with that ■

FEDERICO FANTINI
GENERAL DIRECTOR, SBS
(STRATEGIES FOR THE BUSINESS OF SPORT)

If you are talking about an executive programme where the participants are professionals who are already working in the industry and have excellent experience, then yes I believe their needs could be addressed through an e-learning programme.

However, if we are talking about the standard student who is looking to make their first

In sport – probably more than in any other industry – the human touch makes a big difference

contact with sport's labour market, I don't think there is a better way than a campus degree and its hands-on approach.

In a way MOOCs could help us. When we launched our main programme – which is full-time and on-campus – we simultaneously signed a partnership with Euroleague [Basketball] to create the EBI (Euroleague Basketball Institute) Master in Sport Management and Marketing, which is basically an online course with a couple of sessions where you have to physically be on campus.

So as a university we have been part of the online education revolution, and I would say that it has been quite successful. However, in sport – probably more than in any other industry – the human touch and experience of getting connected or being live on the ground at an event probably makes a big difference.

We all know there is a lot of passion in what we do and how we teach the business of sport. That passion can only be expressed through direct contact when the students are physically present in the room ■

Students need to be working as part of a network in a classroom

MICHAEL TAPIRO
PRESIDENT, SPORTS
MANAGEMENT SCHOOL (SMS)

Our aim at the Sports Management School is to always be present in class. I feel it is vital from the start that the students know we are working together. As professors we also need to prove we are doing what students are asking of us.

From their first day studying a Masters in sports management, the students need to be working as part of a network. In that classroom they can work together and understand what it is like to be in a network of sports professionals.

With regards to e-learning, we have only offered packages to people who cannot physically be present in the classroom. For instance, we have four professional athletes who simply cannot find the time to learn in class because of their training and other commitments – that's why we started our own e-learning course, so they wouldn't fall behind.

We may form a bigger e-learning programme in the future, but really this is a small part of our plan because of the importance of networking and the importance of actually interacting directly with others in the sports industry ■

FRANK KOLSTEEG
OHIO UNIVERSITY MASTER OF SPORTS
ADMINISTRATION (MSA) ALUMNUS

I don't see successful online learning as being strictly online, it has to be blended.

In the case of the e-learning courses offered by the Johan Cruyff Institute, the lecturers still get to see the students occasionally, so if you don't have that blend I don't think it is worth doing.

Not everybody may feel they're at the right age to be going on-campus

Ohio launched its online equivalent [Professional Sports Masters] about three years ago and it has been a huge success. In fact, when I called through to Norm O'Reilly [Ohio's department chair for sport management] and told him about Ohio's on-campus MSA being named the 2015 Overall Winner (see page 55), one of the first questions he asked was 'how did the online course do?'

The most important part of this online education dilemma is that you have to make the entry-level criteria more about gaining extra industry experience compared to an on-campus course.

Not everybody has the time available to study a course, or may not feel as though they're at the right age to be going on-campus as they have a job and a family, so there is a big group of potential students for all of us to be looking at in the future ■

JOAO FIGUERO
FIFA MASTER ALUMNUS

CIES already runs a number of online courses with a number of international partners around the world, and they have been working well to date. It is a short-term certificate as opposed to a full Masters degree.

For me it is all about balance. I do not think online learning works as well as campus learning and that comes down to two reasons – content and experience.

More online content is becoming available but it's a completely different experience

Campus and online course content can be exactly the same, but in the same way you can watch live YouTube shows of your favourite bands in the world, you would still pay more to go to the concerts in person.

So despite the fact that more and more online content is becoming available from the likes of Harvard and Stanford, it's not the same as you are not getting the opportunity to speak to the professors, or even ask the person sitting next to you about what is going on. It's a completely different experience ■

THOMAS JUNOD
EDUCATION AND UNIVERSITIES
MANAGER, UEFA

There is one fundamental issue with online courses: all the leading programmes now are as much about their networks as they are about what is taught.

As a result, I have to say that I am not a big believer in this boom in online sports industry programmes as I don't see where the long-term benefit is.

I am sure we will see more and more courses emerge in the future. I think SportAccord is keen on doing this because there is not necessarily a major business objective and it is more a case of just putting some content online.

The leading programmes are about their networks

From a UEFA point of view we would be interested in using online courses to help us go out and reach new audiences. However, we also want to build a network through our new Executive MIP (Master for International Players) programme (see pages 68-69) so that our ex-professionals come together and learn, but also network at the same time in different cities around the world ■

CRUNCHING THE NUMBERS

Through data collected since the launch of the *SportBusiness International Postgraduate Sports Course Rankings* in 2012, a three-year snapshot tells us that the average age of a student looking to get into the industry by studying a postgraduate sports management degree is getting older every year.

The old maxim that anyone considering a career in sport should be prepared to work longer and be paid less also appears to be backed up by the data, which shows the average salary is marginally decreasing every year.

Elsewhere, the data shows that the chances of getting employed within three months of graduation have been fairly consistent over the past three years, with roughly two-in-three students managing to get their foot in the sports job market in that timeframe.

However, though our data suggests that on the whole students are satisfied with the quality of teaching and access to course alumni, responses from students show there is still work to be done to provide more help with acclimatisation and job support ■



2013

Age: 26.1
Salary three years after graduation: \$53,212



2014

Age: 27.9
Salary three years after graduation: \$51,192



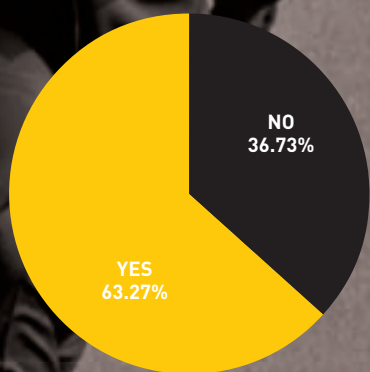
2015

Age: 29.0
Salary three years after graduation: \$48,035

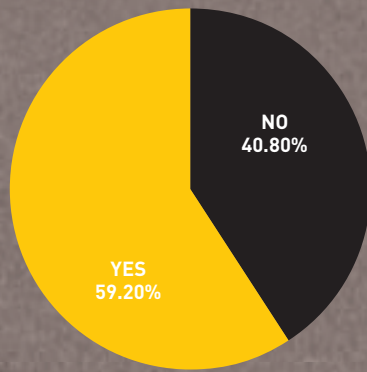
What the average sports postgraduate looks like

Q Did you gain full-time employment in the sports industry three months after graduating?

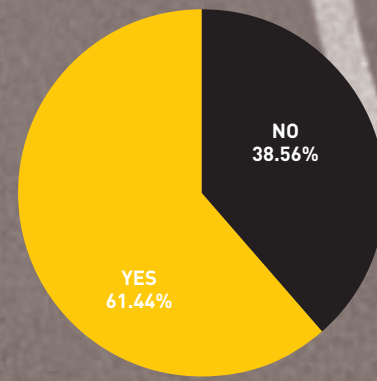
2013



2014

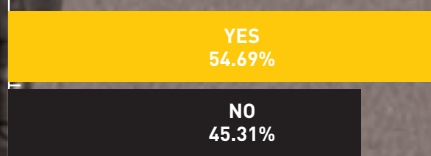


2015

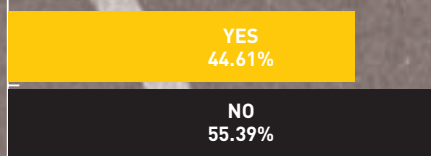


Q Were you in full-time employment before starting your postgraduate course in sports management?

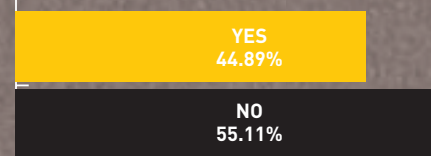
2013



2014



2015





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- * **Alumni Network:** More than 1,500 MSA and PMSA alumni are employed in key positions in intercollegiate athletics, professional sports, media, and sponsorships.
- * **Practical Learning Experience:** Learn in and out of the classroom through curriculum that highlights professional development through symposiums, residencies, networking opportunities, and more.
- * **World-Class Faculty:** Our faculty are industry leaders, bringing cutting-edge knowledge, professional expertise, and deep contacts in the industry to the classroom.



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THE OLYMPIC GAMBLE

Owen Evans looks at how world champion rower and Olympic hopeful Emma Twigg is juggling preparations for Rio 2016 with a postgraduate sports management degree.

ON THE DAY of our interview, Emma Twigg and I had two very different mornings of preparation. For me, it was a case of getting out of bed, showering and having a continental breakfast. For Twigg, it was a 74-kilometre cycle from Neuchâtel to Lausanne.

Lazy starts to the day are not an option when you are an Olympic hopeful, and particularly one who has supplemented training in the year leading up to the Games with trips back to the classroom for a postgraduate sports management course.

Last autumn, New Zealander Twigg – a gold medallist in the single scull discipline at the 2014 World Rowing Championships – enrolled on the FIFA Master course run by CIES (Centre for International Sports Studies), meaning she has been carrying out her training in Leicester, Milan and Neuchâtel rather than New Zealand's Lake Karapiro where she has trained for the past nine years.

Twigg says the idea to embark on a postgraduate degree came from fellow Kiwi and 2014 FIFA Master graduate Charlotte Kight – who now works in FIFA's competitions division – and was much to the consternation of her own national Olympic committee, NZOC.

"I read Charlotte's story in a New Zealand

paper and I actually played hockey with her sister when I was younger," Twigg told *SportBusiness International*. "Charlotte's from about 20 minutes from where I live back home.

"I randomly saw she was doing this course and it came at a time when I was a little bit over training single scull if I'm honest. I told NZR (New Zealand Rowing) that I was planning on taking a sabbatical and they were not all that interested in the idea."

Despite considering Oxford and Cambridge as academic destinations after hearing plans for the women's Boat Race to be held on the same day as the men's from 2015, Twigg eventually opted to follow in the footsteps of her fellow North Islander.

As a FIFA Master student, Twigg's typical day involves two hours of training around her academic day of 8:30am-5:30pm, while at weekends there is a "top-up" of a five-hour bike ride. Previously she was training from 8:30am-10:30am at NZOC's rowing base, before cycling home and resting.

"I'm shattered all the time, and that is pretty much a summary of how my life is at the moment," Twigg adds. "In general I'm still fitting in around 15-20 hours a week of training around my studies. There are times where I have

struggled to keep my eyes open in lectures, but it has definitely been worth it as I've realised just how much free time I had as a full-time athlete. Now, however, my days are just flying by.

"I'm always having to think about doubling up day-to-day life with training. It even means picking which supermarket I'm going to. But I'm really happy with how my fitness is."

Options for training outdoors in Switzerland have been numerous, according to Twigg, who adds that she did not find it the same case in Leicester for the first term of the FIFA Master, where she took advantage of a nearby canal "where you would literally struggle to fit two boats across" for her improvised training routines.

"I made very good friends with the rowing machine in Leicester," she adds.

Self-Financing

Twigg's decision to go against the preference of the NZOC and NZR, however, has come at a cost, and in the critical year run up to Rio she has now had all her government funding cut off.

Though Twigg claimed single scull was a discipline flexible enough to train for alongside the course, she wasn't able to convince NZR, who suggested she defer the course until after Rio 2016, an offer she declined.

This means she has had to cover the costs of living and tuition in three European countries while doing the FIFA Master, which she says will hit around \$50,000 for the 10-month period.

"Emma's got every right to do this but



I'm shattered, but I realise just how much free time I had as a full-time athlete

we don't see it as the best timing," said NZR chief executive Simon Peterson last year. "We've offered Emma access to her coach Gary Hay and physiologist Dan Plews, but it's not like being monitored against other athletes every day."

Nevertheless, Twigg is positive that she will be in good enough shape to guarantee a seat on the plane to Rio. Beyond the Games,

she adds that she is already making plans for a life beyond the water, with French lessons booked in and a return to Lausanne to work for one of the major international federations high on her agenda.

"Some of my old teammates think I am mad doing this, but a lot of them support me and they know I am doing it for the right reasons," she says ■

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