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February 5, 2021

Mr. Robert L. "Bob" Caslen, Jr.
President
University of South Carolina - Columbia
Osborne Admin. Building, Suite 206
Columbia, SC 29208

Dear Mr. Caslen:

Thank you for submitting the following substantive change:

Substantive change:

Joint Academic Award with Non-SACSCOC Accredited Institution(s) or Entity(ies)

Master of Science (M.S.) in Sport and Entertainment Management

Submission date:

12/17/2019

Intended Implementation date:

1/1/2021

Case ID:

SC010908

The letter included with the prospectus for the joint Master of Science (M.S.) degree program in Sport and Entertainment Management was dated December 19, 2019; however, SACSCOC did not receive it until July 17, 2020.

The joint Master of Science (M.S.) degree program in Sport and Entertainment Management was deferred on August 18, 2020, with a request for additional information regarding (a) a copy of the final signed agreement between the University of South Carolina - Columbia (UofSC) and Hamad Bin Khalifa University (HBKU) that includes the disclaimer statement found in the SACSCOC *Policy Statement for Agreements Involving Joint and Dual Academic Awards: Policy and Procedures*, (b) prototypes of the official academic documents involved in the agreement, (c) identification of the individual serving as International Master Coordinator for HBKU and the individual's credentials, (d) the expected academic credentials, professional qualifications, and course assignments for the six faculty members to be hired, and (e) additional information on the credentials of six existing faculty members. The institution responded on December 8, 2020, and the institution's responses have been incorporated into the narrative below.

Additional information was requested by SACSCOC via phone and email regarding the intended program implementation date, whether the institution is currently on reimbursement for Title IV



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funding, and the faculty member assigned to teach HRSM 700. All institutional responses have been incorporated into the narrative below.

The 36-credit hour Master of Science (M.S.) degree program in Sport and Entertainment Management is an existing degree program at the University of South Carolina - Columbia that will be offered as a joint degree with Hamad Bin Khalifa University (HBKU) in Doha, Qatar, an entity not certified to participate in U.S. Department of Education Title IV programs. The joint program is expected to begin in spring 2021 with an anticipated enrollment of ten students. The target audience includes individuals interested in pursuing jobs in sport management, specifically mega sporting events and venue management. Courses will be offered through a blend of face-to-face and online instruction, with less than 50% online instruction.

A copy of the *Joint Master's Degree Program Agreement* was provided. The Agreement identifies each party's responsibilities in areas such as the selection and admission of students; academic program requirements; and tuition, fees, and expenses; and includes provisions for the review and termination of the agreement. The agreement will be effective for five years. The contact information for each institution is as follows:

University of South Carolina - Columbia

Dr. David Cardenas, Associate Dean of Academic Programs
College of Hospitality, Retail, and Sport Management
Close-Hipp Building
1705 College Street
Columbia, SC 29208
dcardenas@hrsm.sc.edu
803.777.5120

Hamad Bin Khalifa University

Yousef Haik, Associate Provost for Academic Affairs
P.O. Box 34110
Education City, Doha, Qatar
yohaik@hbku.edu.qa

The institution was asked to provide a fully executed agreement between the University of South Carolina - Columbia and Hamad Bin Khalifa University that included the disclaimer statement found in the SACSCOC Policy Statement for *Agreements Involving Joint and Dual Academic Awards: Policy and Procedures*. The requested information was provided and included the necessary signatures and disclaimer statement.



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The purpose of the proposed program was discussed within the context of the institution's mission and appears to be appropriate. The joint M.S. degree will provide an opportunity to expand into a new and growing global market, to increase the sport and entertainment knowledge base of the workforce in Qatar, create internship and career opportunities for South Carolina students in the region, and globalize the UofSC curriculum. Approval to offer the joint program was documented through a letter from the University of South Carolina Board of Trustees.

The need for the program was identified by a delegation from HBKU that visited UofSC to discuss the potential for the development of a joint master's degree program in Sport and Entertainment Management. The need was also demonstrated through data from the U.S. Bureau of Labor Statistics that anticipates significant growth in Sport Management through 2028. The institution also notes that rapid growth is expected in Qatar's sports industry as the country plans to host the World Cup in 2022. Faculty involvement in the planning process was documented through agendas of the Department of Sport and Entertainment Management faculty meetings and approval by the College of Hospitality, Retail, and Sport Management Curriculum Committee. The University Curriculum Committee and the UofSC Graduate School approved the program in December 2019.

The institution's programs and off-campus instructional sites were identified. The curriculum, course descriptions, and program student learning outcomes were provided and appear to be appropriate. The program student learning outcomes will be assessed through methods such as case studies, projects, internships, and comprehensive examinations. Admission and graduation requirements were noted and appear to be appropriate. Students must register for and complete a minimum of 12 credit hours through UofSC, complete all course requirements with a B average or above, successfully defend the thesis (if on the thesis track), and pass the final comprehensive exam to be eligible to graduate with the joint degree. The institution was asked to provide prototypes of official academic documents involved in the agreement. The requested information was provided and appears to be appropriate. A description of the policy for awarding credit was provided. It appears to be appropriate and consistent with common academic practice.

Two International Master Coordinators (one at each institution) will provide oversight for and monitor the program. The International Master Coordinator for the University of South Carolina - Columbia was identified and appears to have appropriate credentials for serving in this role. The institution was asked to identify the individual serving as International Master Coordinator for HBKU and the individual's credentials. The requested information was provided, and the individual appears to have the appropriate credentials for serving in the role. The International Master Coordinators will communicate at least twice each semester to ensure the curriculum, courses, and credit hours are consistent between the two universities. Additionally, an administrative team member from UofSC will travel to HBKU once a semester to monitor,



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evaluate, and ensure the maintenance of program quality. During these visits, team members from both institutions will collaboratively review course syllabi, course evaluations, admission data, assessment data, and the physical location.

The number of faculty members available to support the program was described and appears to be appropriate. The Faculty Roster was provided. Additional information was requested regarding the credentials of six faculty members; the expected academic credentials and course assignments of the six faculty members to be hired, four by HBKU and two by the University of South Carolina - Columbia; and the faculty member assigned to teach HRSM 700. All requested information was provided. Faculty members appear to have appropriate credentials for the courses assigned. Keep in mind that the ultimate determination of faculty qualifications is the responsibility of the peer review team who will assess the program as part of the institution's next SACSCOC accreditation review.

Library and learning resources were described and appear adequate. Students in the program have access to resources at the University of South Carolina Library System (UofSC Library) and at the Qatar National Library housed on the HBKU campus. Most UofSC Library resources are available online and are accessible through a login and password. The online databases provided by the Hamad Bin Khalifa University main library are accessible only onsite; however, the library is currently working to make the resources accessible offsite as well. A list of discipline-specific databases, refereed journals, and primary source materials available to support the program was provided. The UofSC Library also provides access to additional resources through the Partnership Among South Carolina Academic Libraries (PASCAL) and interlibrary loan. During new student orientation at HBKU and UofSC, students will be instructed in the use of library resources by the International Master Coordinator.

Student support services were described, are available for students attending the UofSC and the HBKU campuses, and appear to be appropriate. In addition to general services provided through Financial Aid, Campus Recreation, and the Registrar, students will also receive assistance from the Graduate School, the Director of Graduate Studies for Sport and Entertainment Management, and the International Master Coordinators. Both institutions provide specific support services for international students. The Academic Technology Department will assist students with technology-related issues associated with distance education.

The physical resources were described and appear to be adequate. On the UofSC campus, students will attend courses in the recently renovated Close-Hipp Building that includes a café, a 400-seat auditorium, and an outdoor event space. Additionally, students will have access to two computer labs with various software programs to include the Blackboard learning management system. Other amenities include technology-equipped student meeting rooms, a copy center, and



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lounge/study areas. On the HBKU campus, students will have access to seven multimedia equipped classrooms and a 40-seat Windows computer lab with access to the Microsoft Office Suite.

The budget for the program was provided and appears to be adequate. Revenue is expected to be sufficient to cover the program expenses. The program is based upon the agreement between the institutions through which HBKU will guarantee the enrollment of up to ten students per year and pay the University of South Carolina - Columbia \$350,000 in Years 1-2 and \$300,000 in Years 3-5 to cover fees and services, for a total of \$1,600,000 over the term of the agreement. HBKU will pay out-of-state tuition and fees for each student above ten. The financial support for the program includes costs for program administration, two faculty members, supplies, and materials. Expenses for Sport and Entertainment Management faculty traveling to HBKU will be funded by HBKU. If the financial resources to support the program do not materialize, the students will remain at HBKU and have the option to transfer to existing programs at the institution and complete a degree conferred solely by Hamad Bin Khalifa University. The University of South Carolina - Columbia is not currently on reimbursement for Title IV funding.

The assessment process was described and appears to be appropriate. The joint M.S. degree in Sport and Entertainment Management will be assessed according to the same guidelines as the program offered on the main campus of the University of South Carolina - Columbia. An example of the most recent plan was provided. Course evaluations and faculty peer assessment are included in the process. Data will be collected each semester at both institutions, and faculty from both institutions will meet annually to discuss assessment results. The results will be used to monitor comparability between the two programs and as part of the quality improvement process.

The SACSCOC substantive change policy was revised in 2020. It includes many new requirements and changes to previous requirements. The *Substantive Change Policy and Procedures* and learning resources are available on the substantive change webpage at www.sacscoc.org.

The Board of Trustees of the Southern Association of Colleges and Schools Commission on Colleges reviewed the materials seeking approval of the joint Master of Science (M.S.) degree program in Sport and Entertainment Management offered by the University of South Carolina - Columbia and Hamad Bin Khalifa University. It was the decision of the Board to approve the joint degree program and include it in the scope of the current accreditation.

Enclosed is an invoice for \$500 to help defray the cost of reviewing the prospectus.



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Should you need assistance, please contact Dr. Linda Thomas-Glover at 404-679-4501 or via email at lthomas-glover@sacscoc.org.

Please include the Case ID number above in all submissions or correspondence about this substantive change.

Sincerely,

A handwritten signature in cursive script that reads "Belle S. Wheelan".

Belle S. Wheelan, Ph.D.
President

BSW/TDB:lp

Enclosure (invoice with liaison's copy only)

cc: Mr. Donald Miles, Director of Institutional Effectiveness and Accreditation
Dr. Linda Thomas-Glover