Dear Dr. Rodriguez,

Greetings! I am writing to resubmit the Athletic Leadership Minor Proposal on behalf of Dr. Kahne, GSOE Faculty Chair.

GSOE received the response to the proposal in January 2020.

Attached are:

- Memo from Dr. Kahne re Third Revision
- Proposal for Athletic Leadership Minor Fall 2020 v2.0
- Athletic Leadership Minor Letters of Support; there are 6 letters in total as outlined in the proposal

We hope the program can be reviewed again as soon as possible for consideration of implementation for Fall 2020. Please let me know if there are any questions or concerns.

Best Regards,
Sam

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Samantha Jobelius-Morrison
Academic Program Analyst/
GSOE Enrollment Manager
Graduate School of Education
University of California, Riverside
Phone: (951) 827-1493
February 25, 2020

To: Dylan Rodriguez, Chair
Academic Senate, Riverside Division

From: Joseph Kahne, Chair
Graduate School of Education, UC Riverside

Re: Third Revision of Proposed New Minor in Athletic Leadership

Thank you for your careful consideration of our proposal for a new Athletic Leadership minor in the Graduate School of Education (GSOE). Your feedback has guided us to prepare another revision of this proposal for further consideration. We have addressed the Committee on Educational Policy (CEP) concerns raised as follows:

- **Curriculum:** We have removed the BUS 107 and BUS 156 courses as options. The EDUC 154 course was recently approved by the Committee on Courses effective for Fall 2020. The EDUC 154 (Educational Leadership in a Diverse Society) course will allow students to examine issues that affect leadership in diverse educational contexts and will equip future leaders with insights necessary for understanding diverse educational contexts and the challenges often faced, including athletic leadership.

- **Sustainability:** We are enthusiastic about the support and demand for and sustainability of the program. In addition to Professor Comeaux, several GSOE faculty listed in the proposal—Drs. Jayakumar, Rall, and Vue—have published peer-reviewed work on athletics, and continue to stretch their knowledge base in this area of inquiry. They are willing and capable of teaching the courses in the minor, and have a vested interest in the program and will play an active role its success. We are very confident that our aforementioned ladder faculty members will ensure that the program thrives and grows.

Cc: Eddie Comeaux, Associate Professor
University of California, Riverside

Proposal for Athletic Leadership Minor (New Undergraduate Academic Program)

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

   Name: Athletic Leadership Minor
   Department/Unit: Graduate School of Education (GSOE)

2. Justification for Athletic Leadership Minor

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

   With increasing expansion of the business enterprise that is college athletics, as well as ongoing changes to the core functions of athletics departments,\(^2\) stakeholders in athletics affairs now serve in more public roles. These stakeholders require trustworthy, competent, forward-thinking, accountable leaders who can manage athletic departments’ daily operations and support athletes without compromising the fundamental mission and values of the postsecondary institutions.\(^3\)

   Indeed, given the increasing changes to the college athletics landscape, there is a need for specialized pre-career training for athletic leaders including athletic directors, compliance officers, business and financial officers, public relations officers, coaches, academic advisors, counselors, and tutors. This training can be acquired in part through undergraduate education.

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

   Given the demand for and success of EDUC 050, as evidenced by high student enrollment numbers, the proposed undergraduate minor in Athletic Leadership has the potential to attract a large number of students from many different departments and majors. In fact, this undergraduate minor in Athletic Leadership will likely appeal to and benefit the more than 300
student-athletes who are at UCR at any given time. We have already corresponded with stakeholders in the affairs of athletics at UCR about this proposed undergraduate minor in Athletic Leadership and they have expressed a great deal of support and enthusiasm. As well, the GSOE has recently introduced the undergraduate Education, Society, and Human Development major, which introduces students to issues, policies, and practices in schools and colleges; it is expected that the number of students in this new major will grow to more than 300 by the 2021–2022 academic year. As such, the proposed undergraduate minor in Athletic Leadership has great potential for serving a large number of undergraduate students from within the new major – the B.A. in Education, Society, and Human Development. 

At present, there are no undergraduate programs on athletics at UCR or any other UC campus. We believe that participants in the proposed undergraduate minor in Athletic Leadership will enhance their content knowledge and leadership skills in the program as well as advance their understanding of the role athletics leaders play in the larger campus environment. Students in the minor will prepare for career success in variety of areas that include, but are not limited to: sport administration (scholastic, collegiate, and professional), sport management, coaching, community and youth sports, fitness clubs and wellness organizations, and parks and recreation leader. We are also optimistic that the proposed undergraduate minor will serve as a pipeline to the GSOE’s Higher Education Administration and Policy graduate program as well as the Teacher Education program. 

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

3. Relationship of the New Program to Existing Programs

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

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

a. Demonstrate knowledge of various approaches universities take to athletics and the extent to which each approach is consistent with the overall educational mission of American higher education.

b. Demonstrate knowledge of the organizational structure and functions of the NCAA, including rule-making processes and principles of conduct.

c. Demonstrate knowledge of the foundations and intersection of higher education, sport, and student affairs, including the philosophy and history of higher education and sport; theories of student development; diversity issues; moral and ethical issues; and leadership in athletics.

d. Demonstrate knowledge of contemporary issues—such as one-year renewal and multi-year scholarship policies; athletes’ rights; Title IX compliance; conference realignment; escalating costs associated with intercollegiate athletics; and the athlete experience—with a particular emphasis on race, gender, and intersectionality.

e. Demonstrate knowledge of critical pedagogical strategies that translate into personal and academic intervention, including advising and counseling techniques.

f. Demonstrate an ability to identify and respond to the diversity of student-athlete needs and athletic program issues while employing a social justice analytical lens.

g. Demonstrate an ability to apply research and theory to improve athletic programs.

h. Demonstrate knowledge of reform initiatives and policies that have been introduced, debated, and in some cases enacted to improve the conditions of athletics generally and to strengthen the learning and personal development trajectories for student-athletes specifically.

5. Curricular Structure

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

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

Lower Division Course (1)

- EDUC 50: Intercollegiate Athletics and American Higher Education
  —Face-to-face and fully online delivery formats

Upper Division Courses (4)

- EDUC 147: Education in a Diverse Society
• EDUC 150: *Policy and Legal Issues in Intercollegiate Athletics*
  —Face-to-face and fully online delivery formats
• EDUC 152: *Education, Hip Hop, and Sport*
  —Face-to-face and fully online delivery formats
• EDUC 154: *Educational Leadership in a Diverse Society*
  —Face-to-face and fully online delivery formats
• EDUC 190: *Special Studies;*
  —Course to be used for optional capstone project

The proposed program change is in Appendix 1A.

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

The program is not interdisciplinary.

7. **Faculty Involved in the Program:**

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Title</th>
<th>Instructor(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDUC 050</td>
<td>Intercollegiate Athletics and American Higher Education</td>
<td>Dr. Uma Jayakumar, Dr. Eddie Comeaux, Dr. Gyasmine George-Williams</td>
</tr>
<tr>
<td>EDUC 147</td>
<td>Education in a Diverse Society</td>
<td>Dr. Rita Kohli, Dr. John Wills, Dr. Lorena Gutierrez</td>
</tr>
<tr>
<td>EDUC 150</td>
<td>Policy and Legal Issues in Intercollegiate Athletics</td>
<td>Dr. Eddie Comeaux, Dr. Uma Jayakumar, Dr. Rican Vue, Dr. Gyasmine George-Williams</td>
</tr>
<tr>
<td>EDUC 152</td>
<td>Education, Hip Hop, and Sport</td>
<td>Dr. Tasha Iglesias, Dr. Gyasmine George-Williams, Dr. Eddie Comeaux</td>
</tr>
<tr>
<td>EDUC 190</td>
<td>Special Studies</td>
<td>Dr. Rican Vue, Dr. Eddie Comeaux, Dr. Uma Jayakumar, Dr. Raquel Rall</td>
</tr>
<tr>
<td>EDUC 154</td>
<td>Educational Leadership in a Diverse Society</td>
<td>Dr. Uma Jayakumar, Dr. Eddie Comeaux, Dr. Raquel Rall, Dr. Rican Vue, Dr. John Levin, Dr. John Wills</td>
</tr>
<tr>
<td>Faculty Member</td>
<td>Position</td>
<td>Expertise</td>
</tr>
<tr>
<td>--------------------</td>
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<td>-------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Eddie Comeaux</td>
<td>Associate Professor, GSOE</td>
<td>Higher education; racial equity issues; student engagement; intercollegiate athletics</td>
</tr>
<tr>
<td>Uma Jayakumar</td>
<td>Associate Professor, GSOE</td>
<td>Race, equity, and diversity issues in higher education, with a focus on how institutional environments (e.g., campus climates/cultures) and organizational practices (e.g., admissions processes and affirmative action) shape college access and outcomes, and how students experience and resist barriers to inclusive engagement</td>
</tr>
<tr>
<td>John Levin</td>
<td>Distinguished Professor</td>
<td>Faculty work and identity internationally; Governance and management of community colleges; and Globalization, Neoliberalism, and Higher education.</td>
</tr>
<tr>
<td>Rita Kohli</td>
<td>Assistant Professor, GSOE</td>
<td>Educational systems and practices that maintain or exacerbate racial inequity; teacher development practices that effectively advance racial equity</td>
</tr>
<tr>
<td>Raquel Rall</td>
<td>Assistant Professor, GSOE</td>
<td>Best practices to increase access to and success in higher education for traditionally marginalized communities; the strategic apex and ideologies of access, diversity, and inclusion at the systemic and structural level of higher education governance, with an emphasis on governing boards.</td>
</tr>
<tr>
<td>Rican Vue</td>
<td>Assistant Professor, GSOE</td>
<td>The role of race and its intersections with ethnicity, class and gender in the</td>
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</table>
Dr. Tasha Iglesias, Dr. Gyasmine George-Williams

Lecturers

Effective pedagogy; popular culture; intercollegiate athletics; and sport sociology

<table>
<thead>
<tr>
<th>Year</th>
<th>Projected Enrollment</th>
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<tbody>
<tr>
<td>2020-2021</td>
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<tr>
<td>2021-2022</td>
<td>15</td>
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<td>2022-2023</td>
<td>20</td>
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<td>2023-2024</td>
<td>25</td>
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<tr>
<td>2024-2025</td>
<td>25</td>
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</table>

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

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

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

The GSOE anticipates a minimal impact on existing programs.

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

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

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

A range of current GSOE faculty will teach minor courses, and the GSOE will hire qualified lecturers for these courses, when necessary, as well. EDUC 050 has enrolled, on average, about 60 students for both face-to-face and online delivery modes over the past 6 years. Note that EDUC 050 has been offered multiple times from 2016-2018, so the enrollment numbers will likely be much higher when offered only once per year for the new minor. In addition, enrollment numbers for EDUC 152 was approx. 60 for winter 2019, and we hired a qualified lecturer to teach this course. For spring 2019, EDUC 150 enrolled more than 110 students. Our athletics-related courses have drawn large numbers of undergraduate students from a range of campus majors. As well, our athletics-related courses are appealing to more than 300 current UCR student-athletes. In fact, UCR Athletic Director (Tamica Smith-Jones) and other stakeholders in the affairs of athletics fully and enthusiastically support the proposed Athletic Leadership minor. With the racial diversity of students in athletics, the proposed program, given the range of courses to which they will be exposed, has the potential to serve as a pipeline for GSOE graduate programs, including teacher education, enhancing the compositional diversity of our graduate programs. In short, this proposed program will actually add revenue (and currency) rather create financial concerns, including creating an additional pool of teaching assistants for the GSOE.

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

a. Louie Rodriguez, Interim Dean in the GSOE at UCR
b. Robert Ream, Interim Associate Dean of Undergraduate Education Programs in the GSOE at UCR
c. Thomas M. Smith, Interim Provost and Executive Vice Chancellor at UCR
d. Tyrone Howard, Professor in the Graduate School of Education & Information Studies at UCLA
e. Tamica Smith-Jones, UCR Athletic Director
f. C. Keith Harrison, Associate Professor for the DeVos Sport Business Management Graduate Program at UCF
13. Approvals from program faculty, College faculty (if the new proposal affects a college regulation), and the appropriate Executive Committee should be obtained before forwarding the new program to the attention of the Senate Analyst for CEP.

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

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

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

Proposed New Athletic Leadership Minor

<table>
<thead>
<tr>
<th>PRESENT:</th>
<th>PROPOSED:</th>
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<tbody>
<tr>
<td></td>
<td><strong>Athletic Leadership Minor</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Graduate School of Education</strong></td>
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<tr>
<td></td>
<td>1207 Sproul Hall</td>
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<tr>
<td></td>
<td>(951) 827-4633</td>
</tr>
<tr>
<td></td>
<td>education.ucr.edu</td>
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<tr>
<td></td>
<td><strong>Committee in Charge</strong></td>
</tr>
<tr>
<td>Eddie Comeaux, Associate Professor of Higher Education (Education)</td>
<td></td>
</tr>
<tr>
<td>Uma Jayakumar, Associate Professor of Higher Education (Education)</td>
<td></td>
</tr>
<tr>
<td>Rita Kohli, Associate Professor of Education, Society, and Culture (Education)</td>
<td></td>
</tr>
<tr>
<td>Robert Ream, Interim Associate Dean of Undergraduate Education Programs in GSOE (Education)</td>
<td></td>
</tr>
<tr>
<td>Rican Vue, Assistant Professor of Higher Education (Education)</td>
<td></td>
</tr>
<tr>
<td>Louie Rodriguez, Interim Dean, <em>ex officio</em></td>
<td></td>
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</tbody>
</table>

The Athletic Leadership Minor is to prepare students for leadership careers in athletics, particularly at the intercollegiate level. It is designed to provide students with a solid understanding of the administration of student affairs and athlete development. Students will advance their understanding of the role athletics leaders’ play in the larger university and college systems environments.

**Program Requirements:**
Student petitions require the approval of the Undergraduate Education Programs advisor in the Graduate School of Education. College approval from both the Graduate School of Education and the major college is required. Please see education.ucr.edu for the minor petition process. Athletic Leadership Minor candidates must maintain a minimum cumulative GPA of 2.0.

<table>
<thead>
<tr>
<th>Requirements for the minor (20 units):</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Lower-division requirements (4 units): EDUC 050</td>
</tr>
<tr>
<td>2. Upper-division requirements (16 units): EDUC 147, EDUC 150, EDUC 152, EDUC 154</td>
</tr>
<tr>
<td>Optional Capstone Project: EDUC 190</td>
</tr>
<tr>
<td>See Minors under the Graduate School of Education in the Colleges and Programs section of this catalog for additional information on minors.</td>
</tr>
</tbody>
</table>
September 11, 2019

To Whom It May Concern:

I write this letter in support of the proposal for the Athletic Leadership Minor. I have thoroughly reviewed the rationale, purpose, and potential impact on the UCR student population, and beyond, and I believe the program has tremendous potential to be successful here at UCR. Not only am I enthusiastic about the support of the program from various entities across campus, but the proposed Athletic Leadership Minor coincides with UCR’s 2020 vision.

Specifically, the proposed Athletic Leadership Minor not only aims to provide UCR students with rich academic and learning experiences but is also being visionary in design. I believe this program has the potential to not only serve an emerging population of students interested in Athletic Leadership, but may have an impact on creating a pipeline between our undergraduate and graduate programs, not only among UCR students, but students across the UC system as well.

As the Interim Dean for the Graduate School of Education, and formerly the Associate Dean of the Undergraduate Education Programs in Education, Society, and Human Development here at UCR, I support this effort and look forward to seeing our students and new minor program thrive.

Sincerely,

Dr. Louie F. Rodriguez
Interim Dean and Professor
Bank of America Chair in Educational Leadership, Policy, and Practice
Graduate School of Education
University of California, Riverside
900 University Avenue
Riverside, CA 92521

T: 951-827-5802
E: louie.rodriguez@ucr.edu
September 10, 2019

To whom this may concern,

I am pleased to write this letter in support of the proposed Undergraduate Minor in Athletic Leadership at UC Riverside. The Minor is academically rigorous, engages an interdisciplinary group of scholars who are eager to collaborate across areas of expertise, and addresses growing demand for leadership skills targeting opportunities and challenges in intercollegiate athletics. No other UC Campus hosts a Minor in Athletic Leadership. This is an innovative program, designed to serve an emerging population of students interested in the collegiate sports industry, and likely to serve as a bridge connecting our undergraduate and graduate programs. The GSOE Undergraduate Education Committee and our Executive Committee have carefully reviewed and engaged in the development of the Minor in Athletic Leadership. We are excited about implementing the Minor which promises to lay the foundation for specialized career training focused in intercollegiate athletics and aligns with the student-centered mission and values of the GSOE.

As Interim Associate Dean for the Undergraduate Education Major, I enthusiastically support the proposed Minor in Athletic Leadership at UC Riverside.

Sincerely,

Robert K. Ream
Interim Associate Dean, Undergraduate Education Programs
Graduate School of Education
University of California, Riverside
Riverside, California 92521
(951) 827-6054
robert.ream@ucr.edu
October 17, 2019

Dear UCR Academic Senate Committee on Educational Policy,

I am writing to provide my enthusiastic support for the proposed GSOE undergraduate minor in Athletic Leadership at UC Riverside (UCR).

After carefully considering the aim and scope of the proposed minor, I believe the new program is rigorous and dynamic, providing students with rich, engaging learning opportunities to develop their academic talents. The new program will also provide students with a strong background and preparation for careers in the athletics industry—and a deep and nuanced understanding of the growing importance of trustworthy, competent, forward-thinking, and accountable leaders in schools and organizations. I am excited about the possibilities of this new program, and am quite confident that there will be high UCR student demand given the purpose and scope of the program.

I fully support the new GSOE minor program in athletic leadership, and look forward to its success and steady growth, and also the lasting educational benefits on UCR students.

Sincerely,

[Signature]

Thomas M. Smith
Interim Provost and Executive Vice Chancellor
March 1, 2019

To Whom It May Concern:

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

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

Sincerely,
Tyrone C Howard
Pritzker Family Endowed Professor
Graduate School of Education & Information Studies
University of California, Los Angeles
To Whom It May Concern:

It is my pleasure as the Director of Intercollegiate Athletics to write this letter of support proposing an Undergraduate Minor in Athletic Leadership at UC Riverside. Intercollegiate Athletics is an integral part of higher education and it has been in my experience over a career expanding 20 years, on a number of diverse college campuses that student athletes occupy socially prominent space. In addition, I understand as an administrator the status of college sports has created the increasing opportunity of funds that flow into athletic programs through scholarship, sponsorships, NCAA grants and more. With the increasing role of intercollegiate athletics relative to recruitment, the business enterprise, elevating campus’ profile as well as ongoing changes to the core function of athletics departments, stakeholders in athletics affairs serve even more in public roles. With that, training is required in part through undergraduate education and other higher education and athletic directors’ associations.

At UC Riverside, an educational program that adequately prepares aspiring leaders for work in a variety of athletic settings is currently unavailable. However, there has been a growing demand and many campuses have responded to athletics related course and Sports Management programs that will provide education and training. Campuses who have responded to this demand have experienced high student undergraduate and graduate enrollment and retention numbers. If UC Riverside response favorably to the proposal for an Undergraduate Minor in Athletic Leadership, it has the potential to attract a large number of students from many different departments and majors. In fact, this undergraduate minor in Athletic Leadership will likely appeal to and benefit the more than 350+ student athletes who are already enrolled at UC Riverside at any given time. It will also serve as a pipeline to the GSOE’s Higher Education Administration and Policy graduate program as well as the Teacher Education program.

At this time no other UC has an Undergraduate Minor in Athletic Leadership. If approved, we will continue to demonstrate UC Riverside’s cutting edge, transformation and will have the unique ability to attract many diverse nonresident and residents of the state who are seeking to complement their educational mission with fundamental knowledge in the collegiate sports industry areas such as CFO, Fundraising/Development, Marketing, Facilities, Leadership, Title IX, Gender Equity, Human Resources, Moral and other Business Affairs.

In close and as we question all other aspects of schools and universities – from access to equity, undergraduate education to professional education, civil responsibility to individual benefits, research to teaching – it is also appropriate to explore the peripheral activities such as leadership development and preparation programs related to athletics. Additionally, we have several professionals within athletics who have earned master’s degrees and/or worked in the profession for many years commensurate who will be willing to teach supplement course and aid in the programming where necessary. This context provides the preliminary rationale for establishing the undergraduate minor in Athletic Leadership at UC Riverside.
It is with great excitement and anticipation to hear back regarding this opportunity at UC Riverside.

Sincerely,

Tamica Smith Jones
Director
9-9-19

To Whom This May Concern:

I have known Dr. Eddie Comeaux for over 20 years and have served as his co-dissertation advisor during his doctoral studies at UCLA in the School of Education. I consider Dr. Comeaux a colleague and visionary as we have collaborated on many intellectual endeavors during the greater part of the past two decades.

In terms of UCR's potential for growth and success, with the Athletic Leadership undergraduate minor, it is uninhibited. First, I have personally grown the undergraduate sport business minor at the University of Central Florida from 10 students in 2007 to 475+ students, from 23 different majors, in 2019. Second, I have shared many of these best practices with Dr. Comeaux, and this effort coupled with his own innovative curriculum ideas--UCR has a winner. Third, his proposal paired with the courses that he has developed for this minor and those that are already in progress are winners. Thus, I can with 100 percent confidence and the above data support that UCR will experience similar success. In the future, I look forward to seeing how the Athletic Leadership minor will impact the lives of many students in the UC system at the Riverside campus.

Cordially,

C. Keith Harrison

C. Keith Harrison, EdD
Associate Professor of Business and Sport
Associated Unit Head/Chief Academic Officer
UCF
Devos Sport Business Management Program
College of Business
2nd Round Proposal Documents

October 15, 2019

To: Chair, Committee on Educational Policy

From: Eddie Comeaux, GSOE

Re: Proposed New Minor in Athletic Leadership

Thank you for your careful consideration of our proposal for a new Athletic Leadership minor in the GSOE. Your feedback has guided us to prepare a revision of this proposal for further consideration. We have addressed the CEPs concerns raised as follows:

- Pedagogical focus. On page 2, you will notice that we included text that highlights a range of career possibilities for students in the new minor.

- Support letters. We included additional support letters from internal stakeholders and scholars across other colleges and universities.

- Interdisciplinary focus. At present, we are proposing to establish an Athletic Leadership minor solely through the GSOE. We have a number of GSOE faculty who are qualified and sufficiently trained to teach courses in this new minor. We are also adding EDUC 154 (Education Leadership), which means that BUS 107 or BUS 156 are optional. Conceivably, students can take all Education courses to complete the requirements for the minor.

- Faculty participation. On pages 4 & 5, you will notice there are a range of GSOE faculty who can teach in the new minor. There will not be a heavy burden on one or two GSOE faculty members.
April 3, 2020

To: Dylan Rodríguez, Chair
   Riverside Division

From: Stefano Vidussi, Chair
       Committee on Educational Policy

Re: Revised Proposal for a New Minor in Athletic Leadership

The Committee on Educational Policy (CEP) reviewed the revised proposal for a new minor in Athletic Leadership at their April 3, 2020 meeting and is appreciative of the program’s response to the Committee’s concerns and additional information provided. Given the School’s response, the Committee is supportive of the proposed new minor.
Proposal for Athletic Leadership Minor (New Undergraduate Academic Program)

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

   Name: Athletic Leadership Minor

   Department/Unit: Graduate School of Education (GSOE)

2. Justification for Athletic Leadership Minor

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

   With increasing expansion of the business enterprise that is college athletics, as well as ongoing changes to the core functions of athletics departments,² stakeholders in athletics affairs now serve in more public roles. These stakeholders require trustworthy, competent, forward-thinking, accountable leaders who can manage athletic departments’ daily operations and support athletes without compromising the fundamental mission and values of the postsecondary institutions.³

   Indeed, given the increasing changes to the college athletics landscape, there is a need for specialized pre-career training for athletic leaders including athletic directors, compliance officers, business and financial officers, public relations officers, coaches, academic advisors, counselors, and tutors. This training can be acquired in part through undergraduate education.

   Currently absent, however, are educational programs that adequately prepare aspiring leaders for work in a variety of athletic settings, especially at the intercollegiate level. At the University of California, Riverside (UCR), there is high student demand for athletics-related courses and for a program that will provide this training. As an example, EDUC 50 (Intercollegiate Athletics and American Higher Education) is a popular class that has been taught in both face-to-face and fully online formats; it has drawn large numbers of undergraduate students from Liberal Studies, Anthropology, Sociology, History, Psychology, English, Spanish, Linguistics, and Ethnic Studies, among other campus majors.

   Given the demand for and success of EDUC 50, as evidenced by high student enrollment numbers, the proposed undergraduate minor in Athletic Leadership has the potential to attract a large number of students from many different departments and majors. In fact, this undergraduate minor in Athletic Leadership will likely appeal to and benefit the more than 300
student-athletes who are at UCR at any given time. We have already corresponded with stakeholders in the affairs of athletics at UCR about this proposed undergraduate minor in Athletic Leadership and they have expressed a great deal of support and enthusiasm. As well, the GSOE has recently introduced the undergraduate Education, Society, and Human Development major, which introduces students to issues, policies, and practices in schools and colleges; it is expected that the number of students in this new major will grow to more than 300 by the 2021–2022 academic year. As such, the proposed undergraduate minor in Athletic Leadership has great potential for serving a large number of undergraduate students from within the new major – the B.A. in Education, Society, and Human Development.

At present, there are no undergraduate programs on athletics at UCR or any other UC campus. We believe that participants in the proposed undergraduate minor in Athletic Leadership will enhance their content knowledge and leadership skills in the program as well as advance their understanding of the role athletics leaders play in the larger campus environment. Students in the minor will prepare for career success in variety of areas that include, but are not limited to: sport administration (scholastic, collegiate, and professional), sport management, coaching, community and youth sports, fitness clubs and wellness organizations, and parks and recreation leader. We are also optimistic that the proposed undergraduate minor will serve as a pipeline to the GSOE’s Higher Education Administration and Policy graduate program as well as the Teacher Education program.

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

3. Relationship of the New Program to Existing Programs

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

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

a. Demonstrate knowledge of various approaches universities take to athletics and the extent to which each approach is consistent with the overall educational mission of American higher education.

b. Demonstrate knowledge of the organizational structure and functions of the NCAA, including rule-making processes and principles of conduct.

c. Demonstrate knowledge of the foundations and intersection of higher education, sport, and student affairs, including the philosophy and history of higher education and sport; theories of student development; diversity issues; moral and ethical issues; and leadership in athletics.

d. Demonstrate knowledge of contemporary issues—such as one-year renewal and multi-year scholarship policies; athletes’ rights; Title IX compliance; conference realignment; escalating costs associated with intercollegiate athletics; and the athlete experience—with a particular emphasis on race, gender, and intersectionality.

e. Demonstrate knowledge of critical pedagogical strategies that translate into personal and academic intervention, including advising and counseling techniques.

f. Demonstrate an ability to identify and respond to the diversity of student-athlete needs and athletic program issues while employing a social justice analytical lens.

g. Demonstrate an ability to apply research and theory to improve athletic programs.

h. Demonstrate knowledge of reform initiatives and policies that have been introduced, debated, and in some cases enacted to improve the conditions of athletics generally and to strengthen the learning and personal development trajectories for student-athletes specifically.

5. Curricular Structure

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

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

Lower Division Course (1)

- EDUC 50: *Intercollegiate Athletics and American Higher Education*  
  —Face-to-face and fully online delivery formats

Upper Division Courses (4)

- EDUC 147: *Education in a Diverse Society*
• EDUC 150: Policy and Legal Issues in Intercollegiate Athletics
  —Face-to-face and fully online delivery formats
• EDUC 152: Education, Hip Hop, and Sport
  —Face-to-face and fully online delivery formats
• EDUC 154: Educational Leadership in a Diverse Society (pending approval)
  —Face-to-face and fully online delivery formats
  Or BUS 107: Organizational Behavior or BUS 156: Leadership Development
• EDUC 190: Special Studies;
  —Course to be used for optional capstone project

The proposed program change is in Appendix 1A.

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

The program is not interdisciplinary.

7. Faculty Involved in the Program:

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Title</th>
<th>Instructor(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 107</td>
<td>Organizational Behavior</td>
<td>Dr. Kyle Ingram</td>
</tr>
<tr>
<td>BUS 156</td>
<td>Leadership Development</td>
<td>Dr. Elaine Wong</td>
</tr>
<tr>
<td>EDUC 50</td>
<td>Intercollegiate Athletics and American Higher Education</td>
<td>Dr. Uma Jayakumar, Dr. Eddie Comeaux, Dr. Gyasmine George-Williams</td>
</tr>
<tr>
<td>EDUC 147</td>
<td>Education in a Diverse Society</td>
<td>Dr. Rita Kohli, Dr. John Wills, Dr. Lorena Gutierrez</td>
</tr>
<tr>
<td>EDUC 150</td>
<td>Policy and Legal Issues in Intercollegiate Athletics</td>
<td>Dr. Eddie Comeaux, Dr. Uma Jayakumar, Dr. Rican Vue, Dr. Gyasmine George-Williams</td>
</tr>
<tr>
<td>EDUC 152</td>
<td>Education, Hip Hop, and Sport</td>
<td>Dr. Tasha Iglesias, Dr. Gyasmine George-Williams, Dr. Eddie Comeaux</td>
</tr>
<tr>
<td>EDUC 190</td>
<td>Special Studies</td>
<td>Dr. Rican Vue, Dr. Eddie Comeaux, Dr. Uma Jayakumar, Dr. Raquel Rall</td>
</tr>
<tr>
<td>EDUC 154 (pending approval)</td>
<td>Educational Leadership in a Diverse Society</td>
<td>Dr. Uma Jayakumar, Dr. Eddie Comeaux, Dr. Raquel Rall, Dr. Rican Vue, Dr. John Levin, Dr. John Wills</td>
</tr>
<tr>
<td>Faculty Member</td>
<td>Position</td>
<td>Expertise</td>
</tr>
<tr>
<td>------------------------</td>
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<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Eddie Comeaux</td>
<td>Associate Professor, GSOE</td>
<td>Higher education; racial equity issues; student engagement; intercollegiate athletics</td>
</tr>
<tr>
<td>Uma Jayakumar</td>
<td>Associate Professor, GSOE</td>
<td>Race, equity, and diversity issues in higher education, with a focus on how institutional environments (e.g., campus climates/cultures) and organizational practices (e.g., admissions processes and affirmative action) shape college access and outcomes, and how students experience and resist barriers to inclusive engagement</td>
</tr>
<tr>
<td>John Levin</td>
<td>Distinguished Professor</td>
<td>Faculty work and identity internationally; Governance and management of community colleges; and Globalization, Neoliberalism, and Higher education.</td>
</tr>
<tr>
<td>Rita Kohli</td>
<td>Assistant Professor, GSOE</td>
<td>Educational systems and practices that maintain or exacerbate racial inequity; teacher development practices that effectively advance racial equity.</td>
</tr>
<tr>
<td>Raquel Rall</td>
<td>Assistant Professor, GSOE</td>
<td>Best practices to increase access to and success in higher education for traditionally marginalized communities; the strategic apex and ideologies of access, diversity, and inclusion at the systemic and structural level of higher education governance, with an emphasis on governing boards.</td>
</tr>
</tbody>
</table>
Rican Vue  | Assistant Professor, GSOE  | The role of race and its intersections with ethnicity, class and gender in the social, political, symbolic, and structural dynamics of U.S. education with an emphasis on equity and inclusion in higher education.

School of Business Faculty | Organizational Behavior

Dr. Tasha Iglesias, Dr. Gyasmine George-Williams  | Lecturers  | Effective pedagogy; popular culture; intercollegiate athletics; and sport sociology

8. Projected enrollment in the program:

<table>
<thead>
<tr>
<th>Year</th>
<th>Projected Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019-2020</td>
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<td>2020-2021</td>
<td>10</td>
</tr>
<tr>
<td>2020-2022</td>
<td>20</td>
</tr>
<tr>
<td>2022-2023</td>
<td>25</td>
</tr>
<tr>
<td>2023-2024</td>
<td>25</td>
</tr>
</tbody>
</table>

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

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

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

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

The proposed undergraduate minor program includes an option to take a course in the School of Business (SB) to satisfy the requirements. BUS 107 (Organizational Behavior) or BUS 156 (Leadership Development) or EDUC 154 (Educational Leadership in a Diverse Society) can be taken to meet the minimum 20 units for the minor. We have consulted with the School of Business and they are in support of the Athletic Leadership minor students taking Business 107 or 157. A memo is included from School of Business indicating their support of use of the courses in the program.

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

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

A range of current GSOE faculty will teach minor courses, and the GSOE will hire qualified lecturers for these courses, when necessary, as well. EDUC 50 has enrolled, on average, about 60 students for both face-to-face and online delivery modes over the past 6 years. Note that EDUC 50 has been offered multiple times from 2016-2018, so the enrollment numbers will likely be much higher when offered only once per year for the new minor. In addition, enrollment numbers for EDUC 152 was approx. 60 for winter 2019, and we hired a qualified lecturer to teach this course. For spring 2019, EDUC 150 enrolled more than 110 students. Our athletics-related courses have drawn large numbers of undergraduate students from a range of campus majors. As well, our athletics-related courses are appealing to more than 300 current UCR student-athletes. In fact, UCR Athletic Director (Tamica Smith-Jones) and other stakeholders in the affairs of athletics fully and enthusiastically support the proposed Athletic Leadership minor. With the racial diversity of students in athletics, the proposed program, given the range of courses to which they will be exposed, has the potential to serve as a pipeline for GSOE graduate programs, including teacher education, enhancing the compositional diversity of our graduate programs. In short, this proposed program will actually add revenue (and currency) rather create financial concerns, including creating an additional pool of teaching assistants for the GSOE.

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

   a. Louie Rodriguez, Interim Dean in the GSOE at UCR  
   b. Robert Ream, Interim Associate Dean of Undergraduate Education Programs in the GSOE at UCR  
   c. School of Business Executive Committee at UCR  
   d. Thomas M. Smith, Interim Provost and Executive Vice Chancellor at UCR  
   e. Tyrone Howard, Professor in the Graduate School of Education & Information Studies at UCLA  
   f. Tamica Smith-Jones, UCR Athletic Director  
   g. C. Keith Harrison, Associate Professor for the DeVos Sport Business Management Graduate Program at UCF

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

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

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

   Approvals:  
   Date:  
   Approved by the faculty of the Graduate School of Education: 2/5/19  
   Approved by the Executive Committee of the Graduate School of Education: 3/5/19
Appendix 1A

Executive Committee
Graduate School of Education
Report to the Riverside Division

(date)

To be adopted:

Proposed New Athletic Leadership Minor

<table>
<thead>
<tr>
<th>Present:</th>
<th>Proposed:</th>
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<tbody>
<tr>
<td></td>
<td><strong>Athletic Leadership Minor</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Graduate School of Education</strong></td>
</tr>
<tr>
<td></td>
<td>1207 Sproul Hall</td>
</tr>
<tr>
<td></td>
<td>(951) 827-4633</td>
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<tr>
<td></td>
<td>education.ucr.edu</td>
</tr>
<tr>
<td></td>
<td><strong>Committee in Charge</strong></td>
</tr>
<tr>
<td></td>
<td>Eddie Comeaux, Associate Professor of Higher Education (Education)</td>
</tr>
<tr>
<td></td>
<td>Elaine Wong, Associate Professor of Management (Business)</td>
</tr>
<tr>
<td></td>
<td>Robert Ream, Interim Associate Dean of Undergraduate Education Programs in GSOE (Education)</td>
</tr>
<tr>
<td></td>
<td>Louie Rodriguez, Interim Dean, ex officio</td>
</tr>
</tbody>
</table>

The Athletic Leadership Minor is to prepare students for leadership careers in athletics, particularly at the intercollegiate level. It is designed to provide students with a solid understanding of the administration of student affairs and athlete development. Students will advance their understanding of the role athletics leaders’ play in the larger university and college systems environments.

**Program Requirements:**
Student petitions require the approval of the Undergraduate Education Programs advisor in the Graduate School of Education. College approval from both the Graduate School of Education and the major college is required. Please see education.ucr.edu for the minor petition process.
Athletic Leadership Minor candidates must maintain a minimum cumulative GPA of 2.0.

**Requirements for the minor (20 units):**

1. Lower-division requirements (4 units): EDUC 050

2. Upper-division requirements (16 units): EDUC 147, EDUC 150, EDUC 152, EDUC 154 or BUS 107 or BUS 156

Optional Capstone Project: EDUC 190

See Minors under the Graduate School of Education in the Colleges and Programs section of this catalog for additional information on minors.


October 30, 2019

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

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

Re: Revision to the New Academic Program of Athletic Leadership Minor

The Executive Committee of the Graduate School of Education supports this proposal as written starting for the Fall 2020 academic year. The approved proposal and catalog copy is attached for review by the Academic Senate.

Thank you for your consideration.
September 11, 2019

To Whom It May Concern:

I write this letter in support of the proposal for the Athletic Leadership Minor. I have thoroughly reviewed the rationale, purpose, and potential impact on the UCR student population, and beyond, and I believe the program has tremendous potential to be successful here at UCR. Not only am I enthusiastic about the support of the program from various entities across campus, but the proposed Athletic Leadership Minor coincides with UCR’s 2020 vision.

Specifically, the proposed Athletic Leadership Minor not only aims to provide UCR students with rich academic and learning experiences but is also being visionary in design. I believe this program has the potential to not only serve an emerging population of students interested in Athletic Leadership, but may have an impact on creating a pipeline between our undergraduate and graduate programs, not only among UCR students, but students across the UC system as well.

As the Interim Dean for the Graduate School of Education, and formerly the Associate Dean of the Undergraduate Education Programs in Education, Society, and Human Development here at UCR, I support this effort and look forward to seeing our students and new minor program thrive.

Sincerely,

Dr. Louie F. Rodriguez
Interim Dean and Professor
Bank of America Chair in Educational Leadership, Policy, and Practice
Graduate School of Education
University of California, Riverside
900 University Avenue
Riverside, CA 92521

T: 951-827-5802
E: louie.rodriguez@ucr.edu
October 17, 2019

Dear UCR Academic Senate Committee on Educational Policy,

I am writing to provide my enthusiastic support for the proposed GSOE undergraduate minor in Athletic Leadership at UC Riverside (UCR).

After carefully considering the aim and scope of the proposed minor, I believe the new program is rigorous and dynamic, providing students with rich, engaging learning opportunities to develop their academic talents. The new program will also provide students with a strong background and preparation for careers in the athletics industry—and a deep and nuanced understanding of the growing importance of trustworthy, competent, forward-thinking, and accountable leaders in schools and organizations. I am excited about the possibilities of this new program, and am quite confident that there will be high UCR student demand given the purpose and scope of the program.

I fully support the new GSOE minor program in athletic leadership, and look forward to its success and steady growth, and also the lasting educational benefits on UCR students.

Sincerely,

Thomas M. Smith
Interim Provost and Executive Vice Chancellor
To whom this may concern,

I am pleased to write this letter in support of the proposed Undergraduate Minor in Athletic Leadership at UC Riverside. The Minor is academically rigorous, engages an interdisciplinary group of scholars who are eager to collaborate across areas of expertise, and addresses growing demand for leadership skills targeting opportunities and challenges in intercollegiate athletics. No other UC Campus hosts a Minor in Athletic Leadership. This is an innovative program, designed to serve an emerging population of students interested in the collegiate sports industry, and likely to serve as a bridge connecting our undergraduate and graduate programs. The GSOE Undergraduate Education Committee and our Executive Committee have carefully reviewed and engaged in the development of the Minor in Athletic Leadership. We are excited about implementing the Minor which promises to lay the foundation for specialized career training focused in intercollegiate athletics and aligns with the student-centered mission and values of the GSOE.

As Interim Associate Dean for the Undergraduate Education Major, I enthusiastically support the proposed Minor in Athletic Leadership at UC Riverside.

Sincerely,

Robert K. Ream
Interim Associate Dean, Undergraduate Education Programs
Graduate School of Education
University of California, Riverside
Riverside, California 92521
(951) 827-6054
robert.ream@ucr.edu
MEMORANDUM

DATE: October 17, 2018

TO: Eddie Comeaux
   School of Education

FROM: Jean Helwege, Chair
       School of Business Executive Committee

Re: Athletic Leadership Minor

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

It is my pleasure as the Director of Intercollegiate Athletics to write this letter of support proposing an Undergraduate Minor in Athletic Leadership at UC Riverside. Intercollegiate Athletics is an integral part of higher education and it has been in my experience over a career expanding 20 years, on a number of diverse college campuses that student athletes occupy socially prominent space. In addition, I understand as an administrator the status of college sports has created the increasing opportunity of funds that flow into athletic programs through scholarship, sponsorships, NCAA grants and more. With the increasing role of intercollegiate athletics relative to recruitment, the business enterprise, elevating campus’ profile as well as ongoing changes to the core function of athletics departments, stakeholders in athletics affairs serve even more in public roles. With that, training is required in part through undergraduate education and other higher education and athletic directors’ associations.

At UC Riverside, an educational program that adequately prepares aspiring leaders for work in a variety of athletic settings is currently unavailable. However, there has been a growing demand and many campuses have responded to athletics related course and Sports Management programs that will provide education and training. Campuses who have responded to this demand have experienced high student undergraduate and graduate enrollment and retention numbers. If UC Riverside response favorably to the proposal for an Undergraduate Minor in Athletic Leadership, it has the potential to attract a large number of students from many different departments and majors. In fact, this undergraduate minor in Athletic Leadership will likely appeal to and benefit the more than 350+ student athletes who are already enrolled at UC Riverside at any given time. It will also serve as a pipeline to the GSOE’s Higher Education Administration and Policy graduate program as well as the Teacher Education program.

At this time no other UC has an Undergraduate Minor in Athletic Leadership. If approved, we will continue to demonstrate UC Riverside’s cutting edge, transformation and will have the unique ability to attract many diverse nonresident and residents of the state who are seeking to complement their educational mission with fundamental knowledge in the collegiate sports industry areas such as CFO, Fundraising/Development, Marketing, Facilities, Leadership, Title IX, Gender Equity, Human Resources, Moral and other Business Affairs.

In close and as we question all other aspects of schools and universities – from access to equity, undergraduate education to professional education, civil responsibility to individual benefits, research to teaching – it is also appropriate to explore the peripheral activities such as leadership development and preparation programs related to athletics. Additionally, we have several professionals within athletics who have earned master’s degrees and/or worked in the profession for many years commensurate who will be willing to teach supplement course and aid in the programming where necessary. This context provides the preliminary rationale for establishing the undergraduate minor in Athletic Leadership at UC Riverside.
It is with great excitement and anticipation to hear back regarding this opportunity at UC Riverside.

Sincerely,

Tamica Smith Jones

Director
March 1, 2019

To Whom It May Concern:

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

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

Sincerely,
Tyrone C Howard
Pritzker Family Endowed Professor
Graduate School of Education & Information Studies
University of California, Los Angeles
9-9-19

To Whom This May Concern:

I have known Dr. Eddie Comeaux for over 20 years and have served as his co-dissertation advisor during his doctoral studies at UCLA in the School of Education. I consider Dr. Comeaux a colleague and visionary as we have collaborated on many intellectual endeavors during the greater part of the past two decades.

In terms of UCR's potential for growth and success, with the Athletic Leadership undergraduate minor, it is uninhibited. First, I have personally grown the undergraduate sport business minor at the University of Central Florida from 10 students in 2007 to 475+ students, from 23 different majors, in 2019. Second, I have shared many of these best practices with Dr. Comeaux, and this effort coupled with his own innovative curriculum ideas--UCR has a winner. Third, his proposal paired with the courses that he has developed for this minor and those that are already in progress are winners. Thus, I can with 100 percent confidence and the above data support that UCR will experience similar success. In the future, I look forward to seeing how the Athletic Leadership minor will impact the lives of many students in the UC system at the Riverside campus.

Cordially,

C. Keith Harrison

C. Keith Harrison, EdD
Associate Professor of Business and Sport
Associated Unit Head/Chief Academic Officer
UCF
Devos Sport Business Management Program
College of Business
January 30, 2020

To: Eddie Comeaux, Associate Professor and Graduate Advisor
   Graduate School of Education

From: Dylan Rodríguez, Chair
       Riverside Division

Re: 2nd Round - Proposed Athletic Leadership Minor

Dear Eddie,

I write with the most recent Senate review of the proposed Minor in Athletic Leadership. The attached Committee on Educational Policy response raises some questions that may be worth close examination as you consider making revisions to the proposal. I trust that this will be helpful to informing your work on this curricular matter.

Peace
dylan

Cc: Cherysa Cortez, Senate Executive Director
December 11, 2019

To: Dylan Rodríguez, Chair
Riverside Division

From: Stefano Vidussi, Chair
Committee on Educational Policy

Re: Revised Proposal for a New Minor in Athletic Leadership

The Committee on Educational Policy (CEP) reviewed the revised proposal for a new minor in Athletic Leadership and is appreciative of the program’s response to the Committee’s initial concerns. The Committee is generally supportive of the proposal but did still have some concerns. As BUS 107 is a prerequisite for BUS 156, the Committee recommends that the curriculum be updated to reflect this and remove the “or” between the two courses as BUS 107 needs to be taken in order to enroll in BUS 156.

The Committee remains concerned about the program’s sustainability as the majority of the courses are offered by Professor Comeaux and the added faculty do not appear to have expertise in athletic leadership. The Committee recommends that the program consider adding the curriculum as a track to the Minor in Education, which could provide a more sustainable path forward for the program.
Proposal for Athletic Leadership Minor (New Undergraduate Academic Program)

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

   Name: Athletic Leadership Minor

   Department/Unit: Graduate School of Education (GSOE)

2. Justification for Athletic Leadership Minor

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

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

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

   Given the demand for and success of EDUC 050, as evidenced by high student enrollment numbers, the proposed undergraduate minor in Athletic Leadership has the potential to attract a large number of students from many different departments and majors. In fact, this
undergraduate minor in Athletic Leadership will likely appeal to and benefit the more than 300 student-athletes who are at UCR at any given time.

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

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

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

3. Relationship of the New Program to Existing Programs

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

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

a. Demonstrate knowledge of various approaches universities take to athletics and the extent to which each approach is consistent with the overall educational mission of American higher education.

b. Demonstrate knowledge of the organizational structure and functions of the NCAA, including rule-making processes and principles of conduct.

c. Demonstrate knowledge of the foundations and intersection of higher education, sport, and student affairs, including the philosophy and history of higher education and sport; theories of student development; diversity issues; moral and ethical issues; and leadership in athletics.

d. Demonstrate knowledge of contemporary issues—such as one-year renewal and multi-year scholarship policies; athletes’ rights; Title IX compliance; conference realignment; escalating costs associated with intercollegiate athletics; and the athlete experience—with a particular emphasis on race, gender, and intersectionality.

e. Demonstrate knowledge of critical pedagogical strategies that translate into personal and academic intervention, including advising and counseling techniques.

f. Demonstrate an ability to identify and respond to the diversity of student-athlete needs and athletic program issues while employing a social justice analytical lens.

g. Demonstrate an ability to apply research and theory to improve athletic programs.

h. Demonstrate knowledge of reform initiatives and policies that have been introduced, debated, and in some cases enacted to improve the conditions of athletics generally and to strengthen the learning and personal development trajectories for student-athletes specifically.

5. Curricular Structure

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

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

**Lower Division Course (1)**
- EDUC 050: Intercollegiate Athletics and American Higher Education
  —Face-to-face and fully online delivery formats

**Upper Division Courses (4)**
- EDUC 147: Education in a Diverse Society
- EDUC 150: Policy and Legal Issues in Intercollegiate Athletics
—Face-to-face and fully online delivery formats

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

The proposed program change is in Appendix 1A.

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

The program is not interdisciplinary.

7. Faculty Involved in the Program:

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

<table>
<thead>
<tr>
<th>Faculty Member</th>
<th>Position</th>
<th>Expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eddie Comeaux</td>
<td>Associate Professor, GSOE</td>
<td>Higher education; racial equity issues; student engagement; intercollegiate athletics</td>
</tr>
<tr>
<td>Uma Jayakumar</td>
<td>Associate Professor, GSOE</td>
<td>Race, equity, and diversity issues in higher education, with a focus on how institutional environments (e.g., campus climates/cultures) and organizational practices</td>
</tr>
</tbody>
</table>
Admissions processes and affirmative action shape college access and outcomes, and how students experience and resist barriers to inclusive engagement.

<table>
<thead>
<tr>
<th>Faculty Name</th>
<th>Position, School</th>
<th>Focus Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raquel Rall</td>
<td>Assistant Prof., GSOE</td>
<td>Best practices to increase access to and success in higher education for traditionally marginalized communities; the strategic apex and ideologies of access, diversity, and inclusion at the systemic and structural level of higher education governance, with an emphasis on governing boards</td>
</tr>
<tr>
<td>Rita Kohli</td>
<td>Assistant Prof., GSOE</td>
<td>Educational systems and practices that maintain or exacerbate racial inequity; teacher development practices that effectively advance racial equity</td>
</tr>
<tr>
<td>School of Business Faculty</td>
<td>Lecturer(s), TBD</td>
<td>Organizational Behavior; intercollegiate athletics; and sport sociology</td>
</tr>
</tbody>
</table>

8. Projected enrollment in the program:

<table>
<thead>
<tr>
<th>Year</th>
<th>Projected Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019-2020</td>
<td>5</td>
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<tr>
<td>2020-2021</td>
<td>10</td>
</tr>
<tr>
<td>2020-2022</td>
<td>20</td>
</tr>
<tr>
<td>2022-2023</td>
<td>25</td>
</tr>
<tr>
<td>2023-2024</td>
<td>25</td>
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</tbody>
</table>

9. Name of degree, if applicable, and the anticipated number of degrees to be granted when the program reaches steady state.
The GSOE anticipates approximately 25 students to graduate with an Athletic Leadership Minor when the program reaches a steady state.

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

The GSOE anticipates a minimal impact on existing programs.

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

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

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

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

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

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

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

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

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

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

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

Proposed New Athletic Leadership Minor

<table>
<thead>
<tr>
<th>PRESENT:</th>
<th>PROPOSED:</th>
</tr>
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<tbody>
<tr>
<td></td>
<td><strong>Athletic Leadership Minor</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Graduate School of Education</strong></td>
</tr>
<tr>
<td></td>
<td>1207 Sproul Hall</td>
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<tr>
<td></td>
<td>(951) 827-4633</td>
</tr>
<tr>
<td></td>
<td>education.ucr.edu</td>
</tr>
<tr>
<td></td>
<td><strong>Committee in Charge</strong></td>
</tr>
<tr>
<td></td>
<td>Eddie Comeaux, Associate Professor of Higher Education (Education)</td>
</tr>
<tr>
<td></td>
<td>Elaine Wong, Associate Professor of Management (Business)</td>
</tr>
<tr>
<td></td>
<td>Louie Rodriguez, Associate Dean of Undergraduate Education Programs in GSOE (Education)</td>
</tr>
<tr>
<td></td>
<td>Thomas Smith, Dean, <em>ex officio</em></td>
</tr>
<tr>
<td></td>
<td>The Athletic Leadership Minor is to prepare students for leadership careers in athletics, particularly at the intercollegiate level. It is designed to provide students with a solid understanding of the administration of student affairs and student-athlete development. Students will advance their understanding of the role athletics leaders’ play in the larger university and college systems environments.</td>
</tr>
<tr>
<td></td>
<td><strong>Program Requirements:</strong></td>
</tr>
<tr>
<td></td>
<td>Student petitions require the approval of the Undergraduate Education Programs advisor in the Graduate School of Education. College approval from both the Graduate School of Education and the major college is required. Please see education.ucr.edu for the minor petition process.</td>
</tr>
</tbody>
</table>
Athletic Leadership Minor candidates must maintain a minimum cumulative GPA of 2.0.

**Requirements for the minor (20 units):**

1. Lower-division requirements (4 units): EDUC 050

2. Upper-division requirements (16 units): BUS 107, EDUC 147, EDUC 150, EDUC 152

   Optional Capstone Project: EDUC 190

See Minors under the Graduate School of Education in the Colleges and Programs section of this catalog for additional information on minors.
March 6, 2019

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

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

Re: New Academic Program of Athletic Leadership Minor

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

Thank you for your consideration.
MEMORANDUM

DATE:     October 17, 2018

TO:       Eddie Comeaux
           School of Education

FROM:     Jean Helwege, Chair
           School of Business Executive Committee

Re: Athletic Leadership Minor

The Executive Committee of the School of Business is supportive of the proposal to create a minor in Athletic Leadership. The proposed minor includes a course in business leadership (BUS 156 - Leadership Development) that is currently offered by the School of Business. This course has a pre-requisite of BUS 107 (Organizational Behavior), which is also relevant training for students interested in leading athletic organizations. Both courses have been recently taught by the school and the School of Business plans to continue to offer the courses regularly. If the demand for the classes increases sharply as a result of this minor, the management area is prepared to offer additional sections of these courses.
March 7, 2019

To Whom It May Concern:

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

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

Sincerely,

[Signature]

Louie F. Rodriguez
Associate Dean, Undergraduate Education Programs
Associate Professor, Educational Policy Analysis & Leadership | Education, Society, and Culture
Graduate School of Education
University of California Riverside
March 1, 2019

To Whom It May Concern:

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

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

Sincerely,
Tyrone C Howard
Pritzker Family Endowed Professor
Graduate School of Education & Information Studies
University of California, Los Angeles
April 26, 2019

To: Dylan Rodríguez, Chair
    Riverside Division

From: Paul Lyons, Chair
    Committee on Educational Policy

Re: Proposed New Minor in Athletic Leadership

The Committee on Educational Policy (CEP) reviewed the Graduate School of Education’s proposal for a new minor in Athletic Leadership at their April 12, 2019 meeting and had several significant concerns with the proposal.

The Committee recommends that the School update the proposal to include the pedagogical focus of the minor as it was not clear how the minor will benefit students in future careers.

The Committee noted concern with the lack of broad support for the proposed minor from internal and external groups as only one internal letter of support and one external letter of support were included in the proposal. The Committee recommends that the School include additional letters of support from external groups and internal groups at UCR such as academic programs that have leadership programs.

The Committee recommends that the School consider establishing the minor as an interdisciplinary program as the curriculum of the program includes areas from across disciplines. Additionally, the Committee noted concern that the letter of support from the School of Business Executive Committee notes that the proposed minor’s curriculum includes BUS 156, however, the proposed curriculum only includes BUS 107. The Committee requests that the proposal clarify if BUS 156 should be included in the curriculum as well.

Lastly, the Committee noted concern that one GSOE faculty member will be instructing four of the five required courses and the burden that this will place on the faculty member. Concern was also noted about the program’s legacy if the faculty member were to go on leave or leave the University. The Committee recommends that the proposal be updated to include a plan for who will instruct the required courses for the program in these scenarios. Additionally, the Committee recommends that the proposal include a discussion of additional faculty support for the proposed minor so that it is not reliant on one faculty member.