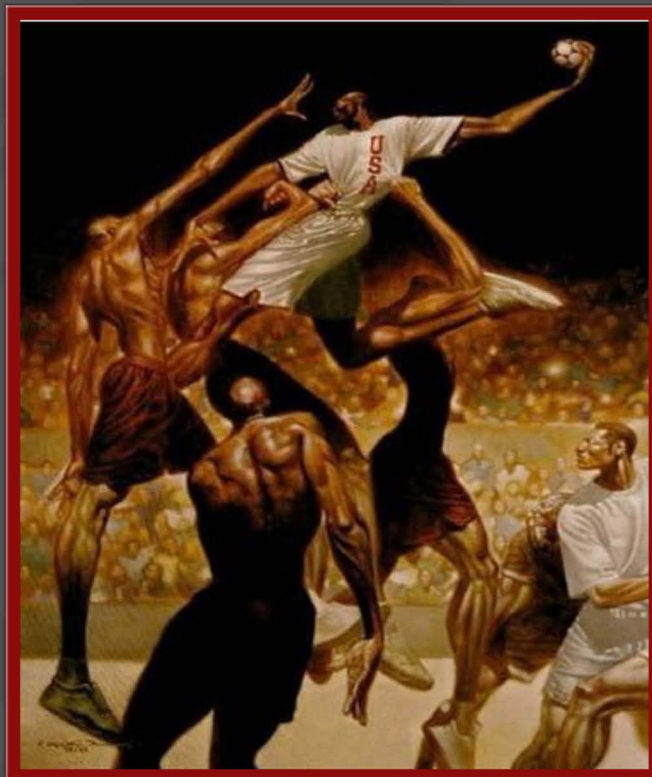




America's Sports University®

The Center for Professional Studies and Continuing Education **GUIDE 2022 - 2023**



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United States Sports Academy

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The United States Sports Academy is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate, master's, and doctoral degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of the Academy



The United States Sports Academy is a member of the Council for Higher Education Accreditation (CHEA) International Quality Group (CIQG). The CIQG advances understanding of international quality assurance and promotes high quality higher education in today's competitive and international world. For more information and a list of members, go to <https://www.chea.org/ciqg-membership-list>



Study Alabama is a member driven not-for-profit organization incorporated in the State of Alabama. The primary objective is to raise the profile of the State of Alabama higher education sector as a global study/research destination with a focus on international student enrollment and education. Its role is to share expertise and experience in the field of global education and workforce development as well as to pool resources for the member institutions and its programs related to international student, scholars and education abroad.

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The United States Sports Academy accepts students regardless of race, color, religion, age, gender, disability, national origin, or genetic information.

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Overview

The United States Sports Academy (Academy) was founded in 1972 as America's first, and only, accredited sports university created to address the educational needs of those individuals working within the sport profession. While the primary focus of the Academy has been that of a degree granting educational institution offering sport-specific degrees from the bachelor's through doctoral levels, the Academy also developed a wide array of post-secondary, non-degree (PSND) programs to meet the educational and training needs of a wide array of sport organizations and educational institutions around the world. Over the course of the past 50 years, the Academy has been called upon to provide this kind of education and training in some 67 nations around the globe. These PSND program offerings are separate and distinct from the same types of courses offered in the Academy's degree programs although the course and learning objectives remained the same.

The Academy recognized very early on that many individuals working in the sports profession simply did not have the academic background or language skills necessary to gain admission to the institution's degree programs. Sometimes they simply did not have the financial means or the time required for earning a degree. However, they still needed the training to be successful in their chosen careers and the distinction between the two approaches could best be described as the difference between that of an

academic degree and vocational education. Therefore students had the option to select more vocationally structured professional education than a traditional academic degree. It was this distinction that led the Academy to establish the Center for Professional Studies and Continuing Education (CPSCE) in 2018. While the programs offered by the CPSCE are more aligned with vocational education, the programs of study are still directly connected to the founding principles of the Academy in providing aspiring sports professionals the training they need to pursue their careers in sports.

This Program Guide describes the wide array of programs available from the Academy to meet these educational needs.

History

The Academy is an independent, not-for-profit, accredited sports university created to serve the nation and the world with programs in instruction, research, and service. The Academy has always had a worldview that sports are universal, and as such, the institution has always had an international orientation. These international programs have been varied in scope, including:

- Providing full-service management of an entire national sports effort.
- Implementing coaching and service programs for sport organizations.
- Holding highly specialized sport education seminars and symposia.
- Training untold thousands in the various disciplines that make up the sport profession.

As an academic institution, the Academy has the research base and curriculum skills required for developing sport education and service programs that meet the needs of coaches, managers, and sports professionals. It is also an organization that has the practical experience gained through implementing these skills in real-world settings while delivering a wide array of sport service programs to a wide variety of clients around the globe. The result is a uniquely qualified institution that brings to the table the combination of theory and practical knowledge that allows Academy programs that are designed to relate academic

theory-to-practice those skills that are necessary for individuals to succeed in sport professions.

Academy program design incorporate flexibility so that these can be provided in a classroom, via online instruction or through practical – experiential settings. Students who successfully complete the courses and meet all course requirements will be awarded academic or continuing education credit and ultimately a credential commensurate with the scope of study.

A summary of the Academy's experience in education, research, and service can be found on the Academy's website at <https://ussa.edu/about/international-sport-education/>.

Introduction

Over the many years in which the Academy has been developing sport education and training programs for Central Sports Organizations (CSOs) and their affiliates, the Academy has found that PSND programs are typically best able to meet the staff development needs of CSOs. PSND programs are less expensive, are delivered in much shorter timeframes, and offer more flexibility than traditional degree programs. Such programs also do not have the same entry requirements as degree programs such as a TOEFL score although the students participating in these programs should have some level of English language skills. Flexibility is also extended by providing students with an option of three modes of education delivery: onsite, online (asynchronous or synchronous), or experiential (e.g., practical such as coaching clinics). Regardless of the mode of delivery, all of the Academy's academic programs offer the following characteristics:

Continuing Education Credit: The programs delivered through the CPSCE carry credit measured in Continuing Education Units (CEUs) as defined by the International Association for Continuing Education and Training (IACET). CEUs are awarded by many education and training providers to signify successful completion of programs and courses intended to improve the knowledge and skills of working professionals. The typical CEU represents ten (10) contact or clock hours of experience in a structured continuing education experience (class, seminar, workshop, conference, etc.) that is supervised by a qualified continuing education provider. Independent study time is calculated into the contact hours. This means that a course worth 4 CEUs represents approximately 40 contact or clock hours for student participants.

Grading and Evaluations: Courses are typically graded on a pass/fail basis; although, based upon the needs of the host client, final grades can be provided in either a numeric or letter grade format. Further, the student must pass all courses in a program to receive the final credential that they are seeking. End-of-course student evaluations are typically administered at the completion of each course. While the evaluations are

anonymous, the results of these evaluations will be summarized and shared with the host organization.

Certificate: After the successful completion of a program, the certificate can be issued jointly by the Academy and the host organization. Each student participating in the program will have a permanent academic record maintained at the Academy in the institution's Student Information System (SIS).

Program Structure

Onsite

Onsite courses are delivered on-ground in our international partner's country in the venue of their choosing. The host needs to provide audio visual support and in certain instances, specialized supplies such as athletic tape for a sports medicine course or access to a weight room for strength and conditioning course are required.

This delivery mode is advantageous for those that do not have well developed English language skills and where language translation is required. Through structured classroom activities this mode encourages greater engagement and student participation. This mode has been successful over the years because the Academy has a large pool of instructors who specialize in sport within the specific discipline and are available for teaching sites away from the Academy campus.

Class size: The optimal class size is 35 students. The Academy desires students to have the best possible learning experience and has found that keeping the class sizes at this level enhances students' overall experience and satisfaction. However, accommodations can be made to allow up to fifty (50) students in a session with proper notice being given to the CPSCE in advance.

Teaching Methodology: The teaching methodology for onsite programs is a combination of lectures and student activities. These activities vary depending upon the course, but they generally take the form of either individual or small-group work and presentations that are evaluated and supervised by the Academy faculty. In all courses, the lecture is supported by audio-visual presentations and handouts of the course material.



Students and administrators enjoy a round table discussion with Academy alumni and instructor Dr. Philip Capps in Dubai.

Instruction and Procedures: The language of instruction is English. The courses are taught in an intensive classroom setting with the daily schedule being flexible based on the needs of the partner in the host country. The host country is responsible for providing translation services (if required) for course materials, faculty support, classroom procedures, and additional materials provided by the Academy. Students are expected to be in attendance for the entire course and, by extension, the program.

If the international partner desires to use their own faculty to teach the Academy's programs, they must meet faculty qualification standards. Please contact the CPSCE for the specific requirements.

Online

The Academy has been teaching its sport education programs in an online environment since 1998. The online delivery method affords flexibility through the course being delivered either self-paced or faculty facilitated. The Academy's basic course design is asynchronous which means that it is not required for the students and faculty to be at

the same place at the same time. It is a methodology that removes barriers of time and space from the teaching process and is particularly effective with the student and faculty are separated by many time zones. Self-paced or asynchronous instruction allows students to learn on their own schedule within a certain timeframe, while synchronous instruction provides real time interaction with an instructor regardless of the location of the instructor and student. Aside from the delivery method, post-secondary, non-degree seeking programs have a quicker rate of completion since general education courses are not required.

As has been noted, the PSND programs do not have entry requirements such as a TOEFL score. However, the students selecting online programs will need to have sufficient reading and writing skills in English. Each course module, for example, has threaded discussions that will require the students to generate written responses in English. The faculty will not reduce grades for student submissions because of poor grammar or English spelling (within reason) as would be the case in degree credit coursework.

Class size: Online programs are designed to be completed cohort-style, with the same group of students passing through each course together. The minimum class size is ten students per class and each section is capped at 50 students.

Teaching Methodology: Each student will have their own personalized, individual course access for the subject being taught contained within the Learning Management System (LMS). The courses are supported by different types of learning materials contained with the LMS and these are in English. Faculty facilitated courses are supervised by an Academy instructor while self-paced courses taken on an individual basis contain the same content and materials but are not facilitated by faculty.

Each course is made up of five units, and each unit is typically composed of reading assignments, a moderated discussion forum, and a self-test. The course's final examination is taken after the units are completed. While only the student and the instructor can see the results of the self-tests and final examination, all student

discussion submissions can be seen by the other students in the study group. The faculty assigned to facilitate the course will provide their feedback to the students on their submissions. These discussions allow for a deeper review and allow cultural nuance of the course content to be shared among the students.

To encourage an active and engaging classroom experience, online courses should strive to enroll a minimum of ten students.

Example of Online Course Page



Account

Admin

Dashboard

Courses

Calendar

Intro

History

Commons

Help

CEMF 544 Sport Marketing -Barcelona > Pages > Course Overview

CE - Individual Courses (CE)

Home

Announcements

Syllabus

Teams Meetings

Modules

Discussions

Assignments

Quizzes

Grades

People

Conferences

Office 365

Class Notebook

Settings







Course Overview



Course Overview

This course covers the basics of sports marketing to provide students with the foundational knowledge of the competitive world of sport. Just as athletes compete on the playing field, sport marketing professionals compete in the marketplace.

Example of a course unit to be covered in 1 weeks' time

| ▼ Unit 1 - Foundations of Sport Management | |
|---|------------------------------|
|  | Unit 1 Overview |
|  | Unit 1 Learning Objectives |
|  | Unit 1 Reading Assignment |
|  | Unit 1 Presentation |
|  | Unit 1 Self-Test 10 pts |
|  | Unit 1 Discussion 100 pts |

Residential

Residential courses require students to come to the United States of America to complete specialized residential courses. This is explained in more detail below, under *Specialized Programs and “Visit the USA” Opportunities*. These are normally short-term programs with small groups of students. It should be noted that this delivery option requires visas and all other appropriate measures for international travel. For more information on the Academy’s residential medical clearances, pricing, and requirements please contact the CPSCE director.



The Academy has always had an international orientation: students and program collaborations from around the world include Asia, the Middle East, and Europe.

Specialized Programs and “Visit the USA” Opportunities

The Academy recognizes that the training needs of sport organizations can be extremely varied. To address these needs, the Academy has worked with various sport organizations and educational institutions in the United States to develop and deliver specialized sport education and training programs for our international partners. Past programs have included on-site physical training and in-classroom experiences at organizations such as the United States Olympic and Paralympic Training Center, Red Bull USA, National Strength & Conditioning Association (NSCA) and various universities located across the United States.

Beyond these unique education and training programs, the Academy has also offered its expertise in consulting and assessment programs. Examples include facility consulting for the planning and construction of sport facilities to providing study teams to assess the effectiveness of various components of a nation’s national sports effort. The Academy will work with the organization to develop the appropriate proposals upon request.

These programs are arranged on a case-by-case basis with pricing dependent upon factors such as the length of the visit and the activities to be undertaken therein. Here, too, the Academy can provide estimated costs based upon the needs of the sport organization. Queries for these services should be directed to the Academy’s CPSCE.



Sport coaching students from Thailand participate in a weight training exercise at the National Strength and Conditioning Association (NSCA) during a sport study tour in the United States

Programs

Individual Courses

All of the courses offered by the CPSCE are available on an individual basis; they do not need to be a part of a certificate program. This affords the individual to enroll in courses because of personal interest or professional advancement. The variety of courses available span many different disciplines including sports management, coaching, fitness, health and other related areas. The online individual courses also provide an alternative for those students who have missed a course(s) being taught onsite and need to makeup the course to complete the program requirements in which they are enrolled.

Certificate and Certification Programs

Over the past four decades, the most popular of the CPSCE programs have been the various Academy certificate programs. In many instances the Academy has served as the vehicle for CSOs staff development needs and when these organizations have designated them as such, the certificates earned have been recognized as vocational certifications.

A certificate is an academic credential based upon a series of courses organized together on a specific topic or discipline yielding a comprehensive understanding of the subject matter. The Academy courses are designed to help coaches, personal trainers, administrators, managers, and directors of sports to achieve their career goals. It provides students with a strong foundation of skills and knowledge required for succeeding in their respective disciplines.



A class photo during the on-site 2020 International Certificate in Sport Management Program in Bangkok, Thailand

Sport Coach Development Program

The International Olympic Committee (IOC) and the World Anti-Doping Agency (WADA) have identified the critical role that coaches play in promoting sport participation and enhancing the performance of athletes and teams while adhering to the principles of competing with integrity. These organizations have supported the collective efforts of the International Council for Excellence (ICCE) and the Association of Summer Olympic International Federations (ASOIF) in the development of the International Sports Coaching Framework (ISCF). The framework was designed to align the efforts of international organizations, governmental organizations, national and international federations, along with coach education providers to provide an internationally recognized point of departure for the education, development, and recognition of coaches.



Dr. Roch King, Chair of Sport Coaching, delivers a coaching program in Bangkok, Thailand

As an organizational member of the International Council for Coaching Excellence (ICCE), the Academy has developed a multi-tiered International Sports Coach

Development Curriculum (ISCDC) utilizing the ISCF and best principles from high performing national federations. The Academy's Sport Coaching bachelor's degree program has also been accredited by the National Committee for the Accreditation of Coaching Education (NCACE).



All coaching programs provide the core skills necessary for coaches to succeed in that level of the coaching progression. The curriculum is designed to provide the appropriate technical, tactical, and interpersonal knowledge and experience at distinct milestones on the coach development pathway.



Sport coaching students in Malaysia demonstrating practical application of coaching skills in a local sport/game

Level I - Lead Coach Development

The Level I Coach Development Program is designed to train those transitioning into the coaching profession, including those working as an assistant coach. They will work with emerging athletes and are vital to inspiring young athletes to build their skills for the next level of competition. Courses include:

| Program of Study | | |
|------------------|---|------|
| Code | Title | CEUs |
| CEB 371 | Sports Coaching Methodology | 4 |
| CEB 374 | Athlete Development | 4 |
| CER 325 | Strength and Conditioning for Emerging Athletes | 4 |
| CEB 368 | Sport Psychology for Emerging Athletes | 4 |
| CPT 368 | Practical Applications and Sports Clinic | 4 |

Level II - Head Coach Development

The Level II Coach Development Program is designed to meet the needs of coaching professionals and provide them with the tools necessary to become leaders within their coaching community (Level II Coach). Coaches are introduced to the latest coaching theory for performance athletes. Courses include:

| Program of Study | | |
|------------------|--|------|
| Code | Title | CEUs |
| CEB 571 | Sports Coaching Methodology | 4 |
| CEB 574 | Coaching Technical and Tactical Skills | 4 |
| CER 525 | Strength and Conditioning for Performance Athletes | 4 |
| CEB 568 | Sport Psychology for Performance Athletes | 4 |
| CPT 568 | Coaching Practicum | 4 |

Level III – National Coach Development

The Level III Coach Development Program is designed to provide coaches with the skills needed to be successful at the highest level of sport. Courses are focused on planning, advanced sport psychology, testing and evaluation, physical training and conditioning for performance programs, nutrition, and athlete safety. Courses include:

| Program of Study | | |
|------------------|---|------|
| Code | Title | CEUs |
| CEB 671 | High Performance Planning for Coaches | 4 |
| CEB 674 | Testing and Evaluation in High Performance Sports | 4 |
| CER 625 | Advanced Strength and Conditioning | 4 |
| CEB 668 | Advanced Sport Psychology | 4 |
| CER 580 | Workshop in Athlete Safety | 4 |
| CED 556 | Sports Nutrition and Ergogenic Aids | 4 |

Level IV – Mentor Coach Development

The Level IV Mentor Coach Program is designed to train a small group of experienced coaches nominated by the National Sport Federations to fill this critical role and to build a cohort of Mentor Coaches that can provide this service throughout the nation. Due to the highly contextual nature of training Level IV Mentor Coaches, this program is developed in collaboration with and specifically for partnering with National Olympic Committees or Professional Leagues.

Sports Coaching Certificate – ICSC

The Academy recognizes that not all CSOs have the resources or the tiered structure for credentialling coaches but still have basic training needs for their coaching cadres. The International Certification in Sport Coaching (ICSC) is the time and cost effective alternative for the Academy's multi-tiered online Sports Development Program. In this certification program, students will have a “survey” approach to the coaching profession taught by an on-site instructor to guide them through coaching methodology and the application of knowledge. This traditional setting allows students face-to-face coaching instruction along with a chance for hands-on experience applicable to the topics being taught.

| Program of Study | | |
|------------------|---|------|
| Code | Title | CEUs |
| CEM 671 | High Performance Planning for Coaches | 4 |
| CEB 671 | Advanced Sports Coaching Methodology & Management | 4 |
| CER 625 | Advanced Strength and Conditioning | 4 |
| CEB 668 | Advanced Sport Psychology | 4 |
| CER 680 | Advanced Workshop in Athlete Safety | 4 |
| CED 556 | Sports Nutrition and Ergogenic Aids | 4 |

Sports Strength & Conditioning Certificate Program

Over the years, the coaching profession has continued to evolve, particularly at the high-performance level. It is not unusual to see a division in tasks with the team's head coach focusing on skills and tactics with other tasks handed to subordinates. As such it is not uncommon for the team conditioning responsibilities to be given to a specialized strength and conditioning coach. An early proponent of this approach, the Academy has developed programs to prepare these coaches for that role. The Academy is a recognized education provider by the National Strength and Conditioning Association (NSCA).



Quality strength and conditioning programs are designed to help enhance athletic performance and mitigate the risk of common injuries. Coaches who specialize in strength and conditioning conduct safe and effective sport-specific testing and training sessions as well as provide guidance in many aspects related to athlete development. As such, the Academy's Sport Strength and Conditioning Certificate (SSCC) was developed to help early career coaches develop professional competencies (knowledge and skills) in strength and conditioning. Courses provide foundational knowledge related to the scientific basis of exercise as well as how to develop and implement sport-specific training programs to better serve their athletes.

The SSCC curriculum contains six courses. The first three courses focus on the scientific basis of exercise (Scientific Foundations of Strength and Conditioning Certificate) while the second three courses emphasize the process of program design for specific training domains (Applied Exercise Programming Certificate). Upon completing the program, coaches will be better prepared to work in a strength and conditioning role within sport.

Scientific Foundations of Strength and Conditioning Certificate

| Program of Study | | |
|------------------|--|------|
| Code | Title | CEUs |
| CSC 520 | Exercise Science: Foundations of Strength & Conditioning | 4 |
| CED 556 | Sports Nutrition | 4 |
| CSC 528 | Testing and Evaluation | 4 |

Applied Exercise Programming Certificate

| Program of Study | | |
|------------------|---|------|
| Code | Title | CEUs |
| CSC 522 | Aerobic Endurance Exercise Program Design | 4 |
| CSC 525 | Program Design for Plyometric, Speed, and Agility | 4 |
| CED 526 | Sports Nutrition and Ergogenic Aids | 4 |



Dr. Tomi Wahlstrom (left), Academy Provost, meeting with Dr. Adriana Duque (center), Executive Director of Fullbright Colombia, and Ms. Goe Rojas Hernandez (right), Rector of Escuela Colombiana de Rehabilitación-Institución Universitaria

Sport Management Programs

The sports industry is a multi-billion-dollar economic sector that continues to grow and expand at a rapid pace. As new technologies, analytics, and social media reshape the management and marketing of sports organizations, a diverse and unique skillset is essential for professionals in the industry. Keeping a sports organization strong—whether it is a professional franchise, athletic department, or governing body—requires specialized talent both on and off the field.

The Academy has a world-wide reputation for successfully delivering sport management programs across the globe. The institution has also successfully undertaken the programmatic accreditation process by the Accreditation of Council of Business Schools and Programs (ACBSP), the first for sports management at all three degree levels within the organization.



These sports management programs have played an integral role in preparing competent sport administrators both domestically and internationally. Understanding the need for education and training in the area of sport management, the Academy has developed the International Certificate in Sport Management (ICSM) Program that has been taught on five continents since 1979.

This program is composed of six educational courses and provides a comprehensive overview of the essential facets of sport management and administration. Specifically, it affords students opportunities to gain knowledge and skills in sport-related areas such as administration, program development, personnel management, international sport business, marketing, event planning, and facility/security management.

Courses focus on the development of professional, core sport management skills that are essential in all types of sport organizations. This program is ideal for those who desire a more in-depth perspective into the business, administration, and management aspects of sport. Upon completing the program, students are prepared to pursue a wide variety of careers in the sports profession, including sport manager, athletic

administrator, sport marketer, facility manager, operations manager, or event coordinator.

Level I - Leadership Essentials

The Level I Leadership Essentials Program is designed to train new managers and professionals seeking to transition into a sport management role. They will work with coaches and administrative staff to ensure effective daily operations of the sport organization and/or team. Courses include:

| Program of Study | | |
|------------------|---|------|
| Code | Title | CEUs |
| CEM 301 | Fundamentals of Sport Leadership | 4 |
| CEM 310 | Developing High-Performing Teams in Sport Organizations | 4 |
| CEM 320 | Managing Time & Priorities for Supervisors | 4 |
| CEM 330 | Ethical Principles in Sport | 4 |

Level II - Performance Leadership

The Level II Performance Leadership Program is designed to meet the needs of mid-to-upper-level managers working in sport organizations. Leaders are introduced to the practical application of managing and sustaining high-performing teams in sport organizations. Courses include:

| Program of Study | | |
|------------------|---|------|
| Code | Title | CEUs |
| CEM 510 | Motivating High-Performing Teams in Sport Organizations | 4 |
| CEM 520 | Leading Organizational Change | 4 |
| CEM 530 | Negotiation & Conflicting Resolution | 4 |
| CEM 560 | Coaching Skills for Sport Managers | 4 |

Level III - Executive Leadership

The Level III Executive Leadership Program is developed for senior and C-suite level managers. Courses are designed to provide the skills, mentality, and knowledge for attainable goals, navigating organizational challenges, and strategy formulation and implementation. Courses include:

| Program of Study | | |
|------------------|--|------|
| Code | Title | CEUs |
| CEM 610 | Principles of Public Relations in Sport | 4 |
| CEM 620 | Goal Setting & Assessing Performance Issues | 4 |
| CEM 630 | Quality Management and Control for Sport Organizations | 4 |
| CEM 640 | Strategic Decision Making | 4 |

International Certificate in Executive Sports Governance

The Executive Sports Governance certificate program is designed to further develop the skills of the senior- to executive-level management of sport organizations. These courses go in-depth into research and utilize case studies to tackle key issues in administration and management.

| Program of Study | | |
|------------------|---|------|
| Code | Title | CEUs |
| CEM 744 | Executive Sports Marketing | 4 |
| CEB 636 | Governance of Sport Organizations | 4 |
| CEM 738 | Strategic Management of Sport Organizations | 4 |

International Certificate in Sports Management

| Program of Study | | |
|------------------|---|------|
| Code | Title | CEUs |
| CEM 543 | Sports Administration | 4 |
| CEM 542 | Sports Business and Human Management | 4 |
| CEM 544 | Sports Marketing | 4 |
| CEM 547 | International Sport Management | 4 |
| CEM 585 | Sports Facilities and Security Management | 4 |
| CEM 448 | Sports Event Planning | 4 |



Instructor Charles Temple takes a moment to pose with students in Shanghai, China
Academy faculty member Charles Temple in Shanghai coaching program

International Diploma in Sports Management

The Academy offers the International Diploma in Sports Management as a supplement to the International Certificate in Sport Management. The diploma program builds on the six-course sequence offered at the certificate level.

This program offers sports management professionals the opportunity to expand their knowledge in a given discipline and combines both classroom theory and a practical experiential component in which the student is asked to apply what they have learned in the classroom in the field through a 200 clock-hour internship. Also required is a summative report in which the student is asked to demonstrate their ability to integrate both classroom and experiential components of the program.

| Program of Study | | |
|------------------|--|------|
| Code | Title | CEUs |
| CEM 551 | Sports Public Relations | 4 |
| CEM 584 | Sports Facility Operations and Maintenance | 4 |
| CEM 487 | Introduction to Sports Security Management | 4 |
| CPT 598 | Internship (200 hours with report) | |
| | Alternate Course | |
| CEB 571 | Sports Coaching Methodology | 4 |

International Certificate in Executive Sports Governance

The Executive Sports Governance certificate program is designed to further develop the skills of the upper- to executive-level management of sport organizations. These courses go in-depth into research and utilize case studies to tackle key issues in administration and management.

| Program of Study | | |
|------------------|---|------|
| Code | Title | CEUs |
| CEM 744 | Executive Sports Marketing | 4 |
| CEB 636 | Governance of Sport Organizations | 4 |
| CEM 738 | Strategic Management of Sport Organizations | 4 |



Academy Faculty member Marty Floyd with Chairman of the National Paralympic committee, Sheik Mohammed bin Duaij al-Khalifa, poses with his class on-site in the Kingdom of Bahrain

Special Programs

The Academy can create special courses and certificate programs for Central Sports Organizations (CSOs), sport federations, and other organizations located in different countries. The following programs are examples that have been developed on-demand by the Academy to accommodate the needs of a specific partner but could also be replicated and/or modified at new locations for new partners should a demand be identified. Specialized programs also carry CEU credit.

Certificate in Esports Management

The instructor facilitated Esports Management Certificate program concentrates on four areas necessary for sports managers to understand the landscape of the fast-paced, exciting world of esports. Courses focus on the global phenomenon of esports, esports coaching methodology, esports administration, and esports facilities and event management.

| Program of Study | | |
|------------------|---|------|
| Code | Title | CEUs |
| CET 570 | Esports: A Global Phenomenon | 4 |
| CET 571 | Esports Coaching Methodology | 4 |
| CET 572 | Esports Administration | 4 |
| CET 573 | Esports Facilities and Event Management | 4 |



Thai sport coaching students try their hand at esports strategizing during a study tour in the United States

International Diploma in Physical Education and Sports Coaching

For many countries, the introduction to sports comes through physical education. The International Diploma in Physical Education and Sports Coaching (IDPESC) prepares individuals to coach both school-based athletics and organized sport.

This program offers sports professionals the opportunity to expand their knowledge in the coaching and physical education disciplines. The IDPESC combines both classroom theory and a practical experiential component in which the student is asked to apply what they have learned in the classroom in the field through a 200 clock-hour internship. Also required is a summative report in which the student is asked to demonstrate their ability to integrate both classroom and experiential components of the program.

| Program of Study | | |
|------------------|---|------|
| Code | Title | CEUs |
| CED 520 | Sports First Aid | 4 |
| CED 556 | Sports Nutrition and Ergogenic Aids | 4 |
| CEE 521 | Principles of Fitness and Health | 4 |
| CEE 523 | Seminar in Sports and Physical Education | 4 |
| CEE 524 | Games Approach to Teaching Physical Education and Sports | 4 |
| CEE 525 | Physical Fitness and Conditioning | 4 |
| CEE 526 | Physical Fitness Testing, Evaluation and Reporting | 4 |
| CEE 568 | Psychology of Physical Performance | 4 |
| CEE 571 | Physical Education and Sports Coaching Methodology | 4 |
| CEE 583 | Physical Education Facilities and Sports Event Management | 4 |
| CPT 598 | Mentorship (200 hours with Report) | |



Academy Faculty members Bryan Johnson and Dr. Philip Capps pose with International Diploma Physical Education and Sport Coaching students in Malaysia.

International Certificate in Adaptive Sports

The Academy's International Certificate in Adaptive Sports began in Bahrain in 2018 to address the needs of coaches and physical education teachers working with parasport athletes and other special populations.

The ICAS curriculum provides students with a theoretical base for teaching sport and skills with a practical application for adaptive sport. Courses in sport coaching, strength & conditioning, and sports psychology have all been written to address the needs of athletes with differing abilities.

| Program of Study | | |
|------------------|---|------|
| Code | Title | CEUs |
| CEB 571 | Sports Coaching Methodology | 4 |
| CEB 573 | Adaptive Sports Coaching | 4 |
| CER 524 | Strength & Conditioning for Special Populations | 4 |
| CEB 567 | Sports Psychology for Special Populations | 4 |



Bahraini students in experiencing wheelchair basketball for the first time

Program Costs

Online Program Costs

The cost for delivery of the online certificate programs is provided in the table below and is presented by column as: the price per student per course; the price per course which is predicated by the number of students in the cohort group.

For example, the cost for the six-course ICSM program with 43 students enrolled in the program will be USD 205 per student per course: USD 8,815 for each course and USD 52,890 for all six courses.

Online Pricing Structure

| Number of Students | Price Per Student | Price Per Course (students enrolled) | Total Cost ICSM (6 courses based on the lower of the number of students enrolled in Col.3) |
|--------------------|-------------------|--------------------------------------|--|
| 10 - 19 | \$295 | \$2,950 (10) | \$17,700 |
| 20 - 29 | \$265 | \$5,300 (20) | \$31,800 |
| 30 - 39 | \$235 | \$7,050 (30) | \$42,300 |
| 40 - 49 | \$205 | \$8,200 (40) | \$49,200 |
| 50 | \$175 | \$8,750 (50) | \$52,500 |

It is important to note the pricing structure and the cost of delivery does realize some economies of scale that, in turn, will be passed along to the client organization.

The pricing becomes even more attractive when one considers expenses that will not be borne by the host with the onsite delivery of these programs. In terms of costs associated with delivery model of Academy faculty being sent to Associations, there are no costs for the local support such as accommodations and meals, domestic transfers, and other incidental expenses. The client organization also will not need to bear the expense of reproduction of in-class handouts, such as PowerPoint presentations, examinations, and the end of course survey as all these materials are contained in the Learning Management System (LMS).

The client organization further realizes cost savings because they do not need to provide student financial support for travel expenses or stipends, local accommodations, and meals at the teaching site nor other incidentals. Very importantly for the students, there are no lost “opportunity costs” insofar as the students need not take leave from their employment given the asynchronous nature of the delivery system and the flexibility it affords to students to do their studies around other life activities.

If a student fails or misses a class in the program and desires a “make-up” in order that they can complete all the courses required for the credential, they will be enrolled in a make-up class independently of the cohort group and will be required to pay the prevailing tuition at the time (now, USD 295 per course). As with most academic institutions, the tuition is payable in advance of making the course available to the students and enrolling them in the courses.

The Academy is prepared to draft an agreement for any program with the host setting out the general terms and conditions as outlined here. The Academy’s preference is to be paid the entire contract proceeds in advance although the institution recognizes that there may be possible budgetary constraints. In this instance, an alternative could be a “pay as you go” plan with a down payment for the first four modules of instruction followed by two progress payments for three modules each. Regardless, a recap of this approach is:

1. Initial payment for courses 1-4 in advance of the program commencement.
2. Second payment for courses 5-7 due upon the start of the second course.
3. Third payment for courses 8-10 due upon the start of the fifth course.

Onsite Program Costs

For client organizations wanting to offer sport education programs on-site in their home country, the Academy can provide faculty members who will travel internationally to meet the organization's needs. However, pricing for on-site instruction is dependent upon several factors. It is advisable for the client organization to take into consideration travel costs (both internationally and domestic), hotel accommodation, number of faculty required, and curriculum, just to name a few. For more information regarding on-site programming, please contact the Director of the CPSCE.

Study USA Tour Program Costs

The Academy offers client organizations the opportunity to learn about sport programs by visiting U.S. sport organizations to experience firsthand how these organizations function from an operational and athletic perspective. If a client organization is interested in this type of program costs may include travel (international and domestic), hotel accommodations, number of faculty, number of students, and selected site cities. For more information on Study USA, please contact the Director of the CPSCE.

Sport Program Policies & Procedures

Introduction

The following is a summary of the academic policies and procedures developed by the Academy's CPSCE for the PSND and programs being delivered through online distance education. The first course in the sequence will include a short orientation before the first unit to familiarize students of the faculty's expectations as they pursue their studies through the Academy's Learning Management System (LMS) called Canvas.

General Overview

Program Structure

The technical definition for the Academy's distance learning education system is that it is asynchronous, transformational, and computer mediated. The asynchronous nature of the distance learning program simply means that the faculty and the students need not be online at the same time, a feature that is very important when student and faculty are separated by many time zones. Because students are not tied to a clock, they can pursue their coursework whenever they have an internet connection and can login to the LMS.

All the coursework is done with a computer (computer mediated) using information technology including the internet. Each student in the group of students proceeding through the course will be assigned their own "virtual classroom" in the LMS that can only be accessed by the individual student and their assigned faculty member. All the courses have the same basic layout so that students can focus on learning content as opposed to having to learn navigation as they move from course-to-course in the program. Each course has five units with all the learning content (readings, PowerPoints, videos, etc.) embedded in the LMS. Students will complete threaded discussions, quizzes (called a "knowledge check" that does not carry a grade in the course), a final examination and end-of-course evaluation. The course is designed so that each of the five units in the course can only be accessed in sequence as the

previous unit is completed. Because of this feature, students cannot “read ahead” or jump around in the course; it keeps the entire group of students assigned to the course engaged in doing the same activities at the same time as a “class.” Therefore, in week one, the students can access unit 1, and in week two, they can go on to unit 2, etc. However, students can “read back” e.g., return to unit 1 for a review of concepts if, for example, they are on unit 3.

Administrative Requirements

Registration and Enrollment

The selection and registration of the students for the program is the responsibility of the host. To establish the proper student record for the students, the Academy must have all the data set out on a student registration form completed and signed at least one week before the start of the course. The Academy will coordinate with the host to determine the best way to transmit this information to the Academy, for example by placing scanned copies of the signed registration forms in an internet-based drop box to which the Academy has access. Alternatively, the host can create a digital version of the form through which the information can be gathered from the students. Examples include through a web-based portal (or some similar means) that is subsequently placed on a digital spreadsheet or in digital database form that is then transmitted to the Academy. Once the complete registration information is received by the Academy, the Academy will create student records in the Student Information System (SIS), enroll the students in the LMS and send the students notice that they have been registered in the course via email to the address the students provide. This process will be complete within five working days of receipt of the records from the host. The course will be opened, and access granted to the students not less than 24 hours before the agreed date for the commencement of the course.

Students will have to acknowledge their understanding of the course expectations that is posted in their virtual classroom. This information will be their first assignment called “the Virtual Café” and will include topics such as discussion thread etiquette, intellectual integrity, class participation and need to complete all assignments.

Instructor Correspondence and Feedback

Students can post questions or comments to the Academy instructors through the LMS. The instructors are required to respond to all student inquiries and questions via the LMS not more than 72 hours after the query has been posted by the student. Instructors are also required to review the student assignments within 72 hours of the closing date for the assignment as set out in the LMS.

After the course has ended, the instructor will enter the final grade in the LMS gradebook that can be accessed by the student so they can view the result. The Academy's Student Services Department shall also post the final grade to the students' record in the SIS within five working days of the completion of the course. The Student Services Department will also provide the host with the student roster that has the grades to the mutually used drop box after the aforementioned processing is complete.

Grading Policies and Procedures

Every student has a period of five weeks to complete the course. The official start for the five-week period is the Monday morning of the first week of class. The official end for the five-week period is the Sunday evening of the last week of class.

The course grade will be calculated based upon the satisfactory completion of the threaded discussion assignments (25% of the total score) and the final examination (75% of the total score) as set out below.

Among the assignments that the students must satisfy is a requirement to compose a commentary concerning the content of the unit for the week. A new discussion thread will open every Monday morning and close every Sunday evening for each successive unit during the five-week course. Participation in the weekly discussion threads is required and the failure of the student to do so will result in a deduction from the course grade. Each discussion carries a value of five points of the total course score as set out below.

These commentaries are posted to a shared area of the LMS so that all of the students in the group can see what their peers have to say about the topic. Each student must logon to each discussion thread by Thursday evening and complete their initial post that

carries a value of three points. Then they need to respond to the posts of two of their peers by each by Sunday evening of that week with each of these posts carrying a value of one point each. All posts must be responsive to the commentary topic and any inappropriate commentary or abusive posts by the student in satisfying this requirement will subject the student to disciplinary action by the faculty up to and including removal from the course and a failing grade.

There will be a comprehensive final examination at the end of the fifth week. The comprehensive final exam must be completed by Sunday evening of the fifth and final week. The Academy will coordinate with the host to set the day and time (based on the time in the host country) for which the students can logon into the LMS to access the examination.

The final exam is made up of 50 multiple choice questions worth 1.5 points each for a total of 75 points. The student must achieve 70% or greater on the examination to pass the course. The student has three hours to complete the course final exam after they log-on, but they are only allowed to access the final exam one time. The student should set aside sufficient time to complete the exam without interruption.

In the event the student experiences an interruption during the exam owing to external factors such as a loss of electrical power or internet connectivity, they can apply for a retake of the examination by contacting the instructor. After the Academy technical staff reviews the LMS logs and this is supported by the data, the student will be afforded the opportunity to retake the examination. However, the responses of the first attempt will not be saved and the student will be required to retake the entire examination that will have a different combination of questions drawn from the examination question bank.

The final grade will be posted on a “pass” or “fail” basis.

Lack of Participation and Student Misconduct

In the case of student’s lack of participation in weekly activities, the instructor will notify the student and copy the Academy administration within 24 hours of a missed deadline. The first notification to the student will be considered a warning. On the second notification, the host will be notified. The Academy administration and a representative

from the hosting organization will confer regarding the student's participation. If the student's participation does not adequately improve, the student may be subject to removal from the class.

In the event of student misconduct or of an alleged violation of academic integrity guidelines, the instructor will inform the Academy administration of the circumstances of the infraction. Following review, and if the violation is significant, the Academy administrator will inform the hosting organizations' administration of the circumstances. If the violation is in a discussion thread post, the post will be deleted, and the student will be asked to resubmit or be removed from the course depending on the severity of the violation. If the student conduct or academic integrity violation is severe enough, the student may be subject to removal from the class. The host has the right to appeal a student dismissal.

End-of-Course Surveys and Certificates of Completion

Students are required to complete end-of-course surveys upon completion of the course. These are contained in the LMS and the results are extracted and subjected to reduction and reporting by the Academy's Institutional Effectiveness team. The Academy will compile a summary report of these surveys at the conclusion of the program and a final report will be provided to the hosting organization's administration within one month of the completion of the program.

Once all of the final grades have been posted to the SIS, certificates of completion will be created for those students who have successfully completed the program. The preparation and conferring of the certificates will be coordinated between the host and the Academy.

Student Requirements

Academic Integrity

By enrolling at the Academy, students join a global community of scholars who are committed to the pursuit of excellence in the instructional process. The Academy expects that all students will pursue their studies with integrity and honesty. Those students who choose not to do so are forewarned that academic integrity and honesty

are taken seriously at the Academy. Any student caught in academic dishonesty, including but not limited to plagiarism and cheating on examinations, will be subject to disciplinary action, which may include dismissal from the program. The LMS has built in plagiarism detection software that will alert the faculty of potential academic malpractice. As a part of the registration process for the course, the student will sign an undertaking that they will observe the requirements of academic integrity. This will be reiterated in the “Virtual Café” as set out above.

Student Privacy

Students are entitled to privacy with respect to their academic performance. Their educational records and will be treated as such by the Academy. However, there may be circumstances such as the requirements of the program sponsor that will require their grades to be provided to them as a matter of agreement between the parties. As a part of the registration process for the course, the student will be required to sign an acknowledgement of this process and a consent to share these with the program sponsor. This will be reiterated in the “Virtual Café” as set out above.

Onsite

On-site end-of-course survey, grading, and student requirements remain the same as what is explained in the online environment. However, the Academy faculty work in collaboration with the client organization to ensure that proper on-site administration and oversight is provided for student success.

Appendix

Lead Coach Development Certificate:

CEB 371 Sports Coaching Methodology

Becoming a quality coach requires the development of proficiency across a number of functional areas. This course will introduce a framework of coaching knowledge and core competencies. This course is designed to focus on the intrapersonal and interpersonal coach knowledge categories with specific attention paid to developing a sound coaching philosophy, creating a reliable practice of self-reflection and review, understanding the importance of communication, and shaping the environment of practices and competitions to lead to highly effective athlete experiences.

CEB 374 Athlete Development

This course provides the students with an overview of the stages of athletic development designed to educate sport coaches on stages of athletic development and how to best teach and train athletes within each stage. The stages an athlete passes through during an athletic career will be covered including how to recognize each stage, how to transition between stages, and what techniques are best suited for an athlete within each stage.

CER 325 Strength and Conditioning for Emerging Athletes

This course provides students the opportunity to learn introductory and fundamental principles related to strength and conditioning that will serve professional knowledge of the journey to becoming a quality coach. The course will start with key terms and concepts in applied anatomy and physiology. An understanding of the human body's form and function is needed prior to exploring how best to train the body to perform better. Specific focus will be placed on the unique context of the adolescent and young adult athlete. Next, the course will cover the key elements of effectively incorporating a strength and conditioning program within an athlete development plan; including evaluation of athlete needs, training principles, and assessment of progress.

CEB 368 Sport Psychology for Emerging Athletes

Quality coaches understand the role of psychological principles in human performance. They incorporate mental skills into practice and competition to enhance performance and athlete well-being. This course is designed to provide the student with the information gleaned from research in the field of sport and exercise psychology, as well as practical knowledge, to become a more effective coach. Students will better understand concepts such as motivation, goal setting, attention & concentration, mental imagery, and team cohesion.

CPT 398 Practical Application and Sports Clinic

This course provides the opportunity for students to observe, and to participate in, the use of the program content in a practical setting. An emphasis is placed on utilizing, the Plan, Implement, Review, Adjust cycle for continuous improvement within a specific coaching context.

Head Coach Development Certificate:

CEB 571 Sports Coaching Methodology

This advanced course is designed to serve as the foundation for students to progress towards becoming a Head Coach who can organize and communicate the Plan, Implement, Review, Adjust cycle for an entire program including multiple training groups and a staff of Lead and Assistant Coaches. This course will discuss the primary functions of quality coaches (Set the Vision & Strategy, shape the Environment, Build Relationships, Conduct Practices & Structure Competitions, Read & React to the Field, and Learn & Reflect) from a program management perspective.

CEB 574 Coaching Technical and Tactical Skills

This course is designed to focus on physical, physiological, and psychological factors that affect motor skill acquisition, performance, retention, and transfer. The full range of skills from foundational movement to precision technical sports skills will be considered with a special focus on topics such as practice planning, drill design, and feedback for learning and motivation.

CER 525 Strength and Conditioning for Performance Athletes

This is a course designed to study the fundamental principles of training and nutrition associated with the disciplines of physical education, sport, and exercise. The course is intended to develop students' knowledge and understanding of the anatomical and physiological systems within the human body. Head coaches can use sport conditioning, strength training, and an awareness of fitness and nutrition programs in order to enhance individual and team performance in competitions. This knowledge should translate into the ability to design and implement various sport conditioning programs.

CEB 568 Sport Psychology for Emerging Athletes

This course focuses on the study of human behavior in sport and exercise settings. It is designed to provide the student with information about research in the field of sport and exercise psychology as well as practical knowledge to become a more athletic coach. Sport and exercise psychology provides us with knowledge to bridge the gap between research and practice that can help coaches have a positive effect on their athletes.

CPT 598 Coaching Practicum

The coaching practicum is designed to give sport coaching students supervised, practical applications of the theory learned in the preceding courses. The practicum provides a hands-on experience of the Plan/Execute/Reflect cycle. The practicum also provides an opportunity for students to coach with observation from a trained and experienced coach in their field.

National Coaching Development Certificate:

CEB 671 High Performance Planning for Coaches

This advanced course is designed to serve as the foundation for students to progress towards becoming a National Coach who can develop, organize and communicate a High Performance Plan that will benefit their respective sport at the regional or national level. This course will discuss the primary functions of quality coaches (Set the Vision & Strategy, shape the Environment, Build Relationships, Conduct Practices & Structure Competitions, Read & React to the Field, and Learn & Reflect) from a systems analysis perspective.

CEB 674 Testing and Evaluation in High Performance Sports

Designed to develop an understanding of measurement and evaluation concepts in a high-performance sports setting; application relevant to assessment in the physiological, psychomotor, cognitive and affective domains; activities include collection and computer analysis of data of athletes and teams.

CER 625 Advanced Strength and Conditioning

This is an advanced course is designed to build on a coach's skills in assessing the fundamental movements, physical literacy, speed, strength, & power of athletes. Coaches will develop their ability to design annual, seasonal, and weekly programming based on the individual needs of athletes within their specific context (sport, athlete developmental level, and structural and societal supports).

CEB 668 Advanced Sport Psychology

This advanced course focuses on the ability of coaches to enhance the positive effects of human behavior in sport and exercise settings. It is designed to provide the student with experience in designing and conducting positive learning environments for athletic teams. The latest science in skill acquisition, practice design, and psychological skills training for high-performance will be the center of the course. Primary functions of coaches such as building trust and conducting effective practice session will be discussed and used in student led projects.

CER 580 Workshop in Athlete Safety

This course provides the students with an overview of the essentials of injury prevention and care. It is designed to educate sport professionals, fitness professionals, and sport coaches on how to prevent, assess, and manage sport injuries through practical application. This course illustrates the roles of those in charge of athlete well-being and covers effective and practical ways to administer sports first aid. The course focuses on performance enhancement, injury care, injury prevention, and rehabilitation. Students have the opportunity to apply sports first aid skills and techniques through a practical style of learning and instructor-led demonstrations.

CED 556 Sport Nutrition and Ergogenic Aids

This course covers the principles of sound nutrition as they relate to high performance athletes. With the growing focus on performance enhancing drugs, this course provides a basic understanding of the variety of substances, both natural and prohibited, used in today's world to enhance performance. Students will also learn how they work, if they really work, which are illegal and how they can be detected. Finally, the many ethical issues associated with the use of performance enhancing drugs will be discussed.

Sports Coaching Certificate:

CEM 671 High Performance Planning for Coaches

This advanced course is designed to serve as the foundation for students to progress towards becoming a National Coach who can develop, organize and communicate a High Performance Plan that will benefit their respective sport at the regional or national level. This course will discuss the primary functions of quality coaches (Set the Vision & Strategy, shape the Environment, Build Relationships, Conduct Practices & Structure Competitions, Read & React to the Field, and Learn & Reflect) from a systems analysis perspective.

CEB 671 Advanced Sports Coaching Methodology and Management

This course is designed to help coaches better understand these advanced areas in a sports coaching context. The advanced principles of handling athletes using a sound coaching philosophy and style, organizing the teaching of tactical and technical coaching skills, and managing a pre-season, in-season, and post-season. The approach in this course drives toward teaching the theory, principles, concepts, and practices that can be applied in the field of sports coaching. Managerial skills common to all coaching activities will be discussed.

CER 625 Advanced Strength and Conditioning

This is an advanced course is designed to build on a coach's skills in assessing the fundamental movements, physical literacy, speed, strength, & power of athletes. Coaches will develop their ability to design annual, seasonal, and weekly programming based on the individual needs of athletes within their specific context (sport, athlete developmental level, and structural and societal supports).

CEB 668 Advanced Sport Psychology

This advanced course focuses on the ability of coaches to enhance the positive effects of human behavior in sport and exercise settings. It is designed to provide the student with experience in designing and conducting positive learning environments for athletic teams. The latest science in skill acquisition, practice design, and psychological skills training for high-performance will be the center of the course. Primary functions of coaches such as building trust and conducting effective practice session will be discussed and used in student led projects.

CER 680 Advanced Workshop in Athlete Safety

This course provides students with an overview of the essentials of sports medicine and is designed to educate sport professionals, fitness professionals, and sport coaches on how to

prevent, assess, and manage sport injuries through practical application. This course illustrates the roles of the sports medicine team and covers effective and practical ways to administer sports first aid. The course focuses on performance enhancement, injury care, injury prevention, and injury management. Students have the opportunity to apply first aid skills and techniques through a practical style of learning and instructor-led demonstrations.

CED 556 Sports Nutrition and Ergogenic Aids

This course covers the principles of sound nutrition as they relate to high performance athletes. With the growing focus on performance enhancing drugs, this course provides a basic understanding of the variety of substances, both natural and prohibited, used in today's world to enhance performance. Students will also learn how they work, if they really work, which are illegal and how they can be detected. Finally, the many ethical issues associated with the use of performance enhancing drugs will be discussed.

Scientific Foundations of Strength and Conditioning Certificate:

CSC 520 Exercise Science: Foundations of Strength and Conditioning

This course addresses the scientific foundations of strength and conditioning essential for coaches to develop and implement appropriate training programs for their athletes in order to maximize their performance. Concepts include the modern principles of adaptation, functional anatomy/kinesiology, physiology, biomechanics, motor learning, and bioenergetics.

CED 556 Sports Nutrition

In this course, we explore nutritional concepts and guidelines for using nutrition to optimize body composition, enhance performance and recovery fueling, apply principles to specific sports, and discuss the pros and cons of nutritional supplements and performance enhancing substances.

CSC 528 Testing and Evaluation

In the first part of this course, we address the preliminary testing and assessment needs of the athlete. First, a preliminary health and fitness assessment is performed to ensure the safety of exercise and sport participation. Following that, a needs analysis is completed to address the specific needs of the athlete for their sport. The needs analysis will evaluate the needs of each athletes' sport as well as the athlete themselves to include a movement analysis, injury analysis, and physiological analysis. We will also discuss the principles of test selection and administration as well as how to evaluate, interpret, and perform selected tests.

Applied Exercise Programming Certificate:

CSC 522 Aerobic Endurance Exercise Program Design

This course discusses the general principles of program design applied to aerobic endurance training and a stepwise approach to designing a safe and effective training program. Improvements in aerobic endurance performance can be derived only when sound training principles are applied. We will discuss the science behind training for aerobic endurance fitness

including the interaction of the cardiovascular, pulmonary, and muscle metabolic system in supplying and using oxygen. We will also look at the training variables and how to manipulate them to achieve desired results for a specific sport while minimizing the risks of overtraining for competitive aerobic endurance athletes. Finally, we explore the acute responses of these systems to aerobic exercise as well as the chronic adaptations over time.

CSC 525 Program Design for Plyometric, Speed, and Agility

This course will focus on the physiological adaptations from resistance/strength exercise and designing strength training programs. We will explore the acute and chronic responses to training and how periodization can be used to reach peak performance while minimizing the risk of injury for competitive sport.

CED 526 Sports Nutrition and Ergogenic

This course addresses the development of speed, change of direction and agility abilities critical to performance in many sports. We will discuss the physiological basis and mechanics of proper sprint technique, the usefulness of a variety of interventions in developing speed, and identify drills aimed to improve technique, speed, quickness, agility, reactive ability, and speed endurance.

Leadership Essentials Certificate:

CEM 301 Fundamentals of Sport Leadership

This course explores the role of a leader in sport organizations and integrates management concepts, tools, and skills for managers to be effective leaders. Various types of leadership styles will be examined, while allowing you to uncover and develop your own role as a leader in sport.

CEM 310 Developing High-Performing Teams in Sport Organizations

This course focuses on creating a group goal-focused, collaborative employees with specialized knowledge and complimentary skills that consistently pursue performance excellence. Managers will learn how to identify factors that make up a high-performance work team, common stages of team development, factors of team dysfunction, and the main types of teams that are created to achieve defined work goals.

CEM 320 Managing Time & Priorities for Supervisors

This course provides new managers with the techniques and tools for identifying high-value tasks along with how and when tasks should be delegated. Managers will learn how to set achievable goals and help staff work more efficiently.

CEM 330 Ethical Principles in Sport

This course offers and provides an introduction to ethical principles and how they are applied within the sporting context. Values promoted within sport will be examined and discussed along with common ethical dilemmas faced by sport professionals. Overall, this course is designed to

develop the necessary knowledge and critical thinking skills to help students solve issues within sport.

Performance Leadership Certificate:

CEM 510 Motivating High-Performing Teams in Sport Organizations

This course is designed to provide managers with perspectives and skills to influence and motivate high performing teams within sport organizations. Effective team leaders understand their leadership style and how it impacts team performance. Overall, this course provides sport professionals with an understanding of how to effectively motivate teams and assess individual and team performance.

CEM 520 Leading Organizational Change

This course provides an overview of the theories, process, and practice of leading successful change in sport organizations. In this course, students will examine methods of making changes to organizations, such as assessing effectiveness, evaluating an organization's deficiencies, and developing change strategies.

CEM 530 Negotiation & Conflict Resolution

This course will provide managers with the necessary knowledge to develop a framework for analyzing and shaping negotiations. Managers will explore the person and behavioral characteristics of an effective negotiator. Learn how to use negotiation strategy and tactics for making pointed arguments, persuading others, and uncovering underlying interests that lead to conflict.

CEM 560 Coaching Skills for Sport Managers

This course provides managers with knowledge and tools to develop a winning strategy to reach team goals and objectives. Learn how to maximize employee abilities by harnessing an employee's strength and building on their potential. Managers will learn how motivation is aligned with a shared vision and purpose.

Executive Leadership Certificate:

CEM 610 Principles in Public Relations in Sport

This course focuses on understanding the role of public relations and branding communication in sport. Managers will learn how to use tools of the trade to build and manage their sport organization's brand. The importance of planned strategic communication along with how to work with different forms of media and journalists will be discussed.

CEM 620 Goal Setting & Assessing Performance Issues

This course delves into successful management through setting strategic, tactical, and operational goals. Learn how setting goals can align employee objectives with the sport

organization's mission and use those expectations to assess employee performance. Managers will learn how to collaboratively develop expectations with their employees, uncover underlying issues and how to address expectations that are not being met.

CEM 630 Quality Management & Control for Sport Organizations

This course provides learners with an understanding of the major quality control and improvement systems in sports organizations. The course includes study of topics related to quality management approaches, design and implementation of quality-related procedures, and related technologies. The course also covers the main statistical quality improvement methods and techniques.

CEM 640 Strategic Decision Making

This course covers the elements of strategic decision-making process and theory. The learner will learn the designing, planning, and implementation of strategic decision-making in a sports organization by identifying problems and designing possible solutions, formulating plans, goals, and feedback mechanisms.

Sports Management Certificate:

CEM 543 Sports Administration

Those who manage an organization are continually confronted with the need for information and expertise to help them make difficult choices. This course surveys and prepares the prospective sport administrator for the full range of potential responsibilities in the field. It teaches the primary management duties and provides a strong background for the necessities of program development. Overall, this course is designed to provide a comprehensive introduction to administration, organization, and management principles and their applications in the broad sport setting.

CEM 542 Sports Business and Human Resource Management

This course examines the relationship of sport, business, and personnel management. The central focus of the course revolves around the functions and responsibilities of a sports business professional, also referred to as a sport manager. The course is designed to help students develop the necessary skills to become an effective sport manager. The course covers the sport manager's role in planning, organizing, and leading within a sports organization and also takes into consideration critical aspects of human resource management.

CEM 544 Sports Marketing

This course covers the basics of sport marketing and provides foundational knowledge of the competitive world of sport. Just as athletes compete on the playing field, sport marketing professionals compete in the marketplace. The approach of those working in sport marketing has changed over the past decade with the advent of digital media. Today, a sport marketer must have an understanding of how to connect with consumers over social media platforms;

targeted web and streaming content ads; and through email. Despite these changes, some elements of sport marketing, such as the need to understand the sport consumer and the sport product is rapidly evolving. This course will touch on the fundamentals, research methods, and new developments in the field of sport marketing.

CEM 547 International Sport Management

International sport management is an emerging field of study that focuses on the organization, governance, business activities, and cross-cultural context of sport. Sport itself has become a prominent vehicle of the international exchange process, especially as many current managerial decisions are influenced by global events. This course aims to provide a global context to principles such as politics, culture, economics, ethics, monetary policies, and foreign competition. This course also examines the role and impact of sport in various regions of the world. Overall, this course is designed to develop globally competent sport managers to function effectively and appropriately in a multicultural work or event environment.

CEM 585 Sports Facilities and Security Management

Sport facility management represents one of the fastest growth areas in the sport industry. There is a significant need for properly trained sport managers with strong skills in developing, managing, and maintaining sport facilities. This course focuses on the principles, guidelines, and recommendations for planning, constructing, using, and maintaining sports facilities. In addition, this course examines the concepts, principles, and methods of organizing and administering security management within the sport profession. A primary emphasis is on protection of assets, personnel, and facilities. Overall, this course provides an understanding and appreciation for the planning and management of sport facilities, while covering the application of basic principles of security management within sport settings.

CEM 448 Sports Event Planning

Sport events have grown to encompass much of our free time. Because of this growth, event management is one of the most sought-after skills in the sport industry. Most of us who attend an event do so as an invitee, not fully understanding the vastness of what it takes to host an event. This course provides a comprehensive look at what it takes to produce a successful event from conception to fruition to evaluation. In addition, this course covers the administration, promotion, and marketing of events while applying these concepts to the unique aspect of sports. This course provides a fresh perspective on event management. Upon completion of this course, students will understand the competencies necessary for managing and operating sport events through theory and application.

Sports Management Diploma:

CEM 551 Sports Public Relations

Sport public relations professionals serve individuals and organizations in the field by proactively seeking to build and maintain mutually beneficial relationships with key publics. Many sport organizations use public relations as a tool to establish brand awareness and

identity and to promote their products and services. Others use public relations to demonstrate social responsibility. Because of these multiple functions, public relations expertise is particularly important for sport management professionals. This course is designed for those studying or working in sport management who wish to expand their knowledge of public relations practices in the sport industry.

CEM 584 Sports Facility Operations and Maintenance

This course reviews the requirements and procedures necessary for the operation and maintenance of sports facilities. Topics include designing and planning operation and maintenance programs, controlling the flow of work, determining staffing levels and work force composition, estimating and managing consumable and non-consumable supplies inventory, spare parts, capital equipment expenditures and budgeting.

CEM 487 Introduction to Sports Security Management

It is essential for sport entities to provide a safe and pleasant environment for participants, spectators, and host administrators. This course examines the concepts, principles, and methods of organizing and administering security management within the sport profession. A primary emphasis is on protection of assets, personnel, and facilities. Topics related to securing information, identity theft, emergency response, staff training, policy implementation, and contingency planning are covered in the course. Students will learn the basic principles of security management and its application within sport settings.

CPT 598 Mentorship

The mentorship includes supervised work for 200 clock-hours in the field of sports management in schools, colleges, universities, businesses, or industries. Before enrolling in the mentorships all coursework must be completed.

CEB 571 Sports Coaching Methodology

This advanced course is designed to serve as the foundation for students to progress towards becoming a Head Coach who can organize and communicate the Plan, Implement, Review, Adjust cycle for an entire program including multiple training groups and a staff of Lead and Assistant Coaches. This course will discuss the primary functions of quality coaches (Set the Vision & Strategy, shape the Environment, Build Relationships, Conduct Practices & Structure Competitions, Read & React to the Field, and Learn & Reflect) from a program management perspective.

Esports Management Certificate:

CET 570 Esports: A Global Phenomenon

This course is designed to introduce students to the concept of esports, the unique elements of competitive gaming, and the variety of roles coaches and management professionals can play in the fast-growing industry.

CET 571 Esports Coaching Methodology

Becoming a quality coach requires the development of proficiency across a number of functional areas. Developing into a coach that can oversee a comprehensive esports program requires a systematic integration of academic study and front-line coaching experience. This course is designed to provide that systematic process of incorporating practical esports coaching experience with formal educational course material. Students will examine the six primary functions of a quality coach (Set the Vision, Shape the Environment, Build Relationships, Conduct Practices and Structure Competition, Read & React to the Field, and Learn & Reflect) from the perspective of their specific esports context (game title, developmental level of athletes, structural and social supports). Students will develop their personal Envision (Plan), Enact (Implement), Evaluate (Review), and Enhance.

CET 572 Esports Administration

This course is designed to cover administration, organization, management, and marketing principles applicable to the development and growth of an esports program.

CET 573 Esports Facilities and Event Management

This course provides a comprehensive look at what it takes to produce a successful esports event from conception to fruition to evaluation. Students will learn the principles of planning, marketing, producing, and evaluating events and facilities, while applying these concepts to the unique aspects of esports.

Physical Education and Sports Coaching Diploma:

CED 520 Sports First Aid

A coach's guide to preventing, responding to and managing sports injuries. Being a successful coach requires knowing more than just the "X's" and "O's" of the sport; a coach must also fulfill the role of "first responder" for his or her athletes.

CED 556 Sports Nutrition and Ergogenic Aids

This course covers the principles of sound nutrition as they relate to the athlete as well as to the average individual in society. In addition, the course covers the physiological aspects of how nutrition affects the body in terms of overall optimal health. With the growing focus on performance enhancing drugs, this course provides a basic understanding of the variety of substances used in today's world to enhance performance. Students will also learn how they work, if they really work, which are illegal and how they can be detected. Finally, the many ethical issues associated with the use of performance enhancing drugs will be discussed.

CEE 521 Aerobic Endurance Exercise Training and Program Design

The importance of physical activity in the enhancement of performance, quality of life and prevention of disease is examined. The course examines the principles of physical activity as

they relate to both athletes and non-athletes. Also presented are the physiological aspects of physical activity and how these affect the body in terms of overall health.

CEE 523 Seminar in Sports and Physical Education

This course examines the wider scope of what physical education is and how teachers can help students become more attuned with their role in developing personal and social responsibility. Upon completion of this course physical education teachers will have strategies and ideas to not only teach physical education but to also engage students in activities that build personal and social responsibility.

CEE 524 Games Approach to Teaching Physical Education and Sports

This course presents an innovative approach to sport education as it emphasizes the power of play in creating challenging learning situations.

CEE 525 Physical Fitness and Conditioning

This is a course designed to study the fundamental principles of training and nutrition associated with the disciplines of physical education, sport, and exercise. The course is intended to develop students' knowledge and understanding of the anatomical and physiological systems within the human body. Physical educators can use sport conditioning, strength training, and an awareness of fitness and nutrition programs in order to enhance individual and team performance in physical activities, such as sports. This knowledge should translate into the ability to design and implement various types of physical education and sport conditioning programs.

CEE 526 Physical Fitness Testing, Evaluation and Report

This course will focus on the measurement techniques used to test physical performance. You will learn to develop skills that can be used to interpret basic statistics and be able to select and administer physical performance tests. In addition, you will learn how to perform the International Physical Performance Test and interpret the results.

CEE 658 Psychology of Physical Performance

This course involves the study of human psychological behavior and its influence in sport and exercise settings, including physical education environments. It is designed to provide the student with the information gleaned from research in the field of sport and exercise psychology as well as practical knowledge to become a more effective physical education teacher, athletic coach, fitness instructor or athlete.

CEE 571 Physical Education and Sports Coaching Methodology

This course is designed to help teachers understand concepts associated with physical education and athletic coaching. Teaching and coaching are professions that require practice, study, and perhaps most importantly, a love of physical activity, sports, and working with people. Obviously, this course will only focus on the study of teaching/coaching, which includes, but is not limited to, techniques, philosophy, traits, communication, skill development, and leadership.

The actual practice of teaching/coaching is the responsibility of the teacher. If you are involved with the teaching or coaching profession, the love of physical activity, sports, and working with people is probably already firmly established.

CEE 583 Physical Education Facilities and Sports Event Management

This course involves the study of the principles, guidelines, and recommendations for planning, constructing, using, and maintaining indoor and outdoor sports, physical education, recreation, and fitness facilities (i.e., athletic facilities).

CPT 598 Internship

This course requires students to secure an organization to supervise 200 hours of hands-on experience in the field. Students must complete a final report.

Adaptive Sports Certificate:

CEB 571 Sports Coaching Methodology

This course is a study in the development of a theoretical base for teaching sport and sport skill with a practical application for adaptive sport. The course includes the development of an athlete-centered coaching philosophy with an emphasis on ethics in coaching, establishing a successful coaching style, and developing a positive team culture. A review of the impact of contemporary trends and issues in sports coaching is included.

CEB 573 Adaptive Sports Coaching

This course is designed to provide sports coaches with the knowledge and skills necessary to successfully address the unique aspects of coaching disability and Paralympic sport. In addition to an introduction to the spectrum of sports and the role of classification systems within the parasport movement, a special emphasis is placed on the capabilities, rather than disabilities, of these special populations.

CER 524 Strength and Conditioning for Special Populations

This course is designed to study the fundamental principles of training and nutrition for sports. The course is intended to develop the student's knowledge and understanding of the anatomical and physiological systems within the human body. The course will cover both the commonalities and differences in planning sports conditioning programs for athletes with disabilities.

CEB 567 Sports Psychology for Special Populations

This course is a study of the motivational phenomena that affect the performance and mental health of individual athletes and teams. The unique aspects of teaching the mental skills of concentration, relaxation, and visualization with athletes across the spectrum of disability sports will be discussed.

Sports Governance Certificate:

CEM 542 Sports Business and Human Resource Management

This course examines the relationship of sport, business, and personnel management. The central focus of the course revolves around the functions and responsibilities of a sports business professional, also referred to as a sport manager. The course is designed to help students develop the necessary skills to become an effective sport manager. The course covers the sport manager's role in planning, organizing, and leading within a sports organization and also takes into consideration critical aspects of human resource management.

CEM 543 Sports Administration

Sport administrators are essential for ensuring that sport organizations, events and programs operate effectively and efficiently. This course is designed to provide a comprehensive introduction to administration, organization, and management principles and their applications in the broad sport setting.

CEB 636 Governance of Sport Organizations

This course presents the basics of specific managerial activities necessary for governance, policy development, and financial administration in sport organizations. The theoretical underpinnings for sport governance are presented, in relationship to the management functions of planning, organizing, decision making, and strategic management. The necessary characteristics of ethical decision making and social responsibility are examined as they are applied and implemented in the governance structures of various sport industry segments including scholastic sport, community amateur sports, campus recreation, intercollegiate athletics, Olympic Sport, Paralympic sport, individual professional sports, and international sports.

Executive Sports Governance Certificate:

CEM 744 Sports Marketing

This course connects the basics of sport marketing to the changes brought about in marketing practices over the past decade with the advent of digital media. Today, a sport marketer must understand how to connect with consumers over social media platforms; targeted web and streaming content ads; and through email. This course focuses on the research methods and new developments in the field of sport marketing. It will also address the fundamentals of sponsorships as having sponsorship funding allows athletes to focus more on the training and production of their sports and reduces stress when it comes to finding money to train and put on events.

CEB 636 Governance of Sport Organizations

This course presents the basics of specific managerial activities necessary for governance, policy development, and financial administration in sport organizations. The theoretical

underpinnings for sport governance are presented, in relationship to the management functions of planning, organizing, decision making, and strategic management. The necessary characteristics of ethical decision making and social responsibility are examined as they are applied and implemented in the governance structures of various sport industry segments including scholastic sport, community amateur sports, campus recreation, intercollegiate athletics, Olympic Sport, Paralympic sport, individual professional sports, and international sports.

CEM 738 Strategic Management of Sport Organizations

The integration of concepts in the major disciplines of sport, business, strategic management, and leadership serve as the foundation of this course. This course takes an in-depth examination of strategic management practices and its application within sport organizations. Students will learn to develop and implement strategies for solving business issues through effective leadership and management. Students will examine critical components of strategic management such as strategic analysis, strategic direction, strategy formulation, strategy implementation, and strategic evaluation. Overall, this course provides students with the specific and practical applications of strategic management to effectively lead a sports organization.