



2016-2021 STRATEGIC PLAN

North American Society for Sport Management

George B. Cunningham (Chair)
Laurence Chalip
Marlene Dixon
B. Christine Green
Annemarie Farrell
Rhema Fuller
Shannon Kerwin

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NORTH AMERICAN SOCIETY FOR SPORT MANAGEMENT

The purpose of the North American Society for Sport Management (NASSM) “shall be to promote, stimulate, and courage study, research, scholarly writing, and professional development in the area of sport management.” In furthering this purpose, NASSM members “are concerned about the theoretical and applied aspects of management theory and practice specifically related to sport, exercise, dance, and play as these enterprises are pursued by all sectors of the population.”

Taking in to account [strategic considerations](#) and [progress on the previous strategic plan](#), to achieve our purpose, the North American Society for Sport Management will:

GOAL 1: ENHANCE THE INVOLVEMENT, BUY-IN, AND SENSE-OF BELONGING TO THE ORGANIZATION FOR MEMBERS.

NASSM should create/promote a sense of belonging among its members such that they believe they are valued by the Society.

To improve, we will:

Strategy 1.1: Intentionally focus on member socialization and retention. This could include, but is not limited to:

1.1.1: Providing a “NASSM 101” workshop at the conference for new members.

1.1.2: Investigating the formation of special interest groups (similar to WIN; Women in NASSM) that allow people to identify and socialize with similar others.

1.1.3: Providing more times for socials outside of the conference, while encouraging those socials to be as inclusive as possible.

Strategy 1.2: Strategically focus on recruiting and recovering former NASSM members. This includes, but is not limited to:

1.2.1: Identifying former professional members and seeking an understanding of why they did not renew their membership.

1.2.2: Providing promotions or other incentives to encourage membership.

1.2.3: Removing previously identified factors that push people to leave the Society.

1.2.4: Creating of a member relations committee, whose charge is to enhance the buy-in and sense of belonging among new and existing members.

Strategy 1.3: Investigate the development of regional conferences or meetings held in the Fall or Winter, thereby ensuring (a) continued professional development throughout the year; (b) the opportunity for closer interactions with peers; (c) enhanced opportunities for undergraduate and graduate students to become involved with the Society; and (d) programming tailored to meet the specific needs of the institutions in that particular region.

1.3.1. Develop regional conferences around topical themes and methodological themes

GOAL 2: INCREASE TRANSPARENCY IN POLICIES, PRACTICES, AND PROCEDURES.

NASSM must ensure transparency and a lack of bias in the decision making process.

To improve, we will:

Strategy 2.1: Revise the selection process for executive council membership, including:

2.1.1: Removing the winnowing process currently done by the Nominating Committee, such that all who apply for a position stand for election, and consider voting mechanisms to minimize candidates winning on small plurality.

2.1.2: Offering persons who do not win elections the opportunities to serve on standing committees.

2.1.3: Posting an edited version of executive council minutes on the website for members to review.

2.1.4: Posting executive council agendas online prior to the meetings, thereby allowing members the opportunity to offer feedback or additional agenda items.

Strategy 2.2: Revise NASSM sponsorships such that:

2.2.1: the process for selecting sponsors is widely known to members and potential sponsors, thereby removing ambiguities and misperceptions.

2.2.2: As possible, a single university does not serve as a Title Sponsor of the conference for more than two consecutive years.

GOAL 3: CONTINUE TO ENRICH THE PERCEIVED VALUE OF NASSM MEMBERSHIP

NASSM should provide additional services and activities to enhance the value associated with their Society membership.

To improve, we will:

Strategy 3.1: Create a Fellows distinction recognizing teaching and learning, with a focus on the individual's teaching and pedagogical scholarship.

Strategy 3.2: Enhance professional development opportunities for students, with a focus on, but not limited to:

3.2.1: Including information on the NASSM website for students to consider when they are selecting a graduate program.

Strategy 3.3: Increase the emphasis on members who have connections with industry partners.

3.3.1: Invite industry partners to discuss needs they have and potential research directions.

Strategy 3.4. Coordinate efforts among committees to enhance marketing communications and reach.

GOAL 4: IMPROVE CONTINUITY, HISTORICAL MEMORY, AND ACCOUNTABILITY.

To improve, we will:

Strategy 4.1: Develop a strategic plan committee, whose charge is to annually review the strategic plan, assess progress made, and identify needed revisions. The committee should make recommendations in each area to the executive committee.

Strategy 4.2: Review the structures of committees to ensure accountability, minimize redundancy, and ensure a focus on strategic goals.

GOAL 5: RECOGNIZE, RESPECT, AND MEET THE NEEDS OF THE MULTIPLE ROLES AND FUNCTIONS OF NASSM MEMBERS.

Consistent with its stated purpose, NASSM will enhance and renew the focus on professional development among a functionally diverse NASSM membership.

To improve, we will:

Strategy 5.1: Offer regular training for journal reviewers and abstract reviewers, with a focus on ensuring constructive feedback that will help the authors. Consider awarding best manuscript reviewer and abstract reviewer awards

Strategy 5.2: Offer professional development workshops throughout the conference. The focus should be on topics that capture the breadth of the membership, including engaging in critical conversations in the classroom; thriving when tasked with a high teaching load; taken-for-granted topics in teaching and scholarship; and working with a small faculty; among other topics.

Strategy 5.3: Offer symposia or other conference presentations that integrate research, teaching, and industry perspectives across a single topic, thereby allowing the participants and audience to gain a better understanding of the connections across a particular topic.

Strategy 5.4: Invite a diverse group of speakers, who have affiliations outside sport management, to speak at conferences, allowing for a novel, outsider’s perspective on topics covered.

GOAL 6: ENHANCE THE REACH AND SCOPE OF THE SOCIETY THROUGH STRATEGIC COMMUNICATIONS AND RELATIONSHIPS WITH EXTERNAL PARTNERS.

NASSM will develop partnerships to strengthen and expand our current strategic position.

To improve, we will:

Strategy 6.1: Identify strategic partnerships to advance the scope and reach of NASSM. These include partnerships with:

- 6.1.1: Academic societies in fields such as sports medicine, leisure, and physical activity.
- 6.1.2: Accrediting bodies that are accredited by the Council for Higher Education Accreditation.
- 6.1.3: Sport organizations and sport governing bodies.

Strategy 6.2: Examine partnerships with current organizations that provide program rankings (e.g., *US News and World Report*) to pursue sport management program rankings by a third party provider.

GOAL 7: UNDERSTAND AND SERVE THE PERSPECTIVES OF UNDER-REPRESENTED AND UNDER-SERVED STAKEHOLDERS.

NASSM should be a diverse and inclusive academic society—one in which all persons can thrive, irrespective of their individual differences.

To improve, we will:

Strategy 7.1: Follow-up the 2016 Climate Survey with qualitative data collection aimed at gaining a deeper understanding of members’ experiences in the Society.

Strategy 7.2: Publicize and fully articulate the Society’s commitment to diversity and inclusion.

Strategy 7.3: Gather input from and respond to the recommendations of people who can offer different perspectives about developing a diverse and inclusive Society. This includes soliciting feedback from:

- 7.3.1: Persons who are not currently affiliated with NASSM but have been in the past.
- 7.3.2: NASSM members from under-represented and under-served groups.

GOAL 8: IMPROVE THE IMPACT AND REACH OF THE NASSM JOURNALS.

As a leader in the field of sport management, NASSM will produce and support journals that substantially advance sport management theory, education, and practice.

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To improve, we will:

Strategy 8.1: Ensure the journals capture the breadth and scope of NASSM's purpose: "the theoretical and applied aspects of management theory and practice specifically related to sport, exercise, dance, and play as these enterprises are pursued by all sectors of the population."

Strategy 8.2: Continue working with the publisher and editorial team to find ways to maintain and strengthen the *Journal of Sport Management's* impact factor.

8.2.1. The JSM editorial board should identify new strategies to enhance the impact factor, with a focus on publishing, topics covered, and promotions, among others.

Strategy 8.3: Continue working with the publisher and editorial team to find ways to maintain and strengthen the *Sport Management Education Journal*.

8.3.1: Increase number of submissions.

8.3.2: Work toward obtaining an impact factor in Thompson Scientific.

Strategy 8.4: Consider supporting a third NASSM journal—one with a translational research focus in which authors write for industry partners.

GOAL 9: ENHANCE THE PERCEIVED VALUE OF NASSM CONFERENCE EXPERIENCES

NASSM should engage in activities to enhance the conference value and experience.

To improve, we will:

Strategy 9.1: Ensure long-term, sound financial management of conferences, consistent with NASSM's profit and revenue goals.

Strategy 9.2: Continuing to invest conference revenues into a quality conference experience, including better meals and beverages, additional keynote speakers, and other amenities.

Strategy 9.3: Include field trips during conferences to major sport organizations.

Strategy 9.4: Include pre-conference activities and workshops aimed at enhancing student scholarship.

Strategy 9.5: Include a track in the conference that focuses on industry connections in research, teaching, or service.

Strategy 9.6: Work to increase the value of sponsorship of the conference.

Strategy 9.7: Maximize the academic value of conferences, including a focus on keynotes, workshops, posters, and the review process.

APPENDIX A: STRATEGIC CONSIDERATIONS

FIVE FORCES ANALYSIS:

THREAT OF NEW ENTRY

Organization: low/medium threat. Although barriers to entry are low, NASSM's brand equity and reputation protect it from serious threat of another broad-based academic sport management professional association. However, there is a higher threat of entry for more specialized professional organizations representing subsets of the content areas of interest to NASSM members. To be fair, these already exist in numerous specializations (see section on rivals).

Conference: medium. New conferences are appearing all the time. However, new conferences tend to service niche markets, or are regional in nature. As with the organization itself, NASSM's first mover advantage, breadth of coverage, and brand equity protect the conference from most new entrants.

Journals: high. The barriers to entry for academic journals are high, as a journal takes time to build a reputation and audience. Status as "Official Journal of NASSM" assists both *Journal of Sport Management (JSM)* and *Sport Management Education Journal (SMEJ)* to maintain an audience. *JSM's* reputation, longevity, tracking by ISI (with impact factor), and inclusion in criteria for NASSM Research Fellow create formidable barriers to entry for new journals in the field. Yet, low acceptance rates for the journal have created dissatisfaction among large groups of NASSM members, making them more receptive to new journals entering the field. The increasing pressure on members to publish also enhances members' receptivity to new journals. *SMEJ* is less protected from new entries into the journal landscape as it is still in the process of developing its reputation, status and niche within a crowded marketplace.

THREAT OF RIVALS

Organization: medium. Most faculty are members of more than one professional organization. The quantity and variety of professional organizations relevant to sport management faculty and students has been growing. NASSM's breadth has been a strength, particularly as newer organizations have positioned themselves more narrowly as niche organizations specializing in specific areas of sport management (e.g., law, economics, marketing, recreation, tourism, college sport). Consequently, the industry is crowded with competitors, yet few compete directly. Instead, niche organizations have been seen as complementary to NASSM membership. It is not clear that this will continue. For student members, the threat of rivalry is higher, particularly for students pursuing professional positions in sport management rather than research positions.

Conference: medium. Much like the organization itself, the NASSM Conference benefits from its breadth, status as the premier academic conference in North America, and lack of direct competitors. Conference competitors can be categorized as: (a) sport management conferences competing directly with NASSM (e.g., COSMA, EASM, SMAANZ, WASM); (b) sport management content area academic conferences (e.g., the annual conference of SIRLA and SMA); (c) practitioner conferences (e.g., Athletic Business Conference, NACDA, TEAMS); (d) conferences in other disciplines relevant to sport management (e.g., CALS, NRPA, Academy of Management, AMA, TTRA, LSA), and (e) regional conferences (e.g., Toronto Sport and Society Conference, Florida State Sport Management Conference).

Journals: medium/high. The number of publication outlets relevant to NASSM members has been increasing for years. The current list of Journals Serving the Community of Sport Management Scholarship identifies 50 journals in sport management or sport management with associated industries (including *JSM & SMEJ*), and another 37 in sport consumer behavior, psychology, sociology, and history. This list does not include mainstream journals in management, marketing, or other areas of business of interest to NASSM members. Only three of these journals, including *SMEJ*, is primarily focused on teaching in sport management and related industries. Only eight of the 50 sport management journals have an impact factor. Although *JSM* has the 2nd highest five year impact factor (behind *Sport, Education and Society*), its impact has been slipping. *SMR* (1.214) and *ESMQ* (0.980) have passed *JSM* (0.718) in terms of their current impact. Only one of the teaching-focused journals, *Journal of Hospitality, Leisure, Sport and Tourism Education*, currently receives an impact factor. Although access to journals in the field depends heavily on individual institutions' library holdings, there is a small, emerging trend toward open access publications.

THREAT OF SUBSTITUTES

Organization: low. The threat of substitutes for professional organizations is fairly low. Other than switching behaviors, the most significant threat is that members will cease joining professional organizations altogether.

Conference: low. Like professional organizations, the main substitute is to do nothing. Other potential substitutes could be networking events, social media use, or online professional development opportunities.

Journals: low (JSM)/high (SMEJ). The threat of substitutes for academic research journals is very low. It is not feasible to conduct and publish research without access to journals in the field. However, the type of access could potentially be considered a substitute (e.g., away from purchase of journals to open access). Teaching journals, on the other hand, have ready substitutes that are not peer reviewed (although this is a strength). There are a number of web-based communities that share teaching materials, and teaching-related content. Further, case studies and simulations can be purchased from sites like Harvard Business School, Darden Press, and others.

THREAT OF SUPPLIERS

Organization: NA

Conference: low/medium. The main suppliers with potential power over the NASSM Conference are hotels, conference planners and workers (including volunteers), and presenters. The NASSM conference has continued to grow, with the most recent conference moving to eight concurrent sessions plus poster sessions and teaching and learning fair presentations. The size of the conference is perhaps at a tipping point – too large for many single hotels, and too small for convention centers. This limits the pool of potential hotel suppliers. On the one hand, this would seem to enhance the power of hotel suppliers. On the other hand, the increased numbers in attendance provide negotiation power to NASSM, albeit with a smaller pool of potential hosts. The conference has always depended on volunteers and a host organizing committee to supply the necessary labor for an effective and efficient conference. The new, NASSM-run format reduces the power of university hosts. However, there is not yet a model in place to provide assistance to the Conference Manager onsite. Lastly, the conference program depends on presentations submitted by attendees. The number of abstract submissions has shown small, but steady growth.

Conference presentations are a necessary output for faculty, and increasingly for research students, thus it is unlikely that supply will be threatened in the near future.

Journals: low. Two main supplier categories are manuscripts and quality reviewers. Neither is a threat at this time, although there is some dissatisfaction among members with the quality of both reviews and manuscripts for *JSM*. The profile and prestige associated with *JSM* continues to attract both manuscripts and editorial board members. *SMEJ* is still in its early years and has not yet attracted a large supply of quality manuscript submissions.

THREAT OF BUYERS

Organization: low. Threat of buyers is low. Membership has been fairly stable with both student and professional memberships increasing slightly from year to year (with the exception of Canadian conference years). However, membership is highly correlated with conference attendance. It is not clear that members (and potential members) understand the benefits of membership beyond conference attendance.

Conference: low. Threat of buyers is low. Conference attendance has continued to rise over the past 10 years. However, attendance is strongly linked to having a paper accepted at the conference. There seems to be a growing trend toward partial attendance (i.e., attending for a day or two rather than the entire conference), although currently there is no way to track this trend.

Journals: low. Threat of buyers is low. The necessity of journals to continued research efforts assures that there is a continuing need for journal articles, particularly research articles. The need for peer-reviewed teaching-related articles is less assured.

SWOT ANALYSIS

INTERNAL STRENGTHS

- Serve full range of sport management content areas and contexts
- Commitment of executive council members and committee members
- Broad base of expertise among members
- Active graduate student membership
- Strong conference attendance
- Strong submission rates to *JSM*
- Brand identity of *NASSM* & *NASSM* conference
- Control over *NASSM* conference
- Valued brand
- Heterogeneity of membership base
- Size of membership (world market share)

INTERNAL WEAKNESSES

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- Perceptions of favoritism and unfairness
- Perceptions that NASSM does not meet the needs of members not in R1 institutions
- Poor industry relations
- Little recognition beyond the academy
- Declining impact of JSM relative to ESMQ & SMR
- No impact factor for SMEJ, thus fewer submission
- Member benefits not salient or valued by many members
- Few partnerships or strategic alliances
- Reliance on conference revenue
- Structure is slow to respond to changes in the environment and member needs
- Structure impedes long-term strategic focus of organization
- Perceived homogeneity of NASSM leadership
- Professional master's students not well served
- Lack of profile in industry

EXTERNAL OPPORTUNITIES

- Undergraduates not yet served
- Market for more practice-oriented services
- Rise in international student populations
- Increased popularity of and attention paid to youth sport
- Interest/funding focus on health and healthy lifestyles
- Continued cultural caché for entertainment-based sport
- Growth in numbers of young professionals and students
- Ease of connection via technology
- Synergies with recreation and tourism

EXTERNAL THREATS

- Growth in alternative conferences
- Growth in number of journals
- Splintering of the field resulting in specialized conferences, journals, and professional organizations
- Poor awareness and understanding of sport management as an academic endeavor/major
- Rise of alternative professional organizations, such as COSMA and WASM

APPENDIX B: PROGRESS MADE ON 2003 STRATEGIC PLAN

KEY STRATEGIC GOALS:

1. Integrate the teaching, consulting, and research membership interests.
2. Expand NASSM's impact and strengthen its brand.
3. Retain NASSM's first-mover advantage.

FOCI & TACTICAL RECOMMENDATIONS:

- Conference – 20 recommendations, most achieved. The following lost or not yet achieved:
 - Invitations for workshops, symposia, etc. to researchers or consultants not in NASSM, but whose work would be significant to NASSM. *Purpose: Expand networks; grow NASSM; broaden research foci.*
 - A best paper award for an academic report of a consulting experience. *Purpose: Recognize and encourage applications and action research; reach out to those who are consulting.*
 - Invite workshops/symposia on effective consulting. *Purpose: Expand and improve industry consultations by NASSM members, especially research-based consulting.*
 - Enhance the visibility and status of posters, including leadership by example from NASSM's leadership. *Purpose: To allow the conference to grow without adding length or sessions.* [Begun; not fully sustained.]
 - Have more posters and fewer oral presentations so that there can be discussants in sessions and more time for discussion. *Purpose: Improve intellectual exchange.* [Attempted without increasing posters and reducing oral presentations, so not sustained.]
 - Have a mind mapping exercise as an activity. *Purpose: Explore and integrate the field.*
- Journal(s) – 9 recommendations, most achieved. The following lost or not yet achieved:
 - A "From the Field" section. *Purpose: Provide a home for action research, program evaluation, and other consulting work that is academically presented.* [Attempted, but not sustained due to few submissions and some editorial resistance.]
 - Group articles under topical/subject headings. *Purpose: Signal the journal's breadth; organize articles in the Table of Contents.* [Initiated, but not sustained.]
- Website – 5 recommendations, all but one achieved. Not achieved:
 - Have leading NASSM (well published) scholars formulate recommendations to prospective doctoral students about how to select a doctoral program, and how to build their research. Post those on the site. *Purpose: Help prospective students distinguish and choose better programs.*
- Newsletter – 3 recommendations, all achieved.
- SMPRC – 3 recommendations, all now superseded by the advent of COSMA.
- NASSM – 1 recommendation, achieved.
- Finances – 3 recommendations, only partially achieved.
 - Aggressive marketing, including fundraising not fully achieved. *Purpose: Financial advancement.*
- Diversity – 1 recommendation, achieved.
- International – 7 recommendations, all but one achieved or superseded. Not achieved:

- Build international content in JSM, including special issues on international matters.
Purpose: Enhance NASSM's international impact and brand.
- Implementation – 2 recommendations, one achieved. Not achieved:
 - A permanent strategic review and recommendation team.

NOTE: 54 tactical recommendations; only 12 aspects not achieved or only partially achieved.