November 9, 2019

University of Florida  
Department of Sport Management  
Gainesville, FL 32611

Dear Dr. Ko and Members of the Search Committee,

It is with great enthusiasm that I am writing to apply for the position of tenure-track Assistant/Associate Professor of Sport Management at the University of Florida. I am currently an Assistant Professor of Sport Management at University of Minnesota, with a PhD in Sport Management from the University of Florida. My five years of higher-education teaching experience and a proven commitment to innovative scholarship would contribute to the high-quality standards of your department.

1. Research Goals
My primary research goals are to: (1) expand the understanding of sport consumers’ decision-making processes by developing a wealth of sport-focused theoretical knowledge that appeals to a wide range of audiences, and (2) contribute to innovative methodological and statistical advancements in experimental sport research. I thus seek to fill conceptual, statistical, and methodological gaps in the field of sport management. Ultimately, as a sport management scholar, my objective is to produce research that helps improve the quality of life of individuals, families, and communities through an emphasis on sport experiences as well as the related psychological and physical health benefits associated with sport consumption.

2. Summary of Accomplishments
To date, I have published 19 peer-reviewed journal articles (first or single author on 12 of these articles). I have three additional manuscripts under review, and nine in progress, to be submitted by summer 2020; details of these papers are included in my vitae. Along with journal publications, I have delivered 31 peer-reviewed presentations at international academic conferences; I have six additional submissions under review. Furthermore, I have received four competitive external grants and three internal research grants, and have three additional grant proposals under review (e.g., the Spencer Foundation and the Russell Sage Foundation on Decision Making). The research outcomes supported from these internal and external grants will be used as preliminary data to apply for a NIH R01 grant. Specifically, I believe some of my ongoing projects fit very well with the PA-19-094 (i.e., emotion regulation interventions including non-clinical trials) in that my recent grant proposals respond directly to the emerging interdisciplinary funding opportunity in facilitating individuals’ psychophysiological health outcomes through innovative and cost-effective intervention programs (such as retrospective viewing in the context of spectatorship sports). In recognition of my recent research successes, I am inducted as a NASSM Research Fellow, and also recognized as the Emerging Scholar in Sport Marketing by the American Marketing Association in 2019.

3. Research Lines
My primary research interests are sport marketing and consumer behavior, with an emphasis on two lines of inquiry: (i) experiential consumption and (ii) sport sponsorship.
3.1. Experiential consumption
First, sport experiences are largely subjective, contextual, hedonic, and affective in nature, and thus I aim to provide an improved understanding of the benefits and values of sport experiences. I explore a variety of experiential consumption areas such as luxury services, spectator sports, and social media. Sport spectatorship—as a form of experiential consumption—is conducive to various hedonic and emotional reactions. In response, through a series of online experiments, I speculate how atmospheric factors of sports stadiums (such as light textures, background music, and the social density reflected in the location of bleachers) influence fans’ emotional dynamics and flow experiences, and ultimately augment their psychological well-being. I also contribute to the development of innovative theoretical and methodological approaches to spectators’ experiential consumption by engaging with and drawing connections to scholarship on social networks and mass media. By employing natural experiments (including automated text analyses and the experience sampling method), I uncover the dynamic, urgent, and fluctuating nature of the emotions spectators experience while viewing mediated sports; such attempts illuminate the seeming paradox of the favorable outcomes of negative emotions as well as reversed winner-loser effects.

3.2. Sport sponsorship
Second, the primary objective of my sport sponsorship research is to identify the complex network of brand associations stored in consumers’ memory in order to optimize desirable consumption outcomes. I work toward expanding current sponsorship literature by integrating recent metacognitive accounts of consumers’ perception and assessment with the purpose of filling explanatory gaps in the existing research. In a series of lab and online experiments, I develop the sequential and hierarchical processes of consumers’ affective evaluations toward athlete endorsers based on the theories of biased attention and cognitive dissonance. I also elucidate the asymmetrical patterns of dual attitude changes in the context of athlete endorsements by testing the interactions of image fit, evaluative conditioning, and introspection focus. My scholarship in the areas of athlete endorsement, sport sponsorship, and celebrity publicity thus significantly contributes to the field given that most of the related research employs models that predominantly rely on consumers’ deliberate and syllogistic levels of evaluative judgment. Through innovative theoretical applications of implicit memory, I aim to identify specific conditions in which existing understandings of the effectiveness of sport sponsorship and athlete branding are falsified and extended.

4. Technology and Knowledge Creation
As a means to create innovative and impactful knowledge, I have a keen interest in adapting emerging technologies. I utilize technologies in three ways: i) as a statistical tool, ii) as a measurement of consumer cognition and emotion, and iii) as a research context.

4.1. Technology as a statistical tool
First, I am proficient in the R programming language and open-source software for statistical analyses. These zero-cost and trend-sensitive technologies have significantly contributed to my adeptness in statistics, going as far as enabling me to produce my own statistical analysis that best fits my research objectives. I develop innovative approaches that help control selection bias, which notably include marginal mean weighting through stratification integrated with structural
equation modeling. This new approach is particularly beneficial in terms of controlling for extraneous variables, such as the confounding effects of unidentified psychological, socio-demographic, and situational determinants of consumption. This tool represents a valuable contribution to the field given that scholars often rely on the parsimony principle and the convenience sampling method. I extend this pioneering approach to a variety of observational studies, including longitudinal research with latent growth modeling, as well as different types of propensity score modeling, such as matching, weighting, and stratification.

4.2. Technology as a measurement of consumer cognition and emotions
Second, I desire to improve and diversify existing methods in order to more accurately measure consumer cognition and emotions, thus overcoming response biases. By applying a novel class of response time-based measurement technologies, I develop a Team Identification Implicit Association Test and newly conceptualize the construct of implicit team identification. By reflecting the widespread use of social media and Internet technology characteristic of current industrial trends, I similarly utilize computer-supported automatic algorithms to access and analyze spectator-generated Big Data. By employing a combination of machine learning and Bayesian optimization techniques, I explore sport consumers’ unfiltered, natural, and real-life expression of their emotions manifested through Twitter posts published during live sporting events. I believe such pioneering methods expand the limitations of the existing scholarship by bringing attention to the proposed measurements and further engendering related investigations and applications within the study of sport consumer behavior.

4.3. Technology as a research context
Third, I utilize entertainment technologies as research contexts in order to identify major industrial (i.e., the growth of consumer expenditure on recreation and entertainment activities) and academic trends (i.e., the emergence of positive psychology highlighting an individual’s life worth living). In particular, the spectator experience landscape evolves into new types of hybrid experiences given the emergence of portable and embodied devices (e.g., virtual reality, augmented reality, and mixed reality technologies). In a series of online and lab experiments, I speculate the effects of entertainment technologies (specifically, augmented reality spectatorship and mobile apps) on fans’ perceived loss of self-consciousness, telepresence, and time distortion, as well as subsequent consumption behavior and mental health outcomes. I also explore the role of simulated environments in developing spectators’ emotional inertia and variability as well as their emotional resilience when recovering from an anticipated defeat. I desire to explore how such various and emerging entertainment technologies enrich fans’ sports experience and optimize desired consumer outcomes.

5. Instructional Responsibilities and Interests
I have been responsible for teaching both undergraduate- and graduate-level courses in sport management. Below are specific courses that I have taught and/or developed course materials for:

- UF: Sport Marketing & Research Methods
- TTU: Sport Finance, Sport Marketing, & Research Methods (including sport business analytics)
- UMN: Sport Finance, Sport Marketing, Doctoral Research Seminar, & Thesis/Dissertation Mentoring
In addition to the core subjects in sport marketing and consumer behavior, I have previously taught classes related to sport finance and data analytics. My instructional passion and motivation stem from my past industrial experiences. For approximately three years, I worked at Kumho Inc. as a financial investment consultant. As part of this position, I analyzed clients’ financial conditions regarding asset allocation and tax planning, and developed strategies to help establish their financial goals. Based on the quality of my work, I received quarterly and semiannual championship awards for acquiring the largest numbers of new clients and receiving the highest rates for customer satisfaction. My experience as a consultant has been invaluable in developing my unique teaching and research profile in the field of sport management. In particular, it allowed me to develop a keen interest in the body of knowledge related to marketing, cognitive and social psychology, and finance and behavioral economics while developing sales and interpersonal skills.

I currently advise two doctoral and one master’s students. Additionally, I supervised eight master’s and one undergraduate students for directed study courses. For students who are interested in scholarly research, I offer dedicated and individualized mentoring. I foster students’ ability to learn how to develop in-depth theoretical knowledge and an understanding of current research issues in order to identify relevant but unique lines of inquiry. For non-thesis undergraduate and graduate students, I make every attempt to tailor course materials and create a classroom setting that simulates real-world business and academic environments. I am always pleased to hear that many of them appreciate the relevance of my course content to their careers. My teaching evaluations have consistently been at, or near, the top of departmental/school rankings at every institution where I have taught. I am never content to rest on past accomplishments, and am always seeking new and better ways to further craft my teaching skills.

I aim to establish myself as an internationally recognized scholar who will make a positive impact on both academics and practice in the field. It would be an honor to conduct research, teach, and mentor in one of North America’s top sport management programs. I would enthusiastically welcome the opportunity to interview with the search committee in order to further discuss how my experiences can contribute to the continued success of your department. I am appreciative of your time and consideration.

Sincerely,
Yonghwan Chang

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YONGHWAN CHANG

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changy@umn.edu
http://www.cehd.umn.edu/Kin/people/changy.html

EDUCATION

2016 Ph.D. in Sport Management, University of Florida, Gainesville, FL
2012 M.A. in Sport Management, University of Florida, Gainesville, FL
2008 B.A. in Physical Education, Seoul National University, Seoul, South Korea

ACADEMIC APPOINTMENTS

2017–present Assistant Professor, University of Minnesota, Minneapolis, MN
2016–2017 Assistant Professor, Texas Tech University, Lubbock, TX
2012–2016 Graduate Assistant-Fellow, University of Florida, Gainesville, FL

HONORS & AWARDS

2019 NASSM Research Fellow Award
2019 Emerging Scholar in Sport Marketing Award, American Marketing Association (AMA), Sport & Sponsorship-linked Marketing Special Interest Group (SportSIG)
2018 Janet B. Parks Research Grant Award, NASSM
2016 Research Grants Award, Sport Marketing Association (SMA)
2014 Outstanding Academic Achievement Award, University of Florida
2013 Top faculty paper (2nd place), Advertising Division of Association for Education in Journalism and Mass Communication, Washington, D.C.
2012–2016 Graduate School Fellowship, Academic Affairs, University of Florida
2012 Outstanding Academic Achievement Award, University of Florida
2011 Outstanding Academic Achievement Award, University of Florida
2008 Semiannual Achievement Champion Award (Financial Consultant), Kumho Asiana Group, Seoul, S. Korea
2008 Quarterly Achievement Champion Award (Financial Consultant), Kumho Asiana Group, Seoul, S. Korea

REFEREED SCHOLARLY PUBLICATIONS


scoring system in Taekwondo events. *International Journal of Sport Science, 10*, 34-45. [IF = N/A]


**In progress**


Chang, Y., Jacobson, L., & Han, G. J. (nearing submission). Consumption goal activation.


Han, G., & Chang, Y. (data collection). Meaningfulness and enjoyment in spectator sports.

Han, G., & Chang, Y. (data collection). Sequential processes of spectators’ emotional experiences.


**INTERNATIONAL CONFERENCE PRESENTATIONS**


27. Chang, Y., Lee, I., & Han, G. (2018, October). *A big data analysis of spectator emotions on social media during the Super Bowl 50 Game*. 2018 Sport Marketing Association Conference (SMA), Dallas, TX.


GRANTS & CONSULTING PROJECTS


8. Chang, Y. (PI) (2016). Implicit memory in sport consumer behavior. Office of the Vice President for Research (Core Research Support) & College of Arts and Sciences (Incentive Fund), Texas Tech University, USA ($60,000, Accepted; $19,000, Funded).


### ACADEMIC TEACHING

#### UNIVERSITY OF MINNESOTA

<table>
<thead>
<tr>
<th>Term</th>
<th>Course Description</th>
<th>Students' Overall Assessment of Instructor</th>
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</thead>
<tbody>
<tr>
<td>Fall, 2019</td>
<td>Doctoral Research Seminar in Kinesiology (graduate; n = 16)</td>
<td>Students' overall assessment of instructor: $M = na$ (6 indicates Excellent)</td>
</tr>
<tr>
<td>Fall, 2019</td>
<td>Sport Finance (graduate; n = 29)</td>
<td>Students' overall assessment of instructor: $M = na$ (6 indicates Excellent)</td>
</tr>
<tr>
<td>Spring, 2019</td>
<td>Sport Marketing (undergraduate; n = 32)</td>
<td>Students' overall assessment of instructor: $M = 5.62$ (6 indicates Excellent)</td>
</tr>
<tr>
<td>Spring, 2019</td>
<td>Programming &amp; Promotion in Sport (graduate; n = 17)</td>
<td>Students' overall assessment of instructor: $M = 5.60$ (6 indicates Excellent)</td>
</tr>
<tr>
<td>Fall, 2018</td>
<td>[Re-designed] Sport Marketing (undergraduate; n = 38)</td>
<td>Students' overall assessment of instructor: $M = 5.28$ (6 indicates Excellent)</td>
</tr>
<tr>
<td>Fall, 2018</td>
<td>Sport Finance (graduate; n = 22)</td>
<td>Students' overall assessment of instructor: $M = 5.38$ (6 indicates Excellent)</td>
</tr>
<tr>
<td>Spring, 2018</td>
<td>[Re-designed] Programming &amp; Promotion in Sport (graduate; n = 23)</td>
<td>Students' overall assessment of instructor: $M = 5.39$ (6 indicates Excellent)</td>
</tr>
<tr>
<td>Fall, 2017</td>
<td>Sport Finance (graduate; n = 24)</td>
<td>Students' overall assessment of instructor: $M = 5.09$ (6 indicates Excellent)</td>
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#### TEXAS TECH UNIVERSITY

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<tr>
<th>Term</th>
<th>Course Description</th>
<th>Students' Overall Assessment of Instructor</th>
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<tbody>
<tr>
<td>Spring, 2017</td>
<td>[Developed] Research Methods in Sport Management (graduate; n = 20)</td>
<td>Students' overall assessment of instructor: $M = 4.59$ (5 indicates Excellent)</td>
</tr>
<tr>
<td>Spring, 2017</td>
<td>[Re-designed] Fundamentals of Sport Marketing (undergraduate; n = 45)</td>
<td>Students' overall assessment of instructor: $M = 4.77$ (5 indicates Excellent)</td>
</tr>
<tr>
<td>Fall, 2016</td>
<td>Financial and Economic Aspects of Sport (undergraduate; n = 46)</td>
<td>Students' overall assessment of instructor: $M = 4.90$ (5 indicates Excellent)</td>
</tr>
</tbody>
</table>

#### UNIVERSITY OF FLORIDA

<table>
<thead>
<tr>
<th>Term</th>
<th>Course Description</th>
<th>Students' Overall Assessment of Instructor</th>
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</thead>
<tbody>
<tr>
<td>Spring, 2016</td>
<td>Research Methods (graduate; n = 13)</td>
<td>Students' overall assessment of instructor: $M = 4.71$ (5 indicates Excellent)</td>
</tr>
<tr>
<td>Fall, 2015</td>
<td>Sport Marketing (undergraduate; n = 41)</td>
<td>Students' overall assessment of instructor: $M = 4.70$ (5 indicates Excellent)</td>
</tr>
<tr>
<td>Spring, 2015</td>
<td>Sport Marketing (undergraduate; n = 28)</td>
<td>Students' overall assessment of instructor: $M = 4.33$ (5 indicates Excellent)</td>
</tr>
</tbody>
</table>

### ACADEMIC ADVISING

#### DOCTORAL STUDENTS

**Advisor & Dissertation Committee Chair**

- Laura Jacobson; Fall, 2019–present
  - Cause-related marketing and consumer bias
Dissertation Committee Member
- Ji (Jacob) Wu; Spring, 2018–Spring, 2019
  \textit{- Shared value creation in sport}
- Madeleine Orr; Spring, 2018–present
  \textit{- Climate vulnerability of sport organizations}

Directed Independent Study
- Ji (Jacob) Wu; Fall, 2017

\textbf{MASTER'S STUDENTS}

Advisor & Thesis Committee Chair
- Gyujik Han; Fall, 2018–present
  \textit{- Emotion dynamics in spectator sports}

Directed Independent Study & Capstone Project (Non-thesis)
- Charles Lawrence, Kyla Cox; Fall, 2018
- Lindsey Trimm; Spring, 2018
- Bradley Karr, Casey Dennis; Spring, 2017
- Britton Gallardo, Carla Heredia, Lauren Mason; Fall, 2016

\textbf{UNDERGRADUATE STUDENTS}

Directed Independent Study & Capstone Project (Non-thesis)
- Ericka Copeland; Spring, 2019

\textbf{INVITED TALKS & PANELIST}

2018 \textit{The paradox of negative celebrity publicity}, Sport Administration, School of Human Movement, Sport, & Leisure Studies, Bowling Green State University, OH
2018 \textit{Sport marketing research} [KIN 8980: Graduate Research Seminar in Kinesiology], School of Kinesiology, UMN
2018 \textit{The past, present, and future of sport management} [KIN 1871: Survey of Kinesiology, Recreation, and Sport], School of Kinesiology, UMN
2018 \textit{IAT & Open-source data analysis} [KIN 8980: Graduate Research Seminar in Kinesiology], School of Kinesiology, UMN
2017 Dean’s Advisory Board Meeting, School of Education and Human Development, UMN
2016 \textit{Sport services and experiential consumption: What do consumers gain}, Department of Business and Economics, Polytechnic University of Cartagena, Spain
2016 \textit{Sport services and experiential consumption: What do consumers gain}, Department of Physical Education and Sport, University of Valencia, Spain
2016 \textit{Information processing theories} [SPM 5936: Sport Management Theories], UF
2015 \textit{Sponsorship-linked marketing} [SPM 6905: Strategic Sport Marketing], UF
2015 \textit{The principles of sport marketing} [The Brazilian student-athlete program], UF
2015 \textit{Multilevel data analysis in R} [SPM 6036: Research in Sport Management], UF
2014 \textit{Memory-based illusion in sport sponsorship} [Graduate Research Symposium], UF
2014 \textit{Experiential consumption in sport: An integrative theoretical perspective} [SPM 5936: Strategic Sport Marketing], UF
2014 \textit{Overview of sponsorship-linked marketing} [LEI 4570: Revenue Resource Management], UF
2012  Movement mechanisms for early childhood for the early childhood education graduate students [EEX 6304: Creativity Early Childhood Curriculum], UF

COMMUNITY SERVICE

ACADEMIA

Editorial Review Board
2019–present  Frontiers in Sports and Active Living
2016–present  Journal of Global Sport Management

Invited Journal Manuscript Reviewer
2018–present  Sport Management Review, 2018(1)
2018–present  Sport Marketing Quarterly, 2018(1)
2017–present  International Journal of Information Management, 2017(1)
2016-present  Journal of Global Sport Management, 2016(1), 2017(1), 2019(2)

Invited Conference Section Head and Abstract Reviewer
2018–present  American Marketing Association (AMA)
  o  Section Reviewer in Consumer Behavior, 2018(2), 2019(2)
2016–present  North American Society for Sport Management (NASSM)
  o  Section Head in Sport Marketing & Consumer Behavior
  ▪  2019–2020, in progress
  ▪  2018–2019, 6 faculty reviewers & 37 abstracts
  ▪  2017–2018, 4 faculty reviewers & 34 abstracts
  o  Section Reviewer in Sport Marketing, 2016(12)
2014–2016  Annual Graduate Education & Graduate Student Research Conference in Hospitality/Tourism
  o  Section Reviewer in Hospitality Marketing, 2014(2), 2015(2), 2016(2)

UNIVERSITY OF MINNESOTA

2019–present  7.12 Statement (faculty promotion and tenure guideline) revision committee, School of Kinesiology, University of Minnesota
2019–present  Faculty search committee, Tenure-track assistant professor in Sport Management, School of Kinesiology, University of Minnesota
2019  Faculty merit rubric development committee, School of Kinesiology, University of Minnesota
2019–present  Focus Group Leader (Sport Management), School of Kinesiology, University of Minnesota
2018–2019  Graduate admission & TA assignment coordinator in Sport Management, School of Kinesiology, University of Minnesota
2018–present  Graduate education committee, School of Kinesiology, University of Minnesota
2018  Faculty search committee, Two Lecturers in Sport Management, School of Kinesiology, University of Minnesota
2017–2018 External evaluator of fan experience survey, Intercollegiate Athletics, University of Minnesota

**TEXAS TECH UNIVERSITY**
2017 Advisor and judge, Graduate poster competition, Department of Kinesiology and Sport Management, Texas Tech University
2016–2017 Field advisor, Internship in Sport Management (SPMT 5003), Department of Kinesiology and Sport Management, Texas Tech University
2016–2017 Committee for curriculum revision and assessment, Bachelor’s and Master’s degree programs in sport management, Department of Kinesiology and Sport Management, Texas Tech University
2016–2017 Faculty search committee, three tenure-track assistant professors in Sport Management, Department of Kinesiology and Sport Management, Texas Tech University

**UNIVERSITY OF FLORIDA**
2015–2016 Mentor for graduate students, TRSM Mentor Program, University of Florida
2013–2014 Representative to College of Health and Human Performance, Korean Students Association (KSA), University of Florida
2014–2015 Marketing advisor, Haile Plantation Golf & Country Club (along with Jay Pittman, PGA, manager and director of golf), Gainesville, FL
2013–2014 President of Korean Society of Health and Human Performance (KSHHP), University of Florida

**SEOUL NATIONAL UNIVERSITY**
2006–2007 President of Gymnastics Team, Seoul National University, Seoul, S. Korea
2005–2006 Vice-President of Gymnastics Team, Seoul National University, Seoul, S. Korea
2005 Assistant teacher, Physical development and research center, Seoul National University, Seoul, S. Korea

**PROFESSIONAL AFFILIATIONS**
2019–present *American Marketing Association* (AMA)
2012–present *North American Society for Sport Management* (NASSM)
2010–present *Sport Marketing Association* (SMA)
List of References

1. Dr. Chris Janiszewski  
   Russell Berrie Eminent Scholar Chair, Professor  
   Warrington College of Business Administration, University of Florida  
   Gainesville FL 32611  
   352-273-3281  
   chris.janiszewski@warrington.ufl.edu

2. Dr. Michael Sagas  
   Professor  
   Department of Sport Management  
   College of Health and Human Performance, University of Florida  
   Gainesville FL 32611  
   352-294-1640  
   msagas@hhp.ufl.edu

3. Dr. Yuhei Inoue  
   Reader in Sport Management (Professor)  
   Department of Economics, Policy and International Business  
   Manchester Metropolitan University, England  
   +44 (0)161 247  
   Y.Inoue@mmu.ac.uk

4. Dr. Dae Hee Kwak  
   Associate Professor  
   School of Kinesiology, University of Michigan  
   1402 Washington Hts., Ann Arbor, MI 48109  
   734-615-2884  
   kwakd@umich.edu

5. Dr. Brian Mills  
   Associate Professor  
   Department of Kinesiology and Health Education  
   College of Education, University of Texas at Austin  
   512-232-2116  
   brian.mills@austin.utexas.edu
## Work Eligibility-Visa Sponsorship

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
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<tbody>
<tr>
<td>Are you presently eligible to work in the United States?</td>
<td>Yes</td>
</tr>
<tr>
<td>Will you now or in the future require sponsorship for employment visa status (e.g., H-1B status)?</td>
<td>Yes</td>
</tr>
</tbody>
</table>
How Did You Hear About This Opportunity?

Please tell us how you learned about this opportunity by selecting the primary sources below:

- Other Referral/Word of Mouth
- Other Source - Online or Social Media
Relative/Member of Household Employed at UF

Do you have a relative or a person living in your household who is employed at the University of Florida?

No