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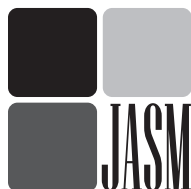
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Game Day Experience through the Lens of Critical Incident Technique

Robin Hardin
Brody Ruihley
Cindy Veraldo

Abstract

This qualitative study examined the game-day experiences of fans at a college football game using Critical Incident Technique. This technique identifies and examines important occurrences, or incidents, identified by participants based on their own positive or negative experience. A total of 2,450 individuals responded to the optional open-ended question on a survey. Respondents indicated the most positive aspects of the experience as the enjoyment, pride, and tradition associated with attending the games. The facility, atmosphere, and policies and operations were reported as the most negative aspects of the experience. It is important to understand the experience of fans at events because they are one of the primary stakeholders of an organization and one of the primary resources of revenue in the form of ticket sales. Organizations, including collegiate athletic departments, should always be evaluating the consumer experience in order to enhance the experience which can lead to higher retention rates of season-ticket holders and also cultivate new season-ticket holders. The delivery of high-quality service is one of the important aspects of any service organizations.

Keywords: *Critical Incident Technique, college football, service quality, tickets, fans*

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An examination of the NCAA Revenue and Expense Report shows the business aspect of collegiate sport at its highest competition level, Division I – Football Bowl Subdivision (FBS). Median generated revenue for the 120 members of the classification was \$40.6 million with total median revenue, which includes institutional support at nearly \$56 million. Those generated revenue numbers increase significantly when the members are split into quartiles. The first quartile had generated median revenue of \$94.5 million and institutional support of \$4.3 million, resulting in total revenue of \$98.8 million. The second quartile had generated median revenues of \$52.6 million and institutional support of \$15.5 million, for total revenue of \$68.1 million. Half of the members of Division I-FBS are operating on yearly budgets of nearly \$70 million (Fulks, 2013).

The troubling aspect is that only 23 members throughout all divisions of the NCAA are generating enough revenue to cover athletic department expenses. One of the most highly publicized expenses is coaching salaries. Forty-two Division I-FBS coaches make more than \$2 million per year, with Alabama's Nick Saban and Texas' Mack Brown earning more than \$5 million per year. The average annual salary of head baseball and basketball coaches is \$1.62 million (Steinberg, 2012). The other visible financial expenditure in major collegiate athletics relates to facilities. The so-called "arms race" has universities trying to build the best and most modern facilities for student-athletes and fans. Bennett (2012) described this race as a

carnival of construction, as schools continue to build bigger, nicer, more state-of-the-art facilities for their teams. Go around to just about any power conference campus these days, and you're likely to see as many cranes, hard hats, and barrier fences around sports fields as you are students. (para. 5)

Bennett is describing the plethora of renovations and construction occurring at FBS member schools. This construction ranges from \$5 million at Syracuse University for locker room renovations to \$378 million on stadium renovations and expansions at the University of Arizona (Bennett, 2012). This is all done in hopes of attracting top recruits and ultimately placing a quality football team on the field, which in turn, will bring an increase in fans and donations (Meer & Rosen, 2009; Stinson & Howard, 2004.).

It is worth stating again that the troubling aspect of these financial situations is that only 60 men's programs have revenues that exceed expenses, but when the shortfall for women's athletic programs is taken into account, that number falls to the aforementioned 23. Not all football and men's basketball programs are self-supporting either, as only 56% of football programs and 53% of men's basketball programs generate enough revenue to cover costs (Fulks, 2013). The primary sources of revenue for athletic departments are derived from tickets sales (28%), contributions (26%), and NCAA and conference distributions (22%) (Fulks,

2013). Institutional support is then required to cover the budget shortfall, which annually comprises 20% of members' budgets and has a median value of \$11 million (Fulks, 2013). These are funds coming from the university general operating budget and with that, athletic departments are often criticized for receiving resources that could be used for academic purposes or programs benefitting the wider student body (Gerdy, 2002; Giannoto, 2012; Staurowsky, 2002).

It appears there are two solutions to the problem: reduce spending, which does not seem to be an option, or increase revenue (Dosh, 2013). NCAA institutions have little or no control over the direct impact of television revenue, as the NCAA and conference representatives negotiate those contracts in the best interests of the member institutions (Southeastern Conference, 2011). The institutions are certainly factors in those discussions, but conference commissioners and representatives negotiate the television contracts for all NCAA members or for the conference membership as a whole. Institutions do have the ability to impact revenue from ticket sales and donations. An increase in revenue in these areas will have a direct impact on the school, as that revenue solely belongs to the institution.

Athletic departments must then focus on increasing revenue from attendance and donations. One way to increase attendance is to ensure fans are having a positive and enjoyable experience at events. Season ticket holders help fund the core activities of sport organizations and attract outside funding through sponsors who want to reach those people (McDonald & Stavros, 2007). Having a large and strong season ticket holder base enables sales and marketing staff to approach potential sponsors who want to reach those fans. It is important to understand the fan experience enabling athletic department administrations the ability to better serve the needs of fans and create a positive experience.

Menzis and Nguyen (2012) point out that research on attendance has been explored from basically two perspectives: the psychological perspective, which examines event satisfaction and motivations to attend, and the external perspective, which examines factors such as event comfort and service. The focus of this research is the external perspective and will be examined in terms of service quality and viewed through the lens of the consumer. To gain the ever-important consumer perspective, the researchers employed the Critical Incident Technique (CIT). This technique focuses on the positive and negative experiences a person might have with an experience. This approach has recently been utilized in sport-related research to gain an in-depth analysis of the researched population. Recent studies have examined sport volunteers (Love, Morse, & Ruihley, 2013), league bowlers (Ruihley & Greenwell, 2012), and minor league hockey spectators (Greenwell, Lee, & Naeger, 2007). CIT is an adequate and appropriate approach to learning more about the college football game day experience.

Dimensions of Service Quality

Not only is it important to understand why people are season ticket holders, but it is equally important to understand their experience at events. The delivery

of high-quality service is one of the important aspects of any service organization. Research suggests that consumer perception of service quality is a complex process measured by multiple dimensions of service (Brady & Cronin, 2001; Koo, Andrew, & Kim, 2008; Parasuraman, Zeithaml, & Berry, 1985, 1988). Service quality can be examined from three basic premises: 1) functional, 2) environmental, and 3) technical (Rust & Oliver, 1994).

The functional attribute involves the fans' evaluation of how service is delivered. This is based on fans' perceptions of service employees during the event. Employees are important because they are the first point of contact with consumers during the service delivery (Rust & Oliver, 1994). Money management guru Dave Ramsey refers to this front-line employee as Director of First Impressions (Ramsey, 2011). These service personnel include, among others, ticket takers, ushers, concession workers, and parking attendants. The impact of service personnel on the fan experience has been examined in terms of friendliness, responsiveness, presentation, and expertise (Chelladurai & Chang, 2000; Greenwell et al., 2002; Kelley & Turley, 2001; Koo et al., 2008; Murray & Howat, 2002; Shapiro, 2010; Wakefield & Blodgett, 1994; Wakefield & Sloan, 1995; Zhang, Smith, Pease, & Lam, 1998).

The environmental attribute has been shown to be the overall perception of quality in the service encounter (Baker, 1986; Bitner, 1992; Wakefield, Blodgett, & Sloan, 1996). Especially in the sport context, the service environment (Bitner, 1992) makes important contributions to satisfaction levels, since the consumer spends an extended period of time observing and experiencing the environment. Perceptions of the sport venue influence excitement and satisfaction with the encounter (Wakefield & Blodgett, 1994), spectators' desire to stay in the environment (Wakefield & Sloan, 1995; Wakefield et al., 1996), and their likelihood of re-patronizing games at the same facility (Wakefield et al., 1996; Kelley & Turley, 2001). This is imperative in developing season ticket holders and retaining season-ticket holders.

Many studies have considered the environmental attributes as a critical dimension of service quality, as they create a positive experience influencing a consumer's perceived service quality at the event (Baker, 1986; Bitner, 1990, 1992; Koo et al., 2008; Wakefield, Blodgett, & Sloan, 1996). Layout accessibility, facility aesthetics, seating comfort, electronic equipment/displays, sensory conditions (e.g., noise and smell), concessions, parking, and facility cleanliness have been examined in regard to the impact of the environment quality on fan satisfaction and behavioral intentions (Greenwell, Fink, & Pastore, 2002; Hightower, Brady, & Baker, 2002; Kelley & Turley, 2001; Koo et al., 2008; Zhang, Smith, Pease, & Lam, 1998; Wakefield & Blodgett, 1994; Wakefield et al., 1996). The service environment appears to enhance the consumer experience as sport fans spend an extended period of time observing a sporting event (Wakefield & Blodgett, 1996).

The technical attribute is the fans' evaluation of core service or product itself (Grönroos, 1982, 1984). It is the quality of team or athletic performances at sporting events. Sport marketers usually cannot control this because they have no control in regards to team composition or coaching decisions (Kelley & Turley, 2001).

Critical Incident Technique

Introduced by Flanagan (1954), CIT captures the positive and negative experiences of participants, examines their perspective, and reveals themes and areas of commonality. This qualitative technique focuses on simple words, responses, stories, and observations of participants and can be collected with procedures such as interviews, focus groups, or open-ended questions (Love, Morse, & Ruihley, 2013; Ruihley & Greenwell, 2012). CIT identifies and examines important occurrences, or incidents, identified by participants based on their own positive or negative experience. An incident is defined as "any observable human activity that is sufficiently complete in itself to permit inferences and predictions to be made about the person performing the act" (Flanagan, 1954, p. 327). Additional definitions of an incident include positive or negative service encounters contributing to an activity (Greenwell, Lee, & Naeger, 2007; Gremler, 2004; Grove & Fisk, 1997).

As with most open-ended responses about service or service quality, some participants will utilize the opportunity to complain about negative experiences or compliment positive encounters. CIT accepts complaints and compliments as valuable data as they easily reveal critical incidents in service quality (Friman & Edvardson, 2003; Goetzinger, Park, & Widdows, 2006; Greenwell et al., 2007; Roos, 2002; Ruihley & Greenwell, 2012). Compliments are assumed to embody attributes of the satisfying aspects of the service encounter, while complaints represent the dissatisfying components of a service encounter (Friman & Edvardson, 2003; Ruihley & Greenwell, 2012). Utilizing comments anchored by positive and negative aspects of a service encounter provide information and insight about consumer experience likely to illicit positive or negative reaction (Johnston, 2004).

Prior research utilizing CIT focuses on areas including customer satisfaction (Backhaus & Bauer, 2000; Greenwell et al., 2007; Ruihley & Greenwell, 2012), service encounters (Bitner, Booms, Tetreault, 1989; Grove & Fisk, 1997), service failure (Bejou, Edvardsson, & Rakowski, 1996; Chung & Hoffman, 1998), service quality (Bell, Gilbert, & Lockwood, 1997; Edvardsson, 1988), and volunteer satisfaction (Love, Morse, & Ruihley, 2013). As evident with the aforementioned research, CIT is often utilized in attempt to better understand the experience of the consumer as it relates to service or service quality. In the current study, the participants are people who have attended at least one intercollegiate football game at a NCAA Division I – FBS University in the Southeastern United States. Considering the importance of understanding the college football spectator, the purpose of this study is to identify service quality attributes of the sport spectator experience that may be most influential to spectators' satisfaction and dissatisfaction. Specifically, this study aims to identify and categorize aspects that favorably (satisfiers) or un-

favorably (dissatisfiers) affect a college game day experience. CIT is employed in this research to best address this purpose and to identify essential elements of the sport spectator experience.

Methods

Procedure and Participants

An online questionnaire was created to assess the opinions of those who have purchased tickets and attended a home football game of the university in the study. The questionnaire contained an open-ended question that asked the respondents to "Please provide any other comments about your game-day experience at *university* home football games." Active ticket accounts including season ticket holders were approximately 55,000. An e-mail invitation was sent to anyone who had provided a valid email address. A total of 5,102 responded to the questionnaire during the 48 hours of data collection. The data in this research consists of only responses to the open-ended question asking for comments. A total of 2,450 individuals responded to the optional open-ended question on this topic and all were used in the data analysis.

Data Analysis

Due to the electronic nature of the survey, no transcription was needed to view the data. Participant open-ended opinions were gathered and analyzed to find overarching themes within such a large group of individual responses. Content analysis was selected to analyze responses, as it has been previously used in CIT studies to deliver valid and reliable results (Kassarjian, 1977; Kolbe & Burnett, 1991; Ruibley & Greenwell, 2012). Content analysis emphasizes "what was said, the properties of the stimuli, rather than what the communicator claims he said or the interpreter perceived to have been said" (Kassarjian, 1977, p. 8). In addition, this method focuses on "the message itself, and not the communicator or the audience" (Kassarjian, 1977, p. 8). Another definition asserts that "content analysis is a phase of information processing in which the communications content is transformed, through objective and systematic application of categorization rules, into data that can be summarized and compared" (Paisley, 1969, p. 133).

Coding for the content analysis followed the open, axial, and selective coding structure as outlined by Creswell (2007). Open coding involves searching for themes within responses and texts of the participant and "segmenting them into categories of information" (Creswell, 2007, p. 239–240). Axial coding then seeks out themes about a phenomenon shared between multiple responses. Lastly, selective coding "takes the central phenomenon and systematically relates it to other categories, validating the relationships and filling in categories that need further refinement and developments" (Creswell, 2007, p. 240; Strauss & Corbin, 1990). Through these processes, coding categories were discovered and created. Themes

were then developed based on similarities and differences within coding categories.

Results

This subset of 2,450 individuals was predominantly male ($n=1622$, 66.2%), married or having significant other ($n = 1941$, 79.2%), college educated ($n = 1749$, 71.4%), and coming from a household income of \$100,000 or more ($n = 968$, 39.5%). The average age of the sample was 46.8 ($SD = 13.6$). Please see Table 1 for a complete list of demographic information. The 2,450 responses included 3,466 units of analysis, or codes. With many of the comments expressing more than one idea, comment, or opinion, some of the individual responses were assigned two or more codes. The data were broken into two sections: positive comments and negative comments. The following paragraphs will discuss the results for each section providing categories and themes that emerged from the data (see Tables 2 and 3).

Table 1
Demographic Profile

Category	Frequency	Percentage
Gender		
Male	1622	66.2%
Female	828	33.8%
Marital Status		
Single	341	13.9%
Married/Significant Other	1941	79.2%
Divorced	135	5.5%
Widowed	33	1.3%
Education		
Some High School	2	0.1%
High School Graduate	168	6.9%
Some College	531	21.7%
College Graduate	1120	45.7%
Graduate Degree	629	25.7%

Table 2*Positive Comment Data*

Theme	Number of Codes	Percentage of Codes
Enjoyment	487	25.97
Pride	416	22.19
Tradition	303	16.16
Atmosphere	224	11.95
Interaction	181	9.65
In Game	113	6.03
Facility	73	3.89
Management	54	2.88
Other	24	1.28
Total	1875	100

Table 3*Negative Comment Data*

Theme	Number of Codes	Percentage of Codes
Facilities	388	24.39
Atmosphere	338	21.24
Policy and Operations	285	17.91
Price	238	14.96
Transportation	222	13.95
Other	65	4.09
Concession service	55	3.46
Total	1591	100

Positive Comments

The positive comments produced 1,875 codes encompassing nine themes as seen in Table 2. Five primary themes and comments will be addressed. The top theme was entitled *enjoyment* (25.97% of all positive codes) and included very succinct and broad use of words used in the responses. When posed with the question about their game day experience, comments in this theme would include “great,” “awesome,” “always good,” and “I like the whole thing, I would not change anything.” The second most prominent theme was labelled *pride* (22.19% of all positive codes). Many of these comments were simply “Go [university nickname], or I bleed [university colors].” Another comment demonstrating pride stated, “I’m proud to bring guests to [our city] for home games and they are always impressed.” The third most codes were placed into a category called *tradition* (16.16% of all positive codes). The comments for traditions were the most interesting to read because tradition is near and dear to this particular subset of university fans. Some of the comments include the following:

- “I have always had the best football experience at on this campus and at our stadium. Tradition here is awesome and keeping with that is the most important thing to me each time I come back!”
- “I am a huge...fan and received my bachelor’s and master’s from [here]. Some of my favorite things are the [players walking to stadium] and running [into the stadium].”
- “I have gone to many or most games since 1959. I love all the tradition offers.”
- “I love the traditions and the atmosphere of [the university] football games.”

The fourth primary positive theme, *atmosphere* (11.95% of all positive codes) encompassed comments about the atmosphere, excitement, environment, and eustress of attending a college football game. One participant responded, “I absolutely love game day...the band is great inside and outside the stadium. All the [colors] and all the excitement vibrating inside and outside is the best!” Similarly, another added, “I enjoy the great atmosphere surrounding football Saturdays. I was watching the band come down that hill when there were only a few thousand people watching, now there are tens of thousands.” Another comment read, “I never leave a game before it’s over. I like the atmosphere and excitement even when the game is over. I still support the team when they lose, but I do enjoy the wins much better.” The fifth primary theme was entitled *interaction* (9.65% of all positive codes), as it involves categories of family, general interaction, and community. These comments really speak to the communal nature of attending a sporting event. One comment about family read,

The fans around our family (our team and the visiting teams) have always been respectful of our children and that strongly influences us in

attending game day and all the other activities associated with it. [We appreciate] the great family time and traditions...as well as a good sense of sportsmanship and respect for our university, our teams, and others around us.

Another family focused comment highlighted the fact that a child attends the school and stated, "First time to attend a [university] football game. We have a freshman student [here] and will definitely attend more games." Another comment read, "Once a season I fly from Boston to [university city] to attend [a] football game with my Dad. We make a day of it attending as many pre- and postgame activities ...it is always a great time. (Even if we lose, though it is better when we win!)" Wrapping up the interaction section was a simple comment that summed it up nicely: "Just enjoy being in my native state and visiting with friends before and after game."

The remaining secondary themes are important and worth mentioning, but by sheer percentage, were not mentioned as frequently as the previous themes. They are as follows:

- *In Game* (6.03% of all positive codes). Includes categories of team quality, sport appreciation, game entertainment, and concessions. Comments include: "My life doesn't derive meaning from [university team] and whether we win or lose, I love good collegiate football and thus, a high-quality, winning product is important." "Love football!"
- *Facility* (3.89% of all positive codes). Includes categories of general facility, cleanliness, and seating. Comments include: "Best game day experience I've ever had by far; no other sporting venue comes close." "I have been to stadiums all over the Southeastern United States. [This stadium] is an outstanding facility and the entire university should be proud."
- *Management* (2.88% of all positive codes). Includes categories of operations, policy, staff, and cost. Comments include "Everyone we come in contact with on game day [are always] pleasant and courteous. From the parking pass ladies, train staff, [ticket] takers, security, and concession stand staff. I am always proud to take anyone to a game." "Glad policy on leaving and re entering is made an exception due to inclement weather."

Negative Comments

The negative comments produced 1,588 codes containing seven themes as seen in Table 3. Five primary themes and comments will be addressed. The theme with the most negative comments and codes revolves around *facilities* (24.39% of all negative codes). The theme was comprised of coding categories of a general tone as well as those involving seating, and cleanliness within the facility. The

comments ranged from the simple (e.g., “concourse should be widened and more bathrooms installed; way to crowded” and “Need significant upgrades to restrooms and concessions in the south end of the stadium!”) to the more complete and complex:

For years, the south end zone was supposed to receive much needed renovations. During hot weather [and] weather evacuations... people are not able to move freely. They are passing out, getting stampeded, and emergency staff [is] not able to reach them in a timely manner. We have been [athletics] donors for 20+ years and are considering not returning if work does not begin on the south ramps and concession area. People stand on the ramps and smoke and no one cares, our ramps and concession areas are crap and no one cares. [A food charity] is assigned to the concessions area and they were embarrassed at the condition of their workspace. They spent hours cleaning the popcorn machine and soda area to make it presentable to those of us purchasing items from them.

Seating comments included: “Seats are too close for full-size adults.” “I felt a little claustrophobic in my seat. We were really crammed in our row!” “I have been unhappy since the size of the seats were made smaller. It is very uncomfortable with people crammed so close together.”

The second primary theme associated with negative game day experience involves *atmosphere* (21.24% of all negative codes) at the football games. Issues of crowding, interactions, and game entertainment were the primary coding categories making this theme. One participant commented on treating others politely:

I would like to see [our university] known for its hospitality during home games. This means the utmost respect for visitors, wives, and girlfriends. Hecklers, rowdies, and drunkenness...these people should be escorted from the stadium immediately...this should strongly be enforced. The Auburn tree [scandal] is a growing sign of misplaced passion. Competition is to be encouraged but above all, respect for others is imperative.

Another participant stated:

My wife and I had a miserable experience. ...We had fans in the row in front of us and beside us that were absolutely ridiculous. We felt like outsiders in our own stadium. I am a 1982 grad and for the first time in my life, I was not proud to be a [a fan]!

Game entertainment elements include areas of scoreboard, music, public address, and other entertainment comments. Comments included “Much too LOUD, busy

noise announcements makes it difficult to converse.” “My 2 biggest complaints are that the volume of announcements and canned music is too loud. Cannot carry on a conversation when music is playing and hurts our ears.” “I cannot see the Jumbo-Tron and the TVs under the deck are not very good.”

The third highest percentage theme involves participant reactions to *policy and operation* (17.91% of all negative codes). When asked about their game day experience, participants provided negative comments about the university and athletic department’s operations mainly focusing on staff and policies on a variety of topics including tickets, schedule, and donation requirements. One comment focusing on staff read, “Police on-duty at the game are notorious for ‘turning their heads’ at the widespread consumption of alcohol inside the stadium. Failure to eject or control the drunks often leads to fights and other behavior that disrupts the game.” Another staff comment highlights the importance of staff as well as the negative issues that can arise from a change of the norm:

My usher, Bob, was not at the...game and I was concerned about him. I look forward to seeing and talking to him weekly. The lady we had was not Bob at all. Also [an]...usher came during the first half and plopped himself in a seat in the last row (59) and stayed there the whole game. I found this odd, as no usher has ever sat during a game that I have been to in the last 12 years.

Examples of other policy and operation comments include:

- According to newspaper reports, some fans who left during the downpour were not allowed to return to the stadium because tickets were unreadable. If that report is true, [the University] missed, in my opinion, a good PR opportunity. Attendance was not a sell-out, the fans were willing to be there in spite of the weather, so why not inform the ticket takers to let people in? [The University] may have missed an opportunity to become the “fan-friendly” school.
- Fans and visitors need to be made aware that you cannot bring items into the stadium that were purchased elsewhere. For example, I purchased some [team] merchandise at a vendor a few blocks away and was not allowed to bring it into the stadium. My husband had to walk all the way back to our car (a long way!) to put our bags away.
- I am very concerned about emergency weather procedures. When an event arises, the stadium goes into chaos!!! Someone is going to get seriously injured one of these times. The police are rude and not helpful. Getting fans to a safe place should be their main concern when this occurs. When a person buys a ticket, it should guarantee (within reason) a wholesome and safe experience. This happened last year and this year, with this year’s seemingly worse than last. It is unsafe for fans to be sitting in lightning with no safe place to go.

The fourth primary negative theme is on the topic of *price* (14.96% of all negative codes). One poignant comment states,

I understand that college football is a business. But the cost of attending a game is too high. Common fans and families have been priced out of being able to attend. I don't like looking across at the new [stadium] terrace and see the high dollar empty seats. I would rather see a full stadium with lower priced tickets. ...Do something to capture the younger generation now.

Another comment read:

The game day experience is becoming to commercialized and it seems like more an assault on my wallet than a sporting event. Everywhere I turn someone has their hand out wanting my money for something and a VERY inflated price. From tickets to parking to concessions, it's seemingly never ending on how many ways the University or [concession company] want to gouge me and take advantage of me for something they know I feel I must be a part of.

The fifth primary theme coming from negative experiences involves *transportation* (13.95% of all negative codes). The two primary coding categories making up this theme involve parking and traffic. One comment about parking stated, "Parking and leaving the games are the deterrent for me not going to the games. Sometimes I would rather watch them on TV and not have to deal with all the hassles." Another comment read, "Parking, as you are aware, is a significant issue for those of us who cannot donate enough to obtain a parking pass. We pay \$25.00 per game for a space at a [local restaurant]. That is quite a hike for this old fellow." Traffic comments were very specific about how things could be handled to avoid a comment like this: "Managing the traffic after the game is my worst experience of the day."

A secondary theme included *concession service* (3.46% of all negative codes). Comments included, "Too many times concessions seem to run out of food." "On extremely hot days...need to have vendors outside the stadium selling beverages. People were dropping like flies waiting for the [football player walk] and the band." "There need to be free hydration stations for those who cannot afford to buy bottled water."

Discussion

This study used the CIT approach to ask respondents about the factors that are most relevant in their game-day experience. The CIT data analysis revealed items that led to positive experiences and negative experiences. The responses to

the open-ended question asking for comments about the game-day experience provided more in-depth responses rather than responding to a rating scale of pre-determined factors that may have an impact on the level of satisfaction regarding the game-day experience. There is certainly value in using rating scales to examine this issue, but using CIT analysis provided a different perspective in allowing the respondents to choose their own words to describe the experience. The open-ended question format allowed fans to provide detailed and in-depth comments about the experience and provide comments about issues that administrators may have not previously considered. This research complements the existing body of mostly quantitative knowledge regarding service quality and fan experience.

CIT allows the respondents more freedom and flexibility to describe their game-day experiences and can lead to areas impacting the game-day experience that had previously not been examined. This research showed the idea of pride and tradition as important aspects of the game-day experience but yet those had not been uncovered in previous quantitative research. It is also evident that none of the areas on a quantitative scale may truly reflect the game-day experience, thus the opened-ended question allows the respondents to provide their own perspectives and use their own words. The CIT approach allows respondents to identify the factors that had the most impact on their game-day experience without the limitations of close-ended questions. This provides administrators with a unique perspective into the fan game-day experience.

It is imperative that athletic administrators assess the experience of their fans at events. The assessment is necessary to gauge experiences of fans in terms of what aspects of the event are positive and which aspects of the event experience are negative and need to be evaluated (Koo & Hardin, 2008; Parasuraman, Zeithaml, & Berry, 1985). There have been numerous studies in regard to sport event motivations and service quality, and these have primarily been quantitatively driven studies (Beccarini & Ferrand, 2006; Brady & Cronin, 2001; Funk, Ridinger, & Moorman, 2004; Greenwell, Fink, & Pastore, 2002; James & Ridinger, 2002; Koo et al., 2009; Koo & Hardin, 2008). These studies employed questionnaires measuring specific items. This study used a unique approach in examining fan experience by using critical incident technique as the form of data analysis. This approach granted the researchers valuable access to the thoughts and opinions of the consumer. This consumer expression of positive and negative experiences allowed the analysis to dive further into the college football game day.

Nearly 26% of the coded data for positive experiences had comments related to satisfaction and enjoyment at the event. This, coupled with the 22% of comments regarding pride, shows that respondents have a stake in the experience not just from a fans' perspective but also from a university stakeholder perspective in that they care about the university as a whole and not just the football team. It is important for administrators to be aware that fans are not only consumers, but also unofficial representatives of the university and athletic department. Having

fans show pride in the event is a sign that they want the event to be first class in all capacities. This can vary from making visiting fans feel welcome, to providing a positive atmosphere for everyone to enjoy the event. Fans can certainly cheer, be loud, stand, and bemoan what is deemed as poor officiating, but all can be done in a respectful manner. Knowing that fans take pride in this can be something administrators try to develop to increase the likelihood of a positive experience. Fans do not want drinks spilled on them nor do they want their children exposed to vulgar language. This may actually prohibit fans from attending events, so this concept of pride should be examined in more detail to make the fans an actual stakeholder in the event experience rather than merely attending the event.

Similar to the theme of pride is the notion of tradition. Many people enjoy the traditional aspects of a college football game and this was shown in the findings of this study. Marketers and other administrators should take note of this and use it as a sales and retention tool. The tradition is what many people feel make college sport so unique and exceptional. The experiences of a Notre Dame, Alabama, or Wisconsin home football game, as examples, are popularized by the history and tradition each fan brings with them. This type of tradition should be used as a tool in marketing the event to attract casual fans or enthusiasts of sport to the event. The fans would not necessarily even have to be a fan of a particular team but of college football or sport in general. There can be marketing strategies put in place to promote the experience and tradition of attending a home game. The game can become a pilgrimage of sorts for fans, in that it is something that must be done if you are a college football enthusiast. This exists somewhat in Major League Baseball, as people often plan vacations focused on attending games in several ballparks during the course of their vacation. Baseball fans must see the ivy at Wrigley Field or the Green Monster at Fenway Park (Borer, 2006; Twietmeyer, 2008).

The results of this study show that tradition is important and must not be overlooked in marketing the event. The retention aspect of tradition for fans is that this is an experience unattainable anywhere else. There is nothing like the atmosphere of a well-produced sporting event, so fans should always want to return to experience it. This concept of atmosphere is also tied to pride in that part of the experience is the fans that attend the game are what make the experience so unique and excellent. Administrators should make continuous effort to impress and retain the season-ticket holders as a stakeholder in the tradition. Doing this, will create a culture of respect with the season-ticket holders and can impact the future desire to attend games.

The positive theme of atmosphere is similar to tradition and culture as it takes the stakeholders to create an exciting and positive atmosphere. The game management staff, band, marketing and promotions teams, video screen operator, students, and all other ticket holders assist in creating the atmosphere. Representatives of each should have some say in how the atmosphere is created and shaped. This can be from choreographed cheers, singing of certain songs associated with

the university, or what is shown on the video screens. The crowd is going to be diverse; therefore all demographics should be taken into consideration to try to create an exciting environment for all stakeholders. Many administrators and game management do not know what it is like to be in the stands during the game in which they are responsible for managing. Those people are working or are most likely in premium seating. It is important to keep in mind that input is needed from actual fans and to not assume what people may be thinking or feeling about the game experience.

This leads into the themes focusing on the negative aspects of the game day experience. The majority of the comments dealt with the atmosphere at the games in terms of quality of the facility and fan behavior. Atmosphere relates back to the notion that everyone at the event is responsible for creating a positive environment and being respectful. Fans certainly cannot be accountable for monitoring the behavior of other fans but having a strong security presence can help reduce many problems that may occur in the stands. Security is not merely an usher, but a uniformed officer with the ability to escort someone from the venue if behavior becomes unruly and perhaps dangerous. There is cost involved, but the benefits outweigh those costs (Schimmel, 2012).

The negative comments about the game entertainment aspect of the facility also involve understanding the key stakeholders. This does not mean that every policy or decision has to be at the extremes, either traditional or trendy, but there should be some combination of the two. There should not be a rut where fans expect the same promotions or video screen content game in and game out. There are some things that are classic and should be a part of the game day tradition. However, there should also be new features and substance each game to keep things fresh. The classic material or other traditions should also develop over time and not be forced onto fans by the athletic department. A new tradition cannot be introduced to the fans. The fans have to decide if something is a tradition and then let that mature over time.

Many times, education and easily available information can be valuable tools for the athletic department. The athletic department does not want to have poor and substandard facilities, but in most cases there are reasons renovations have not occurred. It can be due to the lack of financial resources, lack of time, or low priority. It is important to share information with fans about the plans for facility renovations and why some renovations have not been made. The same is true for parking, traffic, and the cost of parking. College campuses are not designed for upwards of 100,000 fans for a football game. They are designed for 25,000 students not on campus at the same time. There are really no parking solutions to appease everyone, especially if the campus has natural borders such as rivers, interstates, business areas, or residential areas. There is simply not enough parking. The same is true for traffic. A campus is designed for a constant flow of staff and student traffic on and off campus throughout the day and not the exodus

of 100,000 people leaving, in 20,000 cars, in a 60-minute span. Fans often have unrealistic expectations in this regard and explaining the situation and the plan for traffic flow may help fans understand the situation better; therefore becoming more accepting of their traffic or parking fate. The same is true for the cost of parking. The athletic department does not necessarily own the parking areas surrounding an athletic event. In many cases, the parking is university owned and the revenue generated from parking fees actually goes to the university not the athletic department. Again, education and information of these areas can be beneficial in helping develop an understanding of many of the negative situations brought up in this research.

Future Research

This research focuses on the college football game day experiences. The positive and negative experiences of 2,450 people have provided some major areas of consideration for college athletic administrators. The strengths of this research are the large amount of participants and the ability to capture that many in-depth opinions, but the findings were based the data collected from one university fan base. Future studies could replicate this research across many different fan bases and football cultures. Another limitation is the inability to follow up with the participants. In many aspects of qualitative work (e.g., interviews and focus groups), follow up questions or clarification are possible. Future studies could incorporate the aspects of this study in a focus group type setting where issues are brought forth and expanded even further. There are very skillful consultants that could be hired by an athletic department for such purposes as organizing and learning from focus groups.

Future research in this area of fan experience is endless. With new trends, new data, and new fans entering stadiums yearly, there is always something to learn from the fan experience. From traditional issues of music, seating, and traffic, to new issues of social media usage during game day, tailgating policy and procedure, and renovations, fans are going to demand the attention from an athletic department. It is not enough to only care by reacting to customer complaints or research (like this), rather, an athletic department needs to be proactive, seek out information, evaluate, and react. With this emphasis on proactive concern, athletic departments will be on the cutting edge of industry trends and fan loyalty. This will be imperative in an attempt to maintain current season-ticket holders, attract new season-tickets holders and increase single-game ticket purchasing. All of which will add to the revenue stream which is a must in the multimillion-dollar world of collegiate sports.

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Management Whitepaper

Game Day Experience through the Lens of Critical Incidents Technique

Robin Hardin, Brody Ruihley, Cindy Veraldo

I. Research Problem

Collegiate athletic departments must focus on increasing revenue from game attendance and donations in order to compete in the fast-changing world of collegiate athletics. One way to increase attendance is to ensure fans are having a pleasant and positive experience. It is important to understand their experiences to enable athletic department administrations to host enjoyable events to attract new and maintain existing season ticket holders as well as generate or increase donations. The purpose of this study is to identify service quality attributes of the sport spectator experience that may be most influential to fan satisfaction or dissatisfaction. Specifically, this study aims to identify and categorize aspects that positively or negatively affect a college game day experience through Critical Incident Technique.

This article would be useful to intercollegiate athletics departments, specifically in the areas of administration, facility and game operations as well as sales, marketing, and development. Additionally, stakeholders involved with sponsoring college athletics as well as those involved with stadium or arena management may also be interested in this article.

II. Issues

There is certainly evidence to demonstrate the big-business aspect of collegiate sport at the National Collegiate Athletic Association (NCAA) Division I - Football Bowl Subdivision (FBS) level. The troubling aspect of this is that fewer than 25 member institutions are generating enough revenue to cover expenses. There are millions of dollars of revenue being generated through media rights and distributions from the NCAA, but it is not enough to cover costs. It appears there are two solutions to the problem: reduce spending, which doesn't appear to be an option, or increase revenue. Member institutions have little or no control over the direct impact of television revenue, as the NCAA and conference representatives negotiate those contracts in the best interests of the member institutions. The institutions are certainly factors in those discussions but conference commissioners and representatives negotiate the television contracts for all NCAA members or for the conference membership as a whole. Institutions do have the ability to

impact revenue from ticket sales and donations. An increase in revenue in this area will have a direct impact on the school, as that revenue solely belongs to the institution.

One way to increase attendance is to ensure fans are having a positive and enjoyable experience at events. Having a large and strong season ticket holder base enables sales and marketing staff to approach potential sponsors who want to reach those fans. It is important to understand their experience as fans at events to enable athletic department administrators to better serve and host a positive experience.

For this study, an online survey was created to assess the opinions of those that have attended a collegiate football game within one calendar year of taking the survey. Areas of consideration included: pregame activities outside the stadium, pregame activities inside the stadium, overall game day activities, and the food and beverage experience. An e-mail invitation was sent to anyone who had purchased a ticket to a football game of a Southeastern university in the past year and who had provided a valid e-mail address. A total of 5,102 responded to the questionnaire during the 48 hours of data collection, and a total of 2,450 individuals responded to the open-ended question about overall game day activities.

The conceptual framework used to guide the research in this study is called Critical Incident Technique (CIT). CIT focuses on identifying and examining important incidents identified by participants based on their own positive or negative experience. An incident is defined as "any observable human activity that is sufficiently complete in itself to permit inferences and predictions to be made about the person performing the act" (Flanagan, 1954, p. 327). CIT is often utilized in attempt to better understand the experience of the consumer, as it relates to service or service quality. As with most open-ended responses about service or service quality, some participants will take the opportunity to complain about negative experiences or complement positive encounters.

III. Summary

The data were initially broken into two sections: positive comments and negative comments. The positive comments produced 1,875 codes encompassing nine themes as seen in Table 1.

The top theme was entitled *enjoyment* because of the very succinct and broad use of words used in the responses. When posed with the question about their game day experience, comments in this theme included, "great," "awesome," "always good," and "I like the whole thing, I would not change anything." The second most prominent theme was labeled *pride*. Many of these comments were simply "Go [college nickname]," or "I bleed [college colors]." The third most codes were placed into a category called *tradition*. The fourth primary positive theme, *atmosphere*, encompasses the categories of specific comments about the atmosphere, excitement, environment, and eustress of attending a college football game. The

fifth primary theme was entitled *interaction*, as it involves categories of family, general interaction, and community. These comments really speak to the communal nature of attending a sporting event. The *In game* theme includes categories of team quality, sport appreciation, game entertainment, and concessions. Facility includes categories of general facility, cleanliness, and seating. Management includes categories of operations, policy, staff, and cost.

Table 1

Positive Comment Data

Theme	Number of Codes	Percentage of Codes
Enjoyment	487	25.97
Pride	416	22.19
Tradition	303	16.16
Atmosphere	224	11.95
Interaction	181	9.65
In Game	113	6.03
Facility	73	3.89
Management	54	2.88
Other	24	1.28
Total	1875	100

The negative comments produced 1,588 codes containing seven themes as seen in Table 2. Five primary themes and one secondary theme emerged. The theme with the most negative comments and codes revolves around *facilities*. The theme was comprised of categories of a general tone as well as those involving seating, and cleanliness within the facility. The second primary theme associated with negative game day experience involves *atmosphere* at the football games. Issues of crowding, interactions, and game entertainment were the primary categories making this theme. The third highest percentage theme involves participant reactions to *policy and operation*. When asked about their game day experience, participants provided negative comments about the university and athletic department's operations mainly focusing on staff and policies on a variety of topics including tickets, schedule, and donation requirements. The fourth primary negative theme is on the topic of *price*. The fifth primary theme coming from negative

experiences involves *transportation*. The two primary categories making up this theme involve *parking and traffic*. A secondary theme included *concession service*.

Table 2

Negative Comment Data

Theme	Number of Codes	Percentage of Codes
Facilities	388	24.39
Atmosphere	338	21.24
Policy & Operations	285	17.91
Price	238	14.96
Transportation	222	13.95
Other	65	4.09
Concession service	55	3.46
Total	1591	100

IV. Analysis

It is a must that administrators assess the experience of their fans at events. This study used a unique approach in examining fan experience by using CIT as the theoretical framework for data analysis. This approach granted the researchers valuable access to the thoughts and opinions of the consumer. This consumer expression of positive and negative experiences allowed the analysis to dive further into the college football game day. Nearly 26% of the data for positive experiences had comments related to satisfaction and enjoyment at the event. This is encouraging, knowing that fans are enjoying their experience. This, coupled with the 22% of comments regarding pride, shows that respondents have a stake in the experience not just from a fan's perspective but also from a university stakeholder perspective. It is important for administrators to be aware that fans are not only consumers, but also representatives of the university and athletic department. Having fans show pride in the event is a sign that they want the event to be first class in all capacities and are willing to do things to contribute to the overall experience.

Similar to the theme of pride is the notion of tradition. Many people enjoy the traditional aspects of a college football game which was shown in the findings of this study. Marketers and other administrators should take note of this and use it as a sales and retention tool. The tradition is what many people feel make college sport so unique and exceptional. When considering the positive theme of

atmosphere, the game management staff, band, marketing and promotions teams, video screen operator, students, and all other ticket holders should have some say in how the atmosphere is shaped and molded.

The majority of negative comments dealt with the atmosphere at the games in terms of quality of the facility and fan behavior. Fans certainly cannot be accountable for monitoring the behavior of other fans but having a strong security presence can help reduce many problems that may occur in the stands. The negative comments about the game entertainment aspect of the facility also involve understanding the key stakeholders. There are some things that are classic and should be a part of the game day tradition. However, there should also be new features and substance each game to keep things fresh.

Many times, education and easily available information can be valuable tools for the athletic department. Athletic departments might benefit from educating their fans on facility, parking, and transportation issues. Lack of resources for facility improvement and campuses with natural borders such as rivers, interstates, business areas, or residential areas can cause traffic and parking issues. Education and information regarding these issues can be beneficial in helping develop an understanding of many of the negative situations brought up in this research.

V. Discussion/Implications

The positive and negative experiences of 2,450 people have provided some major areas of consideration for college athletic administrators. While the strengths of this research are the large amount of participants and the ability to capture many in-depth opinions, the research still contains weaknesses. One weakness is the fact that this data was collected from one university fan base. Each campus has a unique atmosphere with a different fan base and distinctive traditions. A second limitation is the inability to follow-up with the participants. With these open-ended questions occurring in an anonymous survey format, follow-up was not an option.

Future research in this area of fan experience is endless. With new trends, new data, and new fans entering stadiums yearly, there is always something to learn from the fan experience. From traditional issues of music, seating, and traffic, to new issues of social media usage during game day, tailgating policy and procedure, and renovations, fans are going to demand the attention from athletic departments. It's not enough to only care by reacting to customer complaints or research (like this), rather, an athletic department needs to be proactive, seek

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In Pursuit of Sport Sustainability

Fund-Raising and the NCAA Division I Track and Field Core Product

Logan W. Roberts
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Abstract

National Collegiate Athletic Association (NCAA) Division I track and field programs have been a target of elimination in recent decades (Irick, 2011) as funds are often allocated to sports that provide the largest perceived potential return on investment (Marburger & Hogshead-Makar, 2003). Building on research that documents the influential role coaches can play in sport sustainability efforts (Cooper, 2012; Weight, 2010; Weight & Cooper, 2011), this study examines fund raising and fortification strategies of 111 Division I coaches through survey methodology. Important fund raising strategies emerged including communication with donors, maintaining an up-to-date contact database, and providing thank-you notes and/or gifts to donors. Fortification strategies to enhance demand for collegiate track and field included decreasing the length of competitions and scoring regular season meets.

Keywords: *College sport, fundraising, track and field*

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Track and field programs have been a target of elimination in the most recent decades despite tremendous participation and popularity for both male and female collegiate and high school participants (Irick, 2011; National Federation of State High School Associations, 2011). In fact, track and field is the second most popular male sport by participation in high school and ranked first among most popular sports for females, yet at the Division I level, track and field leads all sports in most programs dropped since the 1988–1989 season (Irick, 2011; NFHS, 2011). Between 2000 and 2010, there were 33 Division I men's and women's outdoor track and field programs and 50 indoor programs eliminated (Irick, 2011). Notable eliminations in this decade include West Virginia University (men, 2003); James Madison University (men, 2006); Seton Hall University (men and women, 2010); University of Delaware (men, 2011); and University of Richmond (men, 2012).

A variety of explanations have been levied in an effort to explain the torrent of programs that have been eliminated. Title IX, and in particular the proportionality prong of participation compliance, has been a popular scapegoat as administrators argue they must reduce the number of participation opportunities for men in order to offer substantially proportionate opportunities (Ridpath, Yiamouyianis, Lawrence, & Galles, 2008). A growing body of literature, however, supports the conclusion that the discontinuation decisions are in fact not driven by Title IX, but rather reductions in spending in all nonrevenue sports are due to excessive spending in football and men's basketball and an arms race of expenditures in intercollegiate athletics as administrators seek to maximize revenue in the two most potentially-lucrative sports (Leland & Peters, 2003; National Coalition for Women and Girls in Education, 2002; NCAA, 2010; Staurowsky, 2003). Economically driven athletic administrators, therefore, might seek to phase out unprofitable programs completely were it not for NCAA minimum sport sponsorship requirements and the educational justification for the existence of intercollegiate athletics (Marburger & Hogshead-Makar, 2003; Weight, 2010). Following this rationale, a growing body of literature has examined efforts to enhance sustainability of nonrevenue sports through marketing and fund-raising efforts (Cooper, 2012; Giannotto, 2012; James & Ross, 2004; Weight, 2010).

Despite the aforementioned demand for track and field participation opportunities on the high school and college levels, consumer demand continues to lag as demonstrated by the inability to draw stakeholders to support track and field programs through financial means, attendance, and media exposure. Although the majority of intercollegiate track and field meets are not ticketed events, the NCAA records attendance at its annual outdoor championships. Over the last 50 years, the top five single-day crowds at this meet all took place before 1990 (Perelman, 2011). In addition to attendance difficulties, the lack of media coverage has also played a role in diminishing publicity in this sport. A two-hour live segment on the final day of competition on CBS is typically the extent of television cover-

age for the outdoor championships. Only eight media outlets were present at the 2011 championships aside from local stations in the host city of Des Moines. Only two of those eight were nationwide outlets: the Associated Press and ESPN.com (Perelman, 2011). This study explores ways to create demand for the sponsorship and consumption of the sport on campuses, in communities, and around the country so that programs will not be threatened with discontinuation.

Review of Literature

Nonrevenue Sport Discontinuation

Several scholars have surveyed athletic directors in order to understand the underlying reasons why athletic departments eliminate nonrevenue sport programs (Gray & Pelzer, 1995; Weight & Cooper, 2011; Williamson, 1983). Williamson (1983) reported that athletic directors cited lack of student interest, high cost, lack of recruitable prospects, and lack of spectator appeal as primary factors that influenced sport discontinuation. In a follow-up study, Gray and Pelzer (1995) demonstrated some overlapping findings in reporting conference alignment, shifting resources, inconvenient travel, cost, and lack of student interest as primary influences. Weight and Cooper (2011) compared athletic director and wrestling coach perceptions of factors that influenced discontinuation decisions. Athletic directors cited financial strain of the program as a primary discontinuation criteria followed by gender equity implications, success on the mat, and regional sport popularity, while coaches indicated gender equity implications as the primary criteria followed by regional sport popularity, donor support, and athlete actions demonstrating variance between the two populations (Weight & Cooper, 2011). In this study, the authors described athlete actions as performance in the classroom, service initiatives in the local community, and behavioral conduct on campus.

The United States General Accounting Office (GAO) released a report in 2001 about four year colleges' decisions to discontinue nonrevenue programs. Primary discontinuation decisions cited by athletic director respondents included insufficient student interest, gender equity considerations, and resource allocations. Institutions that were able to add one or more teams did so through "creative strategies" that could produce revenue (e.g., fund-raising, renting facilities, hosting events) and contain costs (e.g., limit team travel and roster sizes, recruit via telephone) to avoid program eliminations (GAO, 2001, p. 25). This research supports the notion that cost-containment or revenue-generating practices can increase the chances of program sustainability. Nonrevenue coaches must not rely on the athletic department for a fully funded budget. Development initiatives become vital in preventing a program from being eliminated.

Role of the Coach in Nonrevenue Sport Sustainability

Weight (2010) was one of the first to take a thorough look at the role of the coach in the financial sustainability of nonrevenue sports. Her study examined Division I athletic director beliefs about the influence of a wrestling coach on program discontinuation decisions. Athletic directors credited coaches with holding a moderate amount of influence on whether their sport is cut, and several common themes were repeated among athletic director respondents related to a coach's role in sustaining program vitality. While this study was specific to the sport of wrestling, its findings are useful to the study of other collegiate nonrevenue sports.

Relationship building was mentioned several times as a key practice in order to build buy-in with key decision-making individuals on the campus and in the community. A complementary coaching staff led by an entrepreneur with the ability to fundraise, promote the sport, build a positive brand, promote the program's public perception, and build relationships with stakeholders is what Weight (2010) defines as "complementary entrepreneurship promotion," which could decrease the likelihood of the sport being eliminated (p. 27). If nonrevenue coaches can take advantage of the community support surrounding their program, the demand that is created can give athletic directors one less reason to eliminate their program. Weight proposes that the marketing efforts of the entrepreneurial coach are a key step in creating demand for nonrevenue sports. Although this study was specific to wrestling coaches, much can be learned and applied toward all nonrevenue coaches.

The role of the entrepreneurial coach in working toward the sustainability of a sport program holds significance for a few reasons as highlighted in a study performed by Weight and Cooper (2011). Their research sought to understand the reasons given by athletic directors for eliminating programs as given by athletic directors. As the latest trends have shown major eliminations in track and field with no signs of a plateau, it is of utmost importance that coaches know what criteria is used to make elimination decisions as well as what athletic directors most value. Understanding criteria does not guarantee survival; however, coaches can aim their efforts toward practices that athletic directors have deemed influential when making difficult program discontinuation decisions. The study showed a significant difference between athletic directors and coaches related to the value placed on financial criteria. This exemplifies the emphasis that needs to be placed on fund-raising practices in addition to other "complementary entrepreneurship promotion" initiatives that will be favorably received by athletic directors (Weight, 2009; Weight & Cooper, 2011).

The role of the coach has also been likened to the position of CEO by drawing similarities in the ability to manage individuals for the purpose of facilitating maximal productivity (Cooper, 2012). As increased pressure has been placed on nonrevenue programs, expectations have also changed for coaches. No longer are coaches only expected to field a competitive team that provides opportunity for

student-athletes. Coaches must now engage in initiatives to build interest with key stakeholders. Cooper (2012) published a marketing manual directed toward collegiate wrestling programs to offer specific practices that coaches can implement, and many can be used across all nonrevenue programs.

Fund-raising in Intercollegiate Athletics

In order to find resources outside of those that are allocated directly from the athletic department and university, programs can improve their chances of sustainability by engaging in fund-raising. As a preface to the fund-raising strategies utilized by NCAA Division I track and field coaches explored within this study, a brief review of fund-raising literature is outlined in this section.

Donor motivation. There is a substantial literary foundation exploring why donors give to athletic departments. Research has uncovered donor motivation stemming from factors such as visiting college campuses, renewing old friendships, meeting coaches and players, and obtaining tickets (Gladden, Mahony & Apostolopoulou, 2005; Staurowsky, Parkhouse & Sachs, 1996). Other donors are motivated by priority seating, special parking, and/or special recognition (Isherwood, 1986; Verner, Hecht & Fansler, 1998). Verner, Hecht, and Fansler also found that some donors give in order to receive inside information on athletics that non-donors would not have access to (1998). Philanthropic motives have also been identified such as contributing to the academic success of student-athletes and promoting the image of the university and state through supporting athletic programs, coaches, facilities, recruiting, and conference membership (Comstock, 1988; Gladden, Mahony & Apostolopoulou, 2005; Hammersmith, 1985).

Fund-raising methods. One of the main components of fund-raising is the cultivation of relationships to convey to donors that the projects and goals are worthy of their financial support (Leonhardt, 2011). Wedgeworth (2000) stated, "the process of creating and maintaining a relationship is at the heart of any successful fund-raising campaign" (p. 536). Lowman and Bixby (2011) also stressed the importance of building relationships with the community to develop good will and raise the possibility of future gifts. The cultivation of relationships begins with a clear mission and strategic plan, and is reinforced through integrated methods of communication and service quality (Leonhardt, 2011; Lowman & Bixby, 2011; Warwick, 2011).

These relationships can be sustained by thanking donors for their gifts, communicating how contributions are being used, and assuring donors of the importance of their contribution regardless of the size (Leonhardt, 2011; Shapiro, 2010). As we pursue research questions related to fund-raising practices in intercollegiate track and field, it is important to draw upon this base of empirical literature.

Conceptual Rationale

The conceptual rationale of this study combines the theory of resource allocations with core product literature. The theory of resource allocations was concep-

tualized in 1776 when Adam Smith originally explained the basic idea of supply and demand theorizing the supply of products is naturally regulated according to the demand by those who are willing to pay to bring the product to market (Smith, 2007). Applied to collegiate track and field, Smith's principles would hold that sports are being cut (or no longer being brought to market) because there is a lack of demand. This "demand" may be consumer and financially driven as we see in the "revenue-producing" sports, or it may take the form of regulatory mandates including NCAA sport sponsorship minimums and gender equity legislation. Where once the educational value of nonrevenue sports was enough to justify their existence, an increasing commercial landscape in intercollegiate athletics is intensifying the economic pressure of nonrevenue sports. Because of this, programs in question need to have stakeholders "who are willing to pay the whole rent, labor, and profits which must be paid in order to bring the product to the market" (Smith, 2007, p. 37).

Hackman examined resource allocation within colleges and universities in 1985 and found a strong relationship between environmental power and the ability to acquire outside resources, and resource allocations. This correlation between environmental power (or fans, community support, political prowess with administrators) and the ability to fundraise, "may be stronger in times of financial stress than in periods which there is more budgetary slack" (Hackman, 1985, p. 74–75). This suggests an increase in importance of environmental power (via sport support) during the current strained financial environment in higher education.

This theory was used as a lens to approach the issue of track and field sustainability. Prior research on sport discontinuation has supported the theory of resource allocations in application to Division I intercollegiate wrestling (Weight & Cooper, 2011). In this study, Division I athletic directors maintained when demand is present through supportive fans, fund-raising efforts, brand-building efforts and community support, they would be unlikely to cut a sport (2011). Building on this theoretical foundation, this study examines methods through which track and field coaches can build demand for their sport.

One direct method to enhance consumer support is through modification of the core product. "In game" alterations can be implemented to enhance the entertainment value of a sport (Aylott & Aylott, 2007; Cooper & Weight, 2009; Partovi & Corredoira, 2002). Literature suggests a three-prong approach to improving sport marketability: eliminate confusing rules (Hanning, 2007), develop rules that encourage action between participants and teams (Aylott & Aylott, 2007; Partovi & Corredoira, 2002), and facilitate high amounts of scoring between athletes and teams (Paul & Weinbach, 2007). Toward this end, we have seen many adjustments throughout the years in multiple sports. The implementation of the shot clock in basketball to maintain a rapid tempo and the reduction in goal-tending equipment to encourage more scoring in the National Hockey League (NHL) represent a few examples (Allen, 2008). These modifications can facilitate increased

fan satisfaction (Greenwell, Fink, & Pastore, 2002; McDonald, Sutton, & Milne, 1995; Wakefield & Sloan, 1995), increased consumption habits (Anderson & Mittal, 2000; Laverie & Arnett, 2000), and word-of-mouth advertising (Kotler, 1994).

Significance of this Study

In a time when budgets for track and field programs are seeing cuts and reallocation of monies, it has never been more imminent for coaches to engage in the cultivation of demand. Although most Division I athletic departments have a designated fund-raising and marketing staff, these skills, if also performed effectively by a coach, can enhance the long-term viability of the program (Cooper, 2012; Weight & Cooper, 2011; Weight, 2010). The findings in this study will add to the literature related to Olympic sport sustainability practices and will equip coaches in their efforts toward being effective fund raisers for their programs. Combined, these findings will provide a foundation for enhancing the demand of intercollegiate track and field.

Research Questions

[RQ1] What fund-raising strategies are utilized by NCAA Division I track and field coaches to support the sustainability of their program?

[RQ2] How do NCAA Division I track and field coaches believe the sport of track and field can be enhanced in order to create a more marketable product?

[RQ 3] What changes to the core product could create and maintain market demand for track and field?

Method

Instrument Design

This study was completed through the use of quantitative and qualitative research methods to examine current NCAA Division I coach perceptions of track and field fund-raising and marketing practices. An online survey was constructed to explore practices that programs have in place while also polling track and field coaches on their perceptions of the core product of NCAA Division I track and field. The survey was tested for validity through review by a panel of experts including two sport administration professors, a member of the athletic fund-raising staff at the University of Michigan-Ann Arbor, staff members of the United States Track and Field and Cross Country Coaches Association (USTFCCCA), and an expert in survey design from the Odum Institute. In an effort to enhance construct validity, a pilot study was conducted by having a select sample of coaches around the country complete the survey to ensure clarity and comprehensiveness of questions and to address the research questions.

Data Collection

The population of interest was NCAA Division I track and field coaches who were most knowledgeable about marketing strategies for their programs. By including every Division I school in the survey, the sample aimed to be representative of the population including schools of varying size and conference within the Division I membership. The study was approved by an Institutional Review Board and appropriate steps were taken to ensure confidentiality for each survey respondent. The survey was distributed via an e-mail invitation directly to the track and field coaching staffs within each school in the NCAA Division I membership that sponsors at least one track and field team ($n=325$), with the invitation asking for a response from the coach most knowledgeable about program marketing strategies. Qualtrics, an online survey tool, was used to distribute the survey and record results. The survey yielded a response rate of 34.2% after 111 coaches completed the survey.

Quantitative data were analyzed utilizing Statistical Package for Social Sciences (SPSS). Data analysis included basic frequencies and descriptive statistics in order to provide a framework of the wide array of respondents that are represented. Additionally, t-tests and one-way Analyses of Variance (ANOVA) were run to determine whether significant relationships existed between any of the independent variables (institutional NCAA Division I sub-classification, coach age, coach staff position, and coach marketing responsibility). Qualitative data was independently coded by two researchers and organized into categories based on the nature of the responses to open ended question pertaining to demand-enhancing strategies. Inter-coder reliability was high for both coded narratives indicating a clear code and perfect level of agreement between coders with a Scott's Pi of 1.0, respectively.

Results

The vast majority of survey respondents were head coaches (44.1%, $n = 52$) and of these coaches 46.6% ($n=55$) were from Football Bowl Subdivision (FBS) institutions. Of the 31 NCAA Division I conferences, 28 were represented, including every (FBS) conference ($n=11$). Data analysis showed that 61.8% ($n=71$) of the respondents were between the ages of 30–49, while 15.6% ($n=18$) were between 20–29 and 22.6% ($n=26$) were over the age of 50.

Survey respondents were asked to identify the specific track and field teams that their athletic department sponsored. The four teams, recognized as separate sports by the NCAA, are women's and men's indoor and outdoor track and field. All respondents ($n=116$) identified women's outdoor as a sponsored team, while 88.8% ($n=103$) sponsored men's outdoor. Women's indoor was almost equally sponsored as compared to women's outdoor (99.1 %, $n=115$) while men's indoor was less at 82.8% ($n=96$). See Table 1 for a complete listing of demographic data.

Table 1*Demographic Information*

	%	N
Coaching Position		
Head Coach	44.1%	52
Assistant Coach	43.2%	51
Graduate Assistant Coach	1.7%	2
Volunteer Coach	2.5%	3
Other	8.5%	10
Age		
20-29	15.6%	18
30-39	32.2%	37
40-49	29.6%	34
Over 50	22.6%	26
Conference Affiliation		
Football Bowl Subdivision	46.6%	55
Football Championship Subdivision	28.8%	34
Division I (Non-Football)	24.6%	29
Sponsored Teams		
Women's Indoor	99.1%	115
Women's Outdoor	100%	116
Men's Indoor	82.8%	96
Men's Outdoor	88.8%	103

Coach's Perceptions of Fund-Raising Importance and Strategy Usefulness

Coaches were asked how important they felt it was to the athletic department that they fund raised. There were a wide range of responses on a 5-point scale ranging from *not important* (1) to *very important* (5). The mean of responses was 3.80 approaching "moderately important" while the mode indicated most coaches felt fund-raising was *very important*. The standard deviation of this measure was 1.33 indicating a high level of variance between respondents.

Coaches were given a list of fund-raising strategies to rate on a 5-point scale of usefulness. Three strategies were rated significantly higher than "moderately

useful” utilizing a one sample t-test against a sample mean of 4. These strategies included: (1) maintaining communication with donors ($M = 4.52$; $SD = 0.85$), (2) maintaining an up-to-date contact database ($M = 4.45$; $SD = 0.95$), and (3) writing thank you notes/giving gifts for donations ($M = 4.42$; $SD = 0.87$). Analysis of variance revealed significant interactions between one independent variable. Coaches aged 40-49 years-old ($M = 4.16$) rated sending thank you notes in response to donations lower than coaches over 50 years-old ($M = 4.81$), $F(3, 108) = 2.89$, $p = 0.039$. A complete listing of related statistics can be seen in Table 2.

Table 2

Fund-Raising Strategies to Support Sustainability of Program

Fund-Raising Strategies	Mean	Standard Deviation	Mean Difference	<i>p</i>
Maintaining communication with donors	*4.52	0.85		
Maintaining up-to-date contact database	*4.45	0.95		
Thank-you notes/gifts in response to donations	*4.42	0.87	2.89	
40-49 vs. Over 50			-0.65	0.039
Hosting home competitions	3.95	1.20		
Gaining corporate sponsorships	3.86	1.24		
Benefits for individuals who give	3.74	1.08		
Allowing special interactions with coaches/athletes	3.74	1.13		
Special giving campaigns	3.68	1.16		
Ticket benefits to donors	3.16	1.39		

Note. The scale ranged from (1) “Not Useful at all” to (5) “Extremely Useful”

* $p < .001$ ($\mu \geq 4$)

Modifications to Enhance the Core Product

To understand coach’s perceptions on the current structure of the sport as it pertains to the core product, respondents were asked to rate modifications to the sport in an effort to enhance spectator appeal. Only two modifications were rated in the *somewhat useful* range, including (1) shortening the length of daily competition ($M = 3.87$; $SD = 1.21$) and (2) scoring of postseason championships ($M = 3.75$; $SD = 1.26$).

Analysis of variance revealed significant differences between coaches who reported control over marketing responsibilities who identified moderate usefulness in shortening the length of daily competition ($M = 4.12$; $SD = 1.13$), and programs that used non-coaching staff members for marketing purposes who believed it was not as necessary ($M = 3.56$; $SD = 1.21$), $F(1, 106) = 5.89$; $p = 0.017$. See Table 3 for a complete listing of statistics related to the modification of core product questions.

Table 3*Modifications to Enhance the Core Product*

Modifications to the Core Product	Mean	Standard Deviation	Mean Difference	p
Shortening the length of daily competition	3.87	1.21	5.89	
<i>Coaching Staff vs. Non-coaching Staff</i>			0.56	0.017
Scoring of postseason championships	3.75	1.26		
Modifying the order of events within a competition	2.91	1.29		
Modifying qualifying procedures for National Championships (Indoor season-Descending order list)	2.80	1.35		
Modifying qualifying procedures for Preliminary rounds (Outdoor season-Top 12 in each event)	2.79	1.45		
Shortening the length of the regular season	1.64	1.03		

Note. The scale ranged from (1) "Not Useful at all" to (5) "Extremely Useful"

* $p < .05$ ($\mu \geq 4$)

Creating Demand

The survey gave the respondents an opportunity to provide input on modifications to the sport that could create greater consumer demand. As listed in Table 4, six coding categories emerged, including 1) modify and implement team scoring of regular season meets, 2) increase television coverage of competition, 3) create spectator-friendly environment, 4) improve packaging of television product, 5) increase institutional and athletic administration support, and 6) modify NCAA Championships.

Of 65 responses, over 35% of the coaches mentioned the need to practice team scoring of competition in order to create demand for the sport. One assistant coach plainly stated, "Track and field regular season meets need to be scored. Rivalries with local schools need to be cultivated and marketed to fans, friends, and alumni of programs with an increased amount of smaller, shorter meets" (Respondent 1). Most current track and field meets are either not scored or scored without informing the fans/teams until post-event.

Equally important according to the respondents was catering to the spectators in a way that creates a friendly environment. Over 21% of coaches mentioned decreasing length of daily competition and other ways to make the sport more friendly to spectators. Some of the notable improvements included shortening the meets, publishing results in feet and inches instead of meters, and splitting the competitions into sections based on the performance level of athletes (Respondents 15 and 28).

Almost one-third of respondents identified the need to improve television coverage and packaging of the track and field product on television. One coach stated the need for "better production on live broadcasts and more live action with

less interviews. During the long-distance events, they need to cut away to field events to keep the attention of viewers” (Respondent 40). Also highlighted, by respondent 34, was the need for “more coverage on networks coupled with the education of the audience on rules and procedures of the sport. Also we need to better market our top athletes to become household names with dynamic personalities.”

Table 4

Creating Demand on Intercollegiate Level

Strategies to create demand for sport between Olympic years	(%)	N
Modify and implement team scoring of regular season meets	35.4%	23
<i>Implement dual meeting scoring with win/lose outcome, maintain head-to-head competition, instill a W/L component with rivalries</i>		
Create environment of spectator-friendly competition	21.5%	14
<i>Decrease length of daily competition, refrain from reporting metric lengths in results</i>		
Increase television coverage of competition	18.5%	12
<i>More televised competition and highlights/results of larger meets</i>		
Improve packaging of product on television	13.8%	9
<i>Market the events, knowledgeable announcers, highlight athlete personalities, variety of event coverage</i>		
Increase Support Staff	6.2%	7
<i>Improve institutional and athletic administration support</i>		
Modify NCAA Championships	4.6%	3
Total		65

Discussion and Implications

Consistent with the findings of Marburger and Hogshead-Makar (2003), it appears that coaches understand the importance placed on financial sustainability, although there was a fair amount of perspectives expressed on the issue. As increasing amounts of athletic department funding flow away from track and field toward the revenue sports, it will become increasingly important for nonrevenue programs to find ways to reach their constituents and build relationships with stakeholders for the purpose of financial support. Relying on the theory of resource allocations, we approach this discussion through a lens of understanding that the more attractive the core product of the sport, the more demand will flow to the program, facilitating sustainability (Smith, 2007).

Fund-Raising Strategies

Coaches rated three fund-raising strategies that shared a common theme of building relationships with stakeholders as more useful than the others. Division I coaches place importance on these relational interactions in order to lay a foundation strong enough to ask for assistance in funding in the future. This practice follows research in relationship marketing that has found developing relationships is important to gain financial support consistent with the perceptions of coaches in this study (Morgan & Hunt, 1994; Wedgeworth, 2000). Literature suggests the practicality of maintaining a contact database to keep in contact with a large donor base (Olsen & Frazier, 2001). A database can help a coach track, understand, and service donors by increasing the ease of outgoing correspondence and maintaining contact with them. Once in contact, it becomes easier to direct donors by way of email or phone to increase the convenience of giving. (Sargeant, 2001; Warwick, 2011).

Attaining corporate sponsorships ($M = 3.86$; $SD = 1.24$) as a means to financially supplement an operating budget, rated relatively neutral yet opinions were widely varied in the overall strategies. Although not statistically significant, the younger coaches (20–39 years of age; $M = 4.16$; $SD = 1.08$) believed this strategy to be fiscally beneficial while the older age bracket (Over 50 years old; $M = 3.35$; $SD = 1.47$) rated it closer to the neutral in its usefulness. As programs host larger and higher profile home competitions, consistently mentioned as a useful fund-raising strategy, the signage in stadium and naming opportunities as well as brand association with a successful program can become a desired commodity. The younger generation of coaches appears to more fully support the value in forming mutual partnerships with local businesses and organizations that can provide financial resources in exchange for displaying their name or logo at a stadium.

A goal of all programs should be to find what motivates stakeholders to give to their program. While literature has provided a foundation for donor motivation to give to revenue programs, benefits such as tickets, premium seating and special parking hold little value for nonrevenue sports, most of which do not charge for entry (Staurowsky, Parkhouse, & Sachs, 1996). In line with this logic, coach respondents noted that ticket benefits as a means to reward donors was the least useful of fund-raising strategies presented. Past research has noted that donors give to improve a program as well as for the philanthropic value which favors the nonrevenue sports, but coaches must take it one step further to enhance the donor's experience with the program to encourage long-term relationships and giving (Gladden, Mahony, & Apostolopoulou, 2005). These experiences can include exclusive interactions with athletes and coaches or apparel and special recognition for certain levels of financial commitment.

Modifications to the Core Product

Coaches only rated two modifications to the core product of track and field above neutral: shortening the length of daily competition and scoring of post-

season championships. T-testing produced no significant finding which would lead one to postulate that coaches believe the core product needs to be changed in structure. However, the organization of daily competition signaled a significant finding among coaching staff members who take part in the marketing of their program. Literature suggests that modifying competition format can enhance the entertainment value of the sport (Aylott & Aylott, 2007; Cooper & Weight, 2009; Partovi & Corredoira, 2002). Suggestions to tackle the long, drawn-out competition day include separating the elite athletes, which might include athletes with the top eight past performances in each event (shorter segment) from the majority of athletes (long segment) to create a two-part meet in which spectators can practice decision making in choosing their preference.

Since one of the strengths of the sport is its high participation levels, coaches can still promote inclusiveness for each competitor despite varied levels of talent, and student-athletes can take advantage of valuable competition experience. The strengths of the sport do not have to be threatened by a shortened schedule if programs implement this split-day structure.

Creating Demand for Track and Field

The sport of track and field has many opportunities to maintain interest and demand between Olympic years. According to feedback from the respondents, each program must successfully promote the sport on their campus in order to gain national exposure. The two most frequently identified enhancements involved modifying and improving the team scoring of regular season meets and creating a spectator friendly competition format. One FBS coach believes that once regular season competitions have a win or lose outcome in which fans can track as the meet progresses, fans and spectators will become more engaged in each event despite the length of competition or down time through the day (Respondent 48).

The foundation of literature suggests implementation of scoring, when facilitated in team sports, can increase consumer interest (Paul & Weinbach, 2007). This marketing approach can take advantage of drawing spectators with loyalties to a specific team. The unique nature of track and field offers a wide range of events and races occurring simultaneously that each could be enhanced if the overall team element and associated drama were infused into the meet. Public interest may be peaked if established institutional rivalries from other scored sports with head-to-head competitions can be played out on the track. Any school can implement these changes because there is no cost associated with changing the scoring format.

This scoring adjustment could add to the spectator-friendly environment if spectators are educated about the scoring system, kept up to date as the competition progresses, and given measurements in feet/inches as opposed to the widely used metric system (Respondent 15). Spectators should be educated during the meet and reminded of certain rules (Hanning, 2007). Each event has specific rules that pertain only to how competition is orchestrated. For instance, a tie-breaker in

the high jump is decided by the number of misses totaled during competition. In contrast, a tie-breaker in the long jump is determined by the athlete who had the second longest jump during competition. Spectator interest can ebb and flow with the knowledge of how events are conducted and scored as well as being updated throughout competition. These informational additions can be complementary to an overall marketing plan to enhance the atmosphere specific to the facility, demographics of the spectators and nature of the competition (Bee & Kahle, 2006).

Increasing and improving television coverage for track and field was mentioned frequently as a means to create demand for the sport. Some of the proposals included an improved marketing of personalities, more knowledgeable announcers presenting the product on television and showing a variety of events during broadcasts (Respondent 40). In order for an increase in television coverage to occur, however, it must be able to demonstrate an established audience and the sport has not proven it can do that. Attendance has dropped in recent national championships and the event has not been hosted in a top-10 market since 1976 (Perelman, 2011). The emergence of subscription-based websites that provide live race content will continue to be a reliable indicator of the commitment of the sport's followers. If a network can see value in producing the content and justify the costs by the amount of viewers it attracts, the sport may begin to find its way into homes all across America.

Limitations and Future Research

This study relied on the opinions and perceptions of the most knowledgeable Division I coach on each staff as it pertains to marketing and fund-raising, however it is hard to measure who this individual would be on each staff, so it is possible that there were some respondents with little knowledge of sustainability efforts related to their program and/or the sport. Further, those who may consider themselves knowledgeable may not be engaging in the most effective strategies. As such, it would be interesting to build on the findings in this study related to leaders in track and field marketing and research those programs in an effort to understand some "best practices." It could also be useful to expand the research to the other divisions of the NCAA. Due to variation in size, budget, and resources of the Division I membership institutions, it is hard to apply each strategy to every program, thus it would be interesting to compare the results to this study with results from data collected from other divisions.

Analyzing individual track and field program marketing plans in a case-study format could provide concrete examples of specific objectives and action steps to proactively target a consumer base. As program eliminations have become prevalent the last decade, it could be beneficial to perform a longitudinal study to document the challenges and threats of a program that is facing elimination (e.g., University of Maryland) while learning how to overcome such obstacles given fund-raising ultimatums from athletic department administration.

Conclusion

At the core of creating demand for a nonrevenue program is the cultivation of relationships. It is through the never-ending practice of connecting with people and effectively communicating the values and importance of the program that economic challenges do not become threats to the program's existence. Coaches who recognize the close relationship between demand, fund-raising, and sustainability have the opportunity to achieve the most success. The financial success of a program is a team effort from the student-athletes and coaches to the administrators and stakeholders. As Respondent #55 pointed out of marketing leader University of Oregon, "they involved a vast array of people and invest in the infrastructure to attain success as a program." When coaches take this team approach to their program's sustainability and target activities toward the practices that athletic directors value most, they should have little concern about elimination.

In the future, it is crucial for track and field coaches to reach out to advocate groups such as the United States Track and Field and Cross Country Coaches Association (USTFCCCA) to equip coaches with strategies to guard against elimination but also explore and implement modifications to the sport that will garner increased demand from the public. As television contracts are currently negotiated at the conference level, track and field governing bodies should be participating in those conversations to voice the consistent value of the sport. Producing an engaging product that showcases the skilled athleticism and charismatic personalities of the sport can enhance demand from the general public. While negotiating for television spots is not a worthwhile expenditure of a coach's time and energy, he or she can be proactively connecting with the local community to garner support and interest.

In future years, coaches and scholars alike should continue to explore ways to modify the core product while protecting the inherent nature of the sport to reach new consumers. Drawing interest from different demographics can expand the audience that could eventually cover the costs associated with bringing the product to the market. Until then, coaches have the challenging task of building interest at the local and regional levels to assist in keeping the sport on campus.

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Management Whitepaper

In Pursuit of Sustainability
Fund-Raising and the NCAA Division I
Track and Field Core Product

Logan W. Roberts and Erianne A. Weight

I. Research Problem

The purpose of this study is to explore fund-raising practices of NCAA Division I track and field programs in an effort to extrapolate and define strategies that programs can implement to encourage sustainability initiatives in addition to examining the core product in an effort to enhance the demand of the sport.

In a time when budgets for track and field programs are seeing cuts and reallocation of monies, it has never been more imperative for coaches to engage in the cultivation of demand. The findings in this study will add to the literature related to Olympic Sport sustainability practices and will equip coaches in their efforts toward being effective fund raisers for their programs. Combined, these findings will provide a foundation for enhancing the demand of intercollegiate track and field.

This article would likely be useful to intercollegiate Division I track and field coaches, particularly those that are searching for ways to increase stakeholder interest in their program.

II. Issues

Athletic directors' decisions to pour resources into the revenue sports of football and basketball are incentive-based as the payouts from bowl games and the NCAA men's basketball championship continue to increase. Some athletic directors have used financial criteria as reasons for eliminating nonrevenue programs. Track and field, a nonrevenue sport, has been eliminated at alarming rates over the past two decades despite having such high participation on the high school and collegiate level. Coaches must justify their existence through demand-based initiatives centered around fund-raising practices.

If nonrevenue coaches can take advantage of the community surrounding each program, the demand that is created can give athletic directors one less reason to eliminate their program. As increased pressure has been placed on non-revenue programs, expectations have also changed for coaches. No longer are coaches only expected to field a competitive team that provides opportunity for

student-athletes. Coaches must now engage in initiatives to build interest with key stakeholders.

One direct method to enhance consumer support is through modification of the core product. Literature suggests a three-prong approach to improving sport marketability: eliminate confusing rules (Hanning, 2007), develop rules that encourage action between participants and teams (Aylott & Aylott, 2007; Partovi & Corredoira, 2002), and facilitate high amounts of scoring between athletes and teams (Paul & Weinbach, 2007).

The theory of resource allocations was conceptualized in 1776 when Adam Smith originally explained the basic idea of supply and demand theorizing the supply of products is naturally regulated according to the demand by those who are willing to pay to bring the product to market (Smith, 2007). Applied to collegiate track and field, Smith's principles would hold that sports are being cut (or no longer being brought to market) because there is a lack of demand. Taking into account the current economic environment, financial and demand-based justification is needed along with the inherent educational value of the sports to keep them around. The programs in question need to have stakeholders "who are willing to pay the whole rent, labor, and profits which must be paid in order to bring the product to the market" (Smith, 2007, p. 37).

III. Summary

Coaches believed their athletic department felt it was moderately important that their program practice fund-raising. The most important fund-raising practices as rated by coaches include maintaining communication with donors, maintaining an up-to-date contact database and writing thank-you notes/giving gifts in response for donations. Coaches also believed that shortening length of daily competition and scoring of postseason championships were somewhat useful modifications to the core product.

Track and field can improve to increase demand between Olympic years and coaches were asked to offer suggestions to that end. The most widely referenced modifications are 1) modify and implement team scoring of regular season meets, 2) increase television coverage of competition, 3) create spectator-friendly environment, and 4) improve packaging of the television product.

IV. Analysis

Coaches rated three fund-raising strategies as more useful than the others that shared a common theme of building relationships with stakeholders and donors. Division I coaches' place importance on these relational interactions in order to lay a foundation strong enough to ask for assistance in funding in the future. A database can help you track, understand, and service your donors by increasing the ease of outgoing correspondence and maintaining contact with them.

As programs host larger and higher profile home competitions, which was consistently mentioned as a useful fund-raising strategy, the signage in stadium

and naming opportunities as well as brand association with a successful program can become a desired commodity.

The goal of all programs should be to find what motivates stakeholders to give to their program. Coaches noted that ticket benefits as a means to reward donors was least useful of the strategies presented, therefore, they must create a unique experience with added value to those individuals who contribute to their program. These experiences can include exclusive interactions with athletes and coaches or apparel and special recognition for certain levels of financial commitment.

Coaches only rated two modifications to the core product of track and field above neutral: shortening the length of daily competition and scoring of postseason championships. The organization of daily competition signaled a significant finding among coaching staff members who take part in the marketing of their program. Suggestions to tackle the long, drawn-out competition day include separating the elite athletes (shorter segment) from the majority (long segment) to create a two-part meet in which spectators can practice decision making in choosing their preference. Since one of the strengths of the sport is its high participation levels, coaches can still promote inclusiveness for each competitor despite varied levels of talent, and student-athletes can take advantage of valuable competition experience. The strengths of the sport do not have to be threatened by a shortened schedule if programs implement this split-day structure.

Each program must successfully promote the sport on their campus in order to gain national exposure. The two most frequently identified enhancements involved modifying and improving the team scoring of regular season meets and creating a spectator friendly competition format. When established rivalries from basketball and football can be played out on the track, programs have a better chance at gaining public interest. Any school can implement changes because there is no cost associated with changing the scoring format. The scoring adjustment will add to the spectator-friendly environment as long as spectators are educated about the scoring system and kept up to date as the competition progresses.

V. Discussion/Implications

Any collegiate coach can use the results of this study and modify it to his or her program's culture by gauging threats and opportunities to implement different practices. Coaches can use this research to combat the threat of elimination and work toward building a sustainable model for their sport programs.

Sustainable Volunteerism at a Major International Sporting Event

The Impact of Perceived Event Prestige

Seungmo Kim
Sung Il Hong
Damon P. S. Andrew

Abstract

The primary purpose of the current study was to examine the impact of perceived event prestige (PEP) on intention to continue voluntary work via volunteer commitment and satisfaction at a globally prestigious sporting event. A total of 202 volunteers at the International Association of Athletics Federations (IAAF) Championship, held in August, 2011, in Daegu, South Korea, participated in the study. The results of structural equation modeling (SEM) supported the full mediating effects of both attitudinal variables between PEP and intention to continue voluntary work. In other words, volunteers are more likely to feel satisfied with their voluntary work and develop strong commitment toward the event when they perceive high levels of event prestige. In turn, high levels of volunteer satisfaction and commitment tend to increase volunteers' intention to continue voluntary work for a future event. The results also revealed moderating effects of sport identification between PEP and both attitudinal outcomes.

Keywords: *Perceived event prestige, volunteer satisfaction, volunteer commitment, intention to continue volunteering, sport identification*

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Introduction

No matter how big or small, most sporting events heavily depend on volunteers for economic or noneconomic reasons (Chelladurai, 2006). Since sport volunteers play important roles in the successful hosting of sporting events through service provision (e.g., medical support, press operations, and event operations), experienced event organizing committees put a great deal of effort into the recruitment and retention of skilled volunteers (Green & Chalip, 1998). For mega events such as the Olympic Games, it takes several years of planning for each Olympic organizing committee to recruit and train volunteers. For example, the Sochi 2014 Winter Olympic Organizing Committee began receiving applications from volunteer candidates in early February 2012 for their mid-February hosting of the 2014 Olympic Games.

It seems not only a large quantity of visitors, but also a large number of event volunteers, are attracted to select sporting events labeled as “mega events” such as the Olympic Games. A mega sporting event can be defined as a short-term, yet large-scale event that can bring international attention and long-term consequences to the host city or country (Roche, 2000). According to Getz (1997), a mega event is readily identified as a “must-see event” and should be able to attract more than one million visitors and be accompanied by a capital cost expenditure in excess of \$500 million. Although the events often require mandatory long-term commitments from their event volunteers, the mega sporting events have been successful to attract potential volunteers. For instance, the London Organizing Committee of the Olympic Games and Paralympic Games (LOCOG) required potential volunteers to be available for at least 10 working days and 3 days of training, and, in spite of this requirement, only 70,000 of the 240,000 applicants were recruited as Game Makers, the term used to describe London 2012 Olympic volunteers (LOCOG, 2012). In fact, evidence of this phenomenon may extend to other major international sporting events that do not meet the mega event threshold definition proposed by Getz (1997). For example, the 2009 IAAF World Championship in Berlin, Germany, attracted 6,000 volunteers who worked to deliver the event to 500,000 spectators and 8 billion viewers worldwide (IAAF, 2011).

Though globally consumed sporting events may have a competitive advantage for attracting volunteers when compared to smaller events such as local or domestic events perhaps due to the high status of the events among communities, the retention of skilled volunteers is still important for successful sporting events because repeat volunteers serve as valuable human resources for mega or major sporting event organizers due to their skills and knowledge gained from prior events that can help new volunteers (Fairley, Kellett, & Green, 2007). Therefore, the primary purpose of this study was to examine the impact of volunteers’ perceived prestige associated with a major international sporting event on intentions to continue volunteering for a future possible event again via volunteer satisfaction and commitment. The 2011 Daegu IAAF World Championships was chosen

because the event, in particular, met the needs of the present study due to the significant international attention associated with the event and its host city (Roche, 2000).

Sport Volunteers

Due to the importance of securing volunteer labor for sporting events, sport managers should be aware of who volunteers from a demographical perspective and why people volunteer from a motivational perspective (Farrell, Jonshon, & Twynam, 1998). Therefore, a significant thrust of volunteer research in sport has investigated demographics (e.g., age, gender, education, and income) and motivations of volunteers (Chelladurai, 2006). These studies (Bang & Chelladurai, 2009; Farrell et al., 1998; Hardin, Koo, King, & Zdroik, 2007) have identified motivating factors at local, regional, national, or international sporting events, and these motives have been labeled as purposive, self-interest (solidary), external influences (external tradition), commitments, expression of values, patriotism, interpersonal contacts, personal growth, career orientation, extrinsic rewards, and escapism. In terms of motivations of returning volunteers, Fairley et al. (2007) asked repeat volunteers at the 2004 Athens Olympics why they were interested in volunteering for Athens after they had volunteered for the 2000 Sydney Olympics. They found four key motives: nostalgia (they had great experiences during the Sydney Olympics and desired to continue the experiences through the Athens Olympics), camaraderie and friendship (they would like to keep camaraderie relationships developed from the Sydney Olympics and experience new relationships through the Athens Olympics), Olympic connection (they would like to be part of the Olympics, the World's most prestigious sporting event), and the sharing of knowledge or expertise motive (they would like to exhibit what they had learned from the previous experience and help the Olympics).

Once researchers identified a variety of volunteer motives, the attitudinal outcomes of volunteers (especially volunteer satisfaction) have received more attention on the belief that people would continue volunteering if such behavior satisfied their motivational needs (Green & Chalip, 1998). In the context of sports, researchers (Bang & Chelladurai, 2009; Bang & Ross, 2009; Bang, Won, & Kim, 2009; Farrell et al., 1998; Pauline, 2011) studied the relationships between volunteer motivations or volunteer experiences and attitudinal outcomes (e.g., satisfaction and commitment) and behavioral outcomes (e.g., intentions to continue or turnover intention).

In terms of the studies for potential antecedents of volunteer satisfaction, Farrell et al. (1998) measured satisfaction levels for volunteer experience, facilities, and event organization and examined the relationships between three aspects of volunteer satisfaction and overall volunteer satisfaction at the 1996 Canadian Women Curling Championship. They found that, among seven experience items, the two items of "communication with other volunteers" and "recognition received

for volunteer experience” were significant predictors of volunteer experience in general. However, only two items (one concerning “daily ceremonies” in the six-item event organization subscale and the other concerning “ease of movement in the facility” in the 10-item event facilities subscale) were significant predictors of volunteer experience in general. Bang and Ross (2009) examined the influence of volunteer motivation on volunteer satisfaction at the 2004 Twin Cities Marathon. They found expression of values, career orientation, and love of sport were significant predictors of volunteer satisfaction, while community involvement, interpersonal contact, personal growth, and extrinsic reward were not among the identified seven motivational factors.

Several studies (Bang, 2009; Bang et al., 2009; Cuskelly & Boag, 2001) have been conducted on volunteer commitment in context of sports. Bang et al. (2009) examined the relationship between volunteer motivation and commitment and found interpersonal contacts, love of sport, and personal growth were significant predictors of volunteer commitment at the 2005 Life Time Fitness Triathlon. Bang (2009) examined the impact of organizational reputation on volunteer commitment and found positive impacts on commitment at the 2006 Life Time Fitness Triathlon. With respect to the outcome of volunteer commitment, Cuskelly and Boag (2001) examined volunteer administrators in sport organizations and found administrators who had high levels of commitment toward the organizations were more likely to continue their voluntary works. Pauline (2011) found volunteers with previous sport event experience showed higher working assignment satisfaction than volunteers without previous sport event experience. Further, she also found positive interactions with event staff and other volunteers and skill development were important determinants of future volunteer intentions at the Turning Stone Resort Championship, an annual event on the Professional Golf Association (PGA) tour.

Recent research (Andrew, Kim, & Kim, 2011; Kim, Chelladurai, & Trail, 2007; Park, Cho, & Jung, 2008) incorporated a vocational approach to explore additional psychological constructs, such as perceived organizational support (POS), leader-member exchange (LMX), and empowerment when examining the antecedents of volunteers’ attitudinal or behavioral outcomes. The vocational approach proposes that volunteers, by virtue of their human resource relationship to the event, may be also influenced by their actual volunteer experiences (e.g., training experiences, recognition from event organizers for their contribution, and supervisory support) much in the same manner as a paid employee. In turn, these experiences would shape volunteer attitudes as well as their ultimate decision to continue or discontinue volunteering for future events (Andrew et al., 2011). Kim et al. (2007) found empowerment mediated the relationships between person-task fit, person-organization fit, managerial treatment and intention to continue volunteering. Andrew et al. (2011), including managerial variables (POS and LMX) to predict volunteer satisfaction and future turnover intention at an LPGA tournament and

found only POS to be a significant predictor of volunteer satisfaction between them and a negative relationship between volunteer satisfaction and volunteer turnover intention.

Prestige of Sporting Event

Perceived external prestige refers to “a belief held by members regarding how outsiders view the organization” (Carmeli & Freund, 2002, p. 51). The phenomenon that many people are attracted to volunteer in globally renowned and prestigious sporting events could be explained in part by Zajonc’s (1968) exposure-attitude hypothesis. Applied to the present context, this hypothesis proposes individuals are more likely attracted to work for familiar organizations as a result of the positive impact of heightened exposure on the organizations’ reputation and image. The literature (Gatewood, Gowan, & Lautenschlager, 1993; Turban, Lau, Ngo, & Chow, 2001) has supported positive relationships between the familiarity with an organization and its attractiveness to job applicants, and, within the sport industry, perceived organizational prestige plays a significant role in sport job attractiveness (Andrew, Todd, Greenwell, Pack, & Cannon, 2006; Todd & Andrew, 2008). The Olympic Games, as the most prestigious international sport competition, have significantly more media exposure than any other sporting event (Fairley et al., 2007). Based on the exposure-attitude hypothesis, one’s familiarity with the Olympic Games and its prominent history and tradition may positively impact the desire for involvement with the event. Therefore, mega sporting events may have an advantage at recruiting volunteers when compared to local sporting events (Kim, Kim, & Odio, 2010; Sutton, McDonald, Milne, & Cimperman, 1997).

Recently, in the field of management, there is increasing interest in the relationships between perceived external prestige and organizational outcomes (Kamasak, 2011). Based on social identity theory (Tajfel & Turner, 1986), an employee’s perception of how outsiders view their organization should influence the employee’s self-concept (Ashforth & Mael, 1989). Indeed, previous research empirically supported the relationship between perceived prestige of an organization and employees’ psychological states in the field of organizational behavior. Several studies have found positive relationships between an organization’s prestige and job satisfaction (Bergami & Bagozzi, 2000; Kamasak, 2011) and employee commitment (Hess, Rogovsky, & Dunfree, 2002; Peterson, 2004). According to those studies, when members in organizations perceive high levels of organizational prestige, they develop positive affective states toward their work, which in turn, increases their job satisfaction. However, the sport volunteer literature has failed to explore the impact of event prestige on volunteers’ psychological states and behavioral intentions. While Bang (2009) examined the impact of organizational reputation on volunteer satisfaction and commitment to a sporting event, the study was conducted at a local event, not a mega event, and concerned the reputation of a sporting event rather than the perceived prestige of the event.

Conceptual Framework

Figure 1 illustrates the conceptual framework of the current study. The framework consists of five variables: perceived event prestige (PEP), sport identification (domain involvement), volunteer satisfaction, volunteer commitment, and intentions to continue volunteering for the IAAF Championship (if possible). In this model, PEP influences intentions to continue volunteering via volunteer satisfaction and commitment, and sport identification moderates relationships between PEP and volunteer satisfaction and commitment.

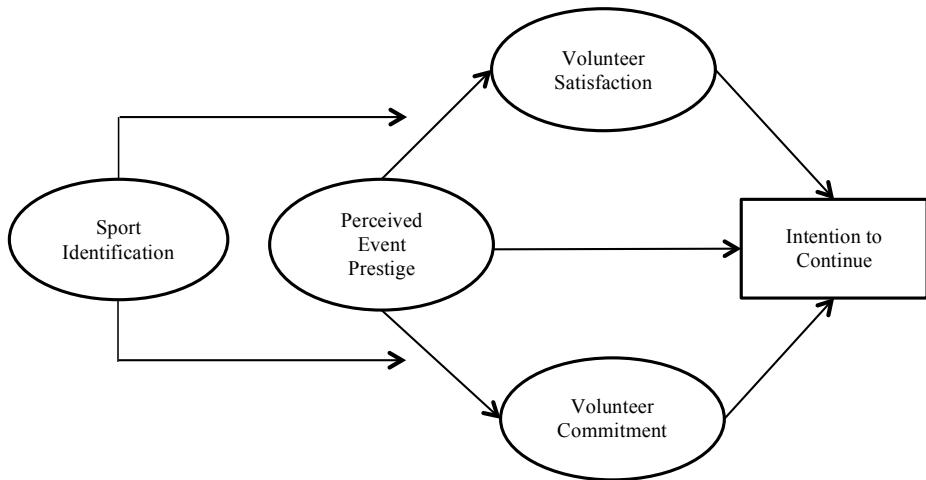


Figure 1. Proposed Model of Outcomes of Perceived Event Prestige (PEP)

Volunteer Satisfaction

Researchers and practitioners have considered volunteer satisfaction an outcome of the volunteer's actual work experiences (Cuskelly, Taylor, Hoye, & Darcy, 2006). In fact, a large number of studies have empirically supported the notion that volunteering experiences, such as operating conditions, coworkers, nature of work, contingent rewards, group integration, empowerment, and organizational support, influence the level of volunteer satisfaction (Galindo-Kuhn & Guzley, 2001; Silverberg, Marshall, Ellis, 2001). Therefore, volunteer satisfaction can be characterized as the extent to which a volunteer enjoys his or her volunteering experience. As mentioned earlier, volunteer satisfaction has become a popular topic, along with motivations and demographics of volunteers (Andrew et al., 2011), since researchers began to consider volunteering an exchange of time and effort for intrinsic/extrinsic rewards and satisfaction via the meeting of multiple motivational factors through the associated volunteer experience (Chelladurai, 2006). In terms of the relationship between PEP and volunteer satisfaction, a positive

association between the two constructs is anticipated based on previous findings regarding organization's prestige and job satisfaction (Bergami & Bagozzi, 2000; Kamasak, 2011).

Volunteer Commitment

In the organizational behavior literature, employee commitment, employees' psychological attachment toward their organizations (Allen & Meyer, 1990) is considered as a vital attitudinal construct along with job satisfaction that could influence employees' behaviors. According to Meyer and Allen (1991), organizational commitment consists of affective commitment (employee's emotional attachment and loyalty to his or her organization), continuance commitment (employee's awareness of potential costs or drawbacks related to leaving the organization), and normative commitment (employee's feeling of moral obligation to remain with the organization). Volunteer commitment could be interpreted as the volunteers' psychological attachment toward a sport organization or event. As mentioned earlier, previous studies (Hess et al., 2002; Peterson, 2004) have already demonstrated the positive relationship between perceived external prestige and employee commitment. Fairley et al. (2007) found repeat Olympic volunteers developed strong commitment to the Olympic Games after learning more about the Olympic history and spirit through their volunteer experiences. In terms of the relationship between volunteer commitment and behavioral intention in a sport organization, organizational commitment of sport volunteers has shown to be a significant predictor of turnover intention (Cuskelly & Boag, 2001).

Intention to Continue Volunteering for Future Events

It is expected that volunteers who have high levels of volunteer satisfaction and commitment toward an event or organization are more likely to continue volunteering for future events; therefore, an event organizing committee should be able to offer benefits that volunteers seek from their volunteering (Green & Chalip, 1998). For the Olympic Games, a number of volunteers are repeat volunteers who have had great experiences from previous Olympic Games. Fairley et al. (2007) found one of the four important motives for returning volunteers at the Olympic Games was the Olympic connection. Volunteers returned to the Olympic Games because they just wanted to be part of the Olympic Games, viewed as the most prestigious sporting events in the world. Knowing more about the history and spirit of the Olympic Games through prior experience strengthened their commitment to the Olympic Games. For example, the historical importance of Greece as the birthplace of the modern Olympics would have great effect on volunteers' decision to rejoin the Athens Games because the participation would strengthen their feeling of connection with Olympics (Fairley et al., 2007).

With respect to the potential mediating roles of employees' psychological outcomes between perceived external prestige and intention to continue/discontinue, it was proposed that high levels of external prestige could influence recipients' at-

titudes toward their jobs; in turn, the attitudes would have impacts on their behaviors (Herrbach, Mignonac, & Gatignon, 2004). In support of this proposition, Kamasak (2011) found a full mediation effect of job satisfaction between perceived external prestige and intention to turnover. Based on these prior studies regarding the relationships between perceived external prestige and outcomes, the following hypotheses were proposed for the current study:

Hypothesis 1: Volunteer satisfaction will mediate the relationship between PEP and intention to continue volunteering for future events.

Hypothesis 2: Volunteer commitment will mediate the relationship between PEP and intention to continue volunteering for future events.

Sport Identification

There are some people who might be more attached to a particular sport rather than a specific group or team. According to Gwinner and Swanson (2003), domain involvement refers to an attachment to a particular genre rather than a particular group. In developing the framework of the current study, sport identification (domain involvement) was incorporated as a moderator. Previous studies found individuals with high levels of sport identification to a certain sport showed higher levels of commitment to the specific domain than people with low level of sport identification (Lascu, Giese, Toolan, Guehring, & Mercer, 1995). Accordingly, it is expected that people who show high levels of involvement with a specific sport may place more value on their participation in a highly reputed sporting event (Benett, Mousley, Kitchin, & Ali-Choudhury, 2007).

Hypothesis 3: Sport identification will moderate the relationship between PEP and volunteer satisfaction.

Hypothesis 4: Sport identification will moderate the relationship between PEP and volunteer commitment.

Method

Participants and Procedure

The population of the current study featured volunteers at the 2011 International Association of Athletics Federation (IAAF) World Championship, a major international sporting event held in Daegu, South Korea, from August 27 to September 4, 2011. The 2011 IAAF Championship was chosen for the current study because the IAAF World Championship is considered one of the most prestigious sporting events (along with the FIFA World Cup and the Olympic Games) in the world. When the first championship was started in 1983 in Helsinki, Finland, to meet the demand of creating the best world competition for the sport of

track and field, the Championship was organized every four years, but it has been held biennially since 1991. Their 2009 IAAF Championship in Berlin attracted 500,000 spectators and an additional 8 billion television viewers worldwide (IAAF, 2011). The 2011 Daegu World Championship attracted 1,742 elite athletes from 199 countries that participated in 47 track and field events. Indeed, the prestige associated with the event was a significant attraction for Daegu and its 2.5 million citizens when petitioning to host the event. The organizing committee began recruiting over 6,000 volunteers in 2009 and trained them for one year to promote a successful event. With the event organizer's permission, data collection was conducted throughout the last three days of the nine-day event, which allowed the participants to experience the event for a week as volunteers. All participants were full-time volunteers who worked for the entire period of the event. A total of 265 volunteers participated in the survey, and 202 questionnaires were usable for further analyses. Among the 202 participants, there were 103 males (50.9%) and 99 females (49.1%). The majority of event volunteers were students ($n = 138$; 68.3%) in the 20 to 29 years old age range ($n = 140$; 69.3%). More participant information is available in table 1.

Table 1

Participant Information (Age, Vocation, and Informing Source of the Volunteer Opportunity)

Age	N	%	Vocation	N	%	Source of Information	N	%
10 - 19	4	2.0	Student	138	68.3	TV or Radio	21	10.4
20 - 29	140	69.3	Self-employed	2	1.0	Newspapers or Magazines	7	3.5
30 - 39	14	6.9	Salaried Worker	23	11.4	Family or Friends	54	26.7
40 - 49	15	7.4	Retiree	5	2.5	Myself	47	23.3
50+	29	14.4	Others	34	16.8	Others	73	36.2

Instrumentation

The questionnaire included 27 items designed to capture demographic profiles (e.g., gender, age, and vocation), the informing source of the volunteer opportunity, and the five constructs (PEP, sport identification, volunteer satisfaction, volunteer commitment, and intention to continue volunteering) in the proposed model. The questionnaire was prepared in English first and then was translated into Korean to reduce potential misunderstandings from the Korean participants. Two Korean doctoral students in sport management with background knowledge of the organizational behavior literature created the Korean version of the questionnaire and another Korean graduate student back translated the Korean version into English to ensure that the initial translation was properly executed. In addition, ten volunteers were asked during the orientation prior to the original events to complete the questionnaire in order to confirm they fully understood the items of the survey.

Perceived Event Prestige (PEP)

PEP was assessed by Mael and Ashforth's (1992) scale, which originally had eight items. The reported reliability for the scale was .77 in their study. However, only five modified items were adopted for the current study. These five items were assessed by using seven point Likert scales anchored by 1 (*strongly disagree*) and 7 (*strongly agree*). Sample items were "People in my community think highly of the IAAF Championship," "The IAAF Championship is considered to be one of the best events in track and field," and "The IAAF Championship does not have a good reputation in my community."

Volunteer Satisfaction

Overall satisfaction with volunteer experiences at the IAAF Championship was accessed by eight items (Farrell et al., 1998). Participants were asked, "Are satisfied with the a) volunteer experience in general?, b) recognition you received?, c) support you received to do your job?, d) information you received to do your job?, e) information you received prior to the event?, f) information you received at the event?, g) organization of the tournament?, and h) communication with other volunteers? Those items were measured using 7-point Likert scales ranging from 1 (*strongly disagree*) to 7 (*strongly agree*).

Volunteering Commitment

Six items of volunteer commitment (Costa, Chalip, Green, & Simes, 2006) were used to measure psychological attachment of the volunteers to the IAAF Championship. Although the Organizational Commitment Questionnaire (OCB) of Mowday, Steer, and Porter (1979) originally had nine items, abbreviated versions with four or six items have been used in other sport volunteer research (Costa et al., 2006; Green & Chalip, 2004) and have shown acceptable internal consistency above .70. These items were assessed by a 7-point Likert scale ranging from

1 (*strongly disagree*) to 7 (*strongly agree*). Sample items included, “This event really inspires the very best in me in the way of job performance,” “I am willing to put in a great deal of effort beyond that normally expected in order to help this event be successful,” and “I am proud to tell others that I am part of this event.”

Sport Identification

The Point of Attachment Index (PAI) was utilized for the current study. Robinson and Trail (2005) created the PAI, including seven subscales to measure different types of psychological attachment to a) the players, b) the coach, c) the community, d) the sport, e) the university, f) the level of the sport, and g) the team. The three items concerning sport attachment were used to assess psychological attachment of the respondents to the sport of track and field. Kim et al. (2010) reported a Cronbach alpha of .93 when measuring sport identity for soccer in their volunteer study. Those items were “First and foremost I consider myself a track and field fan,” “Track and field is my favorite sport,” and “I am a track and field fan at all levels (e.g., amateur, professional, and senior).” A 7-point Likert response scale with anchors of 1 (*strongly disagree*) to 7 (*strongly agree*) was also utilized for the three items.

Intention to Continue Volunteering for Future Events

Intention to continue volunteering was measured by a single item developed for the current study. The item was “If I have the opportunity, I will volunteer for the IAAF World Championships again” and was measured using a 7-point Likert response scale.

Data Analyses

The current study adopted a structural equation modeling (SEM) technique as a systematic approach to the construction of the proposed research model and testing of the hypothesized relationships among the constructs of interests. First, a confirmatory factor analysis (CFA) was conducted to confirm the proposed measurement model (PEP, volunteer satisfaction, volunteer commitment, and intention to continue volunteering). In this stage, reliability of each construct was assessed via Cronbach’s Alpha, convergent validity was determined through the average variance extracted (AVE), and discriminant validity was measured through the comparison of AVE values of each construct and the squared correlation between constructs. The appropriateness of the data to both the measurement and structural models was measured through a variety of goodness-of-fit indices, including the chi-square per degree of freedom ratio (χ^2/df), comparative fit index (CFI), Tucker-Lewis index (TLI), root mean square error of approximation (RMSEA), and standardized root mean square residual (SRMR).

Second, simultaneous equations were performed to test the hypothesized model, focusing on the mediating role of volunteer satisfaction and commitment on the relationship between perceived event prestige and intention to continue

volunteering. Following Iacobucci, Saldanha, and Deng's (2007) recommend procedure for mediation analysis via SEM, the study first tested the proposed structural model including both a direct path between the independent variable and dependent variable and an indirect path through a proposed mediator. Then, a Sobel z-test was performed to explicitly test the relative size of the indirect (mediated) versus direct paths. Based on the results from the z-test, complete mediation would be confirmed if the z is significant and the direct path is not. Meanwhile, if both the z and the direct path are significant, it is concluded that the mediation is partial.

Lastly, a multiple-sample structural equation model was performed in order to investigate the moderating effect of sport identification on the relationship between PEP and volunteer satisfaction, and on the relationship between PEP and volunteer commitment. The median split method was used to divide the sample into two groups (highly identified track sports fans versus lowly identified track sports fans) based on factor scores for sport identification. Next, measurement model invariance was tested by performing a chi-square test between the configural model (Model 1) and equal factor loading model (Model 2). This chi-square test was purported to determine if the measurement model was invariant across the two groups. Then, two separate chi-square difference tests between the equal factor loading model (Model 2) and two structural path models constraining path coefficients equal across the two groups (Models 3 and 4) were performed.

Results

Test of the Measurement Model

The results of the CFA indicated the proposed measurement model fit the data well in terms of the estimated goodness-of-fit indexes ($S-B \chi^2 / df = 53.37/49 = 1.17$; CFI = .99; TLI = .98; RMSEA = .03; SRMR = .04). In the process to revise the original measurements, eight items from the PEP, volunteer satisfaction, and volunteer commitment scales were eliminated based on results of the initial factor analysis. First, items with low factor loadings (below .5) were eliminated due to the possibility of making nonconvergence or negative error variance (Gagne & Hancock, 2006; Netemeyer, Boles, & McMurrian, 1996). Examples the deleted items included "The IAAF World Championships event does not have a good reputation in my community ($\beta = .28$)" from PEP, "You are satisfied with information you received at the event ($\beta = .34$)" from volunteer satisfaction. Furthermore, two highly correlated items ($r = .830$) of volunteer satisfaction were eliminated because of the possibility of causing correlation errors (Byrne, 2006), and these items were "You are satisfied with the information you received prior to the event with" and "You are satisfied with the information you received to do your job. As reported in Table 2 and Table 3, all of the standardized factor loadings ranged from .66 to .88 and were positively significant, indicating the measures possessed

good psychometric properties. The estimated values of Cronbach's Alpha, ranging from .81 to .88, supported the reliability of the scale items by exceeding the recommended benchmark of .70 (Nunnally & Bernstein, 1994). All correlations between the constructs were positively significant and ranged from .50 to .65, which met the suggested < .85 threshold (Anderson & Gerbing, 1988). Additionally, the estimated values of AVE were found to be greater than the squared correlation between the constructs (Fornell & Larcker, 1981). In combination, these two results demonstrate acceptable discriminant validity.

Table 2

Means (M), Standard Deviations (SD), and Coefficients (λ) and Average Variance Extracted (AVE)

Factors	Item	M	SD	λ	AVE
PEP	People in my community think highly of the IAAF World Championships event.	4.82	1.68	0.72	0.58
	It is considered prestigious to work for the IAAF World Championships event.	5.39	1.52	0.88	
	The IAAF World Championships is considered to be one of the best events in track and field.	5.08	1.59	0.66	
Volunteer Commitment	This event really inspires the very best in me in the way of job performance.	5.67	1.41	0.73	0.57
	I really care about the fate of this event.	5.65	1.36	0.78	
	I felt like an important member of the event team.	5.67	1.36	0.75	
	I am proud to tell others that I am part of this event.	5.66	1.30	0.78	
	I would accept almost any type of job assignment in order to keep working for this event.	5.31	1.47	0.75	
Volunteer Satisfaction	You are satisfied with the support you received to do your job.	5.24	1.52	0.77	0.60
	You are satisfied with the organization of the tournament.	4.75	1.67	0.81	
	You are satisfied with your communication with other volunteers.	5.14	1.54	0.75	
Intention to Continue	If I have the opportunity, I will volunteer for the IAAF World Championships again.	5.62	1.52	1.00	NA

Table 2

Overall Means (M), Cronbach's alpha (α), and Correlations among Constructs

Factors	M	SD	α	Correlations matrix				
				1	2	3	4	5
1. Perceived Event Prestige	5.09	1.36	0.80	1.00				
2. Volunteer Commitment	5.59	1.13	0.88	0.59	1.00			
3. Volunteer Satisfaction	5.05	1.35	0.81	0.65	0.62	1.00		
4. Intention to Continue	5.62	1.52	NA	0.50	0.67	0.62	1.00	
5. Sport Identification	4.81	1.73	0.92	0.43	0.56	0.31	0.26	1.00

Note. All correlations are significant at the level of .001

Test of the Hypothesized Structural Model

The overall assessment of the hypothesized structural model provided evidence that the structural model was acceptable ($\chi^2 / df = 85.23/50 = 1.70$, CFI = .96, TLI = .95, RMSEA = .068, SRMR = .067). All factor loadings were significant and positive, ranging from .72 to .86. The direct path from PEP and intention to continue volunteering was found to be non-significant ($\gamma = -.01$, $p > .05$). The results from the Sobel z-tests for both indirect paths were also significant and positive (PEP $\rightarrow$ volunteer commitment $\rightarrow$ intention to continue volunteering: $z = 3.73$, $p < .001$; PEP $\rightarrow$ volunteer satisfaction $\rightarrow$ intention to continue: $z = 2.81$, $p < .01$). Therefore, given a nonsignificant direct path and significant z tests for the indirect paths, these results cumulatively indicate both commitment and satisfaction fully mediated the relationship between PEP and intention, supporting Hypotheses 1 and 2 (Iacobucci et al., 2007).

Test of the Moderating Effect of Sport Identification

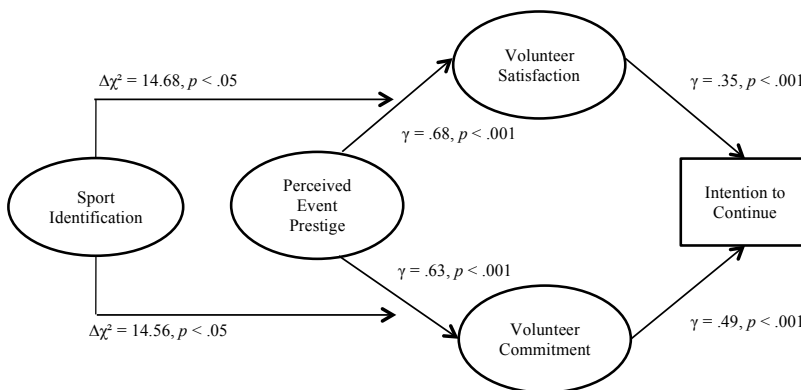
As displayed in Table 4, a series of chi-square difference tests were performed to test any variation in the measurement parameters and structural relationships between PEP and volunteer satisfaction and between PEP and volunteer commitment. The configural model (Model 1), freely estimating the factor loadings across the two groups, was used as a basis for comparison to test for measurement invariance. The results indicated a good model fit in terms of the estimated fit indices ($\chi^2 / df = 59.85/41 = 1.46$, CFI = .98, TLI = .97, RMSEA = .06, SRMR = .05). Next, Model 2 (constraining equal factor loadings) was evaluated and resulted in an acceptable model fit ($\chi^2 / df = 116.30/90 = 1.30$, CFI = .96, TLI = .96, RMSEA = .06, SRMR = .07). The results of the nonsignificant difference in chi-square between Model 2 and Model 1 indicated the measurement model was invariant and comparable across the two groups ($\Delta\chi^2 = 56.45$, $\Delta df = 49$, $p > .05$).

Table 4*Invariance Tests of Structural Model for Multiple Group Difference*

Model	Invariance tests	χ^2	df	CFI	TLI	RMSEA	SRMR
1	Configural	59.85*	41	0.98	0.97	0.06	0.05
2	Equal factor loadings	116.30*	90	0.96	0.96	0.06	0.07
3	Equal path model (PEP → Satisfaction)	130.98*	93	0.95	0.94	0.07	0.09
4	Equal path model (PEP → Commitment)	130.86*	93	0.95	0.94	0.07	0.09

Comparison	$\Delta\chi^2$	Δdf	p-value
Model 1 vs. Model 2	56.45	49	> .05
Model 2 vs. Model 3	14.68	3	< .05
Model 2 vs. Model 4	14.56	3	< .05

Lastly, given that the measurement model was invariant, a separate test of the invariance of the structural paths (PEP → volunteer satisfaction; PEP → volunteer commitment) was performed. Consequently, two separate chi-square difference tests were performed to compare the equal path models (Models 3 and 4) with Model 2 (equal factor loading model). Both chi-square tests were statistically significant, indicating a significant difference in the effect of sport identification on structural paths (PEP → volunteer satisfaction: $\Delta\chi^2 = 14.68$, $\Delta df = 3$, $p < .05$; PEP → volunteer commitment: $\Delta\chi^2 = 14.56$, $\Delta df = 3$, $p < .05$). Thus, these results supported the moderating role of sport identification on the relationships between PEP and volunteer satisfaction and between PEP and volunteer commitment. Figure 2 illustrates the final model based on the research results.

**Figure 2.** Final Research Model With Path Coefficients

Discussion

Building on prior research, the current study was designed to examine the impact of perceived event prestige associated with a renowned sporting event on volunteers' intention to continue future volunteering through volunteer satisfaction and commitment. In exploring these effects, this study also included sport identification as a moderator variable between PEP and satisfaction and commitment. Thus, four hypotheses were forwarded, and the overall results of the study extend the extant sport volunteer literature in several ways.

First, the results of descriptive statistics found volunteers in the current study perceived the IAAF Championship in Daegu to be a highly prestigious event ($M = 5.09$) by reporting values above the mid-point of the scale ($M = 4.00$). This finding is not altogether surprising given the event attracted 1,742 high-profile track and field athletes from 199 nations, approximately 4,000 international media reporters, and 500,000 spectators. Furthermore, the city of Daegu, Ministry of Culture and Tourism, Korea Association of Athletics Federations (KAAF), and Korean Olympic Committee (KOC) worked ardently to increase the public's awareness and support of the event during the preparation period following the formal announcement of Daegu as the host city in March of 2007 (Oh, 2011). The organizing committee selected 6,000 volunteers in 2010, and the history, culture, and importance of the event was highlighted during the year-long training; therefore, these efforts likely promoted high levels of PEP.

Second, the results of the current study revealed a full mediating effect for volunteer satisfaction (Hypothesis 1) and commitment (Hypothesis 2) between the PEP and intention to continue volunteering for potential IAAF events link, which indicates PEP indirectly influenced intention to continue volunteering via volunteer satisfaction and commitment. While a direct relationship between PEP and intention to continue volunteering was anticipated to be significant, it was not found to be significant in the current study. In other words, PEP had a direct influence on both volunteer satisfaction and commitment, and, in turn, volunteer satisfaction and commitment directly influenced one's intention to continue volunteering among a sample of volunteers at the 2011 IAAF Championships. Learning the history and spirit of the Olympic Games through volunteer experience could strengthen volunteer commitment to the Olympic Games (Fairley et al., 2007). Therefore, given its impact on critical antecedents of future volunteer intentions, event organizers would be wise to promulgate PEP through emphasis on the event's history, culture, and value. However, PEP in isolation only influences future volunteer intention through volunteer satisfaction and commitment, so those two variables and their respective antecedents drive sustainable volunteerism based on the results of this study. For example, Cuskelly and colleagues (2006) found the actual experiences of volunteers played a prominent role in volunteer satisfaction, so those experiences should be closely monitored. Overall, the results of this study support the relationship between volunteer satisfaction

and commitment and future volunteer intentions (Andrew et al, 2011; Cuskelly & Boag, 2001); consequently, it is vital for event managers to increase levels of satisfaction and commitment in order to support sustainable volunteerism. Particularly, volunteer satisfaction has been shown to be impacted by actual work experiences of the volunteers, such as operating conditions, coworkers, nature of work, contingent rewards, group integration, empowerment, and organizational support (Galindo-Kuhn & Guzley, 2001; Silverberg et al, 2001). Therefore, event organizers should pay attention in order to increase volunteer satisfaction by provide their volunteers enjoyable experiences during their voluntary works.

Finally, the results of the current study uncovered moderating effects of sport identification between PEP and volunteer satisfaction (Hypothesis 3) and PEP and volunteer commitment (Hypothesis 4), which indicates volunteers with higher levels of identification with the sport of track and field demonstrate stronger relationships between PEP and both attitudinal outcomes (i.e., volunteer satisfaction and commitment). These findings provide an important practical application for event managers. Event managers must realize volunteers with high levels of sport identification are more likely influenced by PEP than volunteers with low levels of sport identification in developing volunteer satisfaction and commitment. Therefore, it is vital for event managers to be aware of volunteers' levels of attachment to certain sports when they attempt to recruit or retain skilled volunteers for future events because highly attached volunteers to a specific sport are more expected to return to volunteer for the sport than volunteers with lower sport attachment. In fact, potential volunteers' identification levels of the specific sport could be considered one of the important criteria along with their abilities to complete assigned tasks when event managers select volunteers from interviewees. With this in mind, event organizers could also recruit volunteers via related sport organizations or websites that might attract individuals with strong identification to the sport in question.

Limitations and Future Research

The current study contributes to the sport volunteer literature by exploring the direct and indirect impacts of perceived event prestige associated with a major sporting event on intention to continue volunteering again for other IAAF events via satisfaction and commitment. However, the limitations and the findings of the current study prompt further research to better understand its impacts on volunteers' attitudes and behaviors. First, the current study had a modest sample of 202 volunteers among approximately 6,000 volunteers at the 2011 IAAF Championships. Thus, future studies should have larger samples in order to minimize the potential for non-response bias. Second, the current study used instruments originally developed for other business settings with some modifications or eliminations of items for the original scales. For instance, three items of PEP were eliminated from Mael and Ashforth's (1992) original scale and two

other items were also dropped due to low factor loadings in the current study. Therefore, future studies might consider the development of a PEP scale to support future research in the context of sport. Third, future studies could include other influential variables (e.g., operating conditions, coworkers, nature of work, contingent reward, group intention, empowerment, and organizational support) that could influence volunteer satisfaction and commitment based on the findings of other volunteer research. In so doing, event managers could compare the relative importance of each factor on volunteers' attitudinal and behavioral outcomes. Finally, future studies could also include other motivations along with perceived prestige to examine the relative importance of perceived event prestige when volunteers decide to volunteer in events with varying prestige levels (e.g., local, national, or international events).

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Management Whitepaper

Sustainable Volunteerism at a Major International Sporting Event

The Impact of Perceived Event Prestige

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I. Research Problem

The primary purpose of this study was to examine the impact of volunteers' perceived prestige associated with a major sporting event on intention to continue future voluntary work via volunteer satisfaction and commitment. In addition, this study examined how sport identification influenced the relationships between perceived event prestige and volunteer satisfaction and commitment. For mega/major sport events, repeat volunteers serve as valuable human resources to successfully host events because the experienced volunteers apply acquired skills and knowledge from past mega/major events to help inexperienced volunteers. Thus, it is crucial for event organizers to exercise best practices in order to retain experienced mega/major event volunteers for future event success.

II. Issues

It seems numerous individuals are attracted to volunteer in sporting events labeled as "mega events" due to the high status of the events among communities. For instance, more than one million people applied for 100,000 volunteer positions at the 2008 Beijing Olympic Games in China. This phenomenon may extend to other major international sporting events such as the context for this study, the International Association of Athletics Federations (IAAF) World Championship. In fact, the 2009 IAAF World Championship in Berlin, Germany attracted 6,000 volunteers who worked to deliver the event to 500,000 spectators and 8 billion viewers worldwide. The phenomenon might be explained in part by Zajonc's (1968) exposure-attitude hypothesis, which proposes individuals will be more likely attracted to work for familiar organizations as a result of the positive impact of heightened exposure on the organization's reputation and image.

In terms of the relationships between perceived event prestige and volunteer satisfaction and commitment, it is expected that perceived event prestige will have a positive relationship with both constructs based on previous research. It is also expected that volunteers who have high levels of volunteer satisfaction and commitment toward an event or organization are more likely to continue volunteering

for future events. However, in the sport volunteer literature, no research has been conducted to explore the impact of perceived event prestige on volunteers' psychological states and behavioral intentions.

III. Summary

The 2011 IAAF Championship was chosen as an ideal context to examine perceived event prestige for the current study because this event was considered a major international sporting event that attracted 1,742 elite athletes from 199 countries that participated in 47 track and field events. A total of 202 volunteers at the IAAF Championship, held in August, 2011, in Daegu, South Korea, participated in the current study. Among the participants, there were 103 males (50.9%) and 99 females (49.1%). The majority of event volunteers were students ($n = 138$; 68.3%) in the 20 to 29 years old age range ($n = 140$; 69.3%).

The results of this study showed that perceived event prestige had an indirect positive impact on one's intention to volunteer in the future through the variables of volunteer satisfaction and commitment. In other words, volunteers were more likely to feel satisfied with their voluntary work and develop strong commitment toward the event when they perceived high levels of event prestige. In turn, high levels of volunteer satisfaction and commitment increased the volunteers' intention to continue voluntary work for a future event. The results also revealed volunteers with higher levels of identification with the sport of track and field demonstrated stronger relationships between perceived event prestige and both attitudinal outcomes (volunteer satisfaction and commitment).

IV. Analysis

The results of the current case study yielded several interesting insights with regards to the relationships between perceived event prestige and future volunteer intentions. First, perceived event prestige only influences future volunteer intention through volunteer satisfaction and commitment, which means the prestige of a major event itself does not directly drive sustainable volunteerism. Researchers and practitioners have determined volunteer satisfaction is impacted by actual work experiences of the volunteers (e.g., operating conditions, coworkers, nature of work, contingent rewards, group integration, empowerment, and organizational support). Therefore, it is very important for event organizers to closely monitor those work-related experiences in order to increase volunteer satisfaction.

Second, the current study uncovered a positive relationship between perceived event prestige and volunteer commitment. Fairley, Kellett, and Green (2007) also found repeat Olympic volunteers had developed strong commitments to the Olympic Games after learning more about the Olympic history and spirit through their volunteer experiences. Accordingly, event organizers should provide volunteers with opportunities to learn more about their organizations/events, such as history, culture, values, and so forth, in order to reinforce prestige perceptions of the organizations/events, which could eventually enhance volunteer commitment.

Finally, volunteers with high levels of sport identification are more likely influenced by perceived event prestige than volunteers with low levels of sport identification in developing volunteer satisfaction and commitment. Thus, it is vital for event managers to be aware of volunteers' levels of attachment to a certain sport when they attempt to recruit or retain skilled volunteers for future events because highly attached volunteers to a specific sport are more likely to return to volunteer for the sport than volunteers with lower sport attachment.

V. Discussion/Implications

The findings of this study are beneficial to event organizers of mega/major sport events. In particular, those sport managers responsible for the recruitment, training, and retention of volunteers can learn valuable best practices to support sustainable volunteerism for their events.

A Polarizing Issue

Faculty and Staff Perceptions of Intercollegiate Athletic Academics, Governance, and Finance Post-NCAA Investigation

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Abstract

Following an athletics scandal that invoked internal upheaval and National Collegiate Athletic Association (NCAA) sanctions, non-athletics employees at The University of North Carolina at Chapel Hill were invited to participate in a survey investigating their satisfaction with academics, governance, and finance of intercollegiate athletics. This study extends the 2006 Knight Commission sponsored study, *Faculty Perceptions of Intercollegiate Athletics: A National Study of Faculty at NCAA Division I Football Bowl Subdivision (FBS) Institution* to a post-infraction single-school population. Three philosophical viewpoints describing basic faculty issues and assumptions that divide Division I institutional reformers were utilized to frame the examination (Sack, 2009). Results indicate polarized viewpoints on most issues with satisfaction for athletics positively correlated with event attendance. Reflecting this polarization, respondent narratives demonstrated vast array of responses from individuals with no concern regarding current practices to individuals calling for athletics to be removed from the university.

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There has been debate and controversy surrounding the role of intercollegiate athletics on the college and university campus since their inception (Thelin, 1996). Supporters of intercollegiate athletics have stated that “college sports are significant in defining the essence of the American college and university” (Toma, 1999, p. 82), while dissenters believe that intercollegiate athletics do not fit the university’s core academic mission, engage in excessive commercially driven behavior, and permit scandalous and unethical behavior on the part of coaches and student-athletes (Duderstadt, 2003).

Scholarly inquiries into faculty perceptions and satisfaction levels pertaining to intercollegiate athletics have provided valuable insight into the variation between campuses as study results have not been uniform (Putler & Wolfe, 1999). With differing beliefs, faculty-led reform groups have also reflected differing agendas and guiding principles. Even on individual campuses, divided groups of faculty make it difficult to prioritize proposals for reform and engage athletic departments and governing bodies in productive discussions.

The University of North Carolina at Chapel Hill (UNC-CH) was involved in major controversy and debate pertaining to issues within the athletic department (“Faculty and staff data,” n.d.). A major National Collegiate Athletic Association (NCAA) investigation and sanctions for violations involving the football program, as well as an internal investigation into the university’s African and Afro-American Studies Department led to changes in athletic department personnel, as well as feverish debate about the role and mission of intercollegiate athletics on the university’s campus.

The purpose of this study was to gather preliminary data to examine the concerns UNC-CH employees have with academics (standards, performance, and integrity), governance, and finance of intercollegiate athletics. This information can be utilized to bridge the widening gap between intercollegiate athletics and the academy. As Joy Renner, chairwoman of UNC-CH’s Faculty Athletics Committee stated, the goal of bridging this widening gap at UNC-CH is to “ensure that athletes receive a quality education in a friendly academic environment” (Crampton, 2011, para. 5). The mission statement of UNC-CH states a need to “invest our knowledge and resources to enhance access to learning and to foster the success and prosperity of each rising generation” (“The mission statement,” n.d., para. 2). With potentially dissatisfied faculty and staff, an adverse environment may lead to a lesser quality education educational experience for athletes, preventing the university from adhering to its stated educational mission. To follow is an overview of intercollegiate athletic reform efforts at UNC-CH, as well as other national reform efforts. Previous research into faculty perceptions of intercollegiate athletics will then be reviewed to provide a foundation for the survey methodology and instrument of this study. Lastly, Sack’s “Clashing Models of Commercial Sport in Higher Education” will be utilized as a lens through which the philosophical differences between faculty/staff pertaining to the issues of intercollegiate athletic

academics (standards, performance, and integrity), governance, and finance can be more fully understood (2009).

Review of Related Literature

Intercollegiate Athletics Reform Efforts at UNC-CH

An increasing number of faculty-led reform groups have questioned the mission of the NCAA due to increased commercialization and rampant spending. In the sections to follow, prominent national reform groups including the American Association of University Professors (AAUP), the Knight Commission on Intercollegiate Athletics (KCIA), the Drake Group, and the Coalition on Intercollegiate Athletics (COIA) will be discussed to understand the issues that many faculty and staff across the country have with the current state of intercollegiate athletics and the NCAA. President Mark Emmert has reaffirmed the mission of the NCAA is “to be an integral part of higher education and to focus on the development of our student-athletes” (“Office of the,” 2010, para. 4). Discussion of the mission of intercollegiate athletics is now a localized issue at UNC-CH due to high-profile investigations and subsequent penalties that brought into question the purpose and role of intercollegiate athletics on campus.

In the summer of 2010, the NCAA began an investigation of the UNC-CH football program for potentially major violations. Football players were interviewed by the NCAA about whether they had been in contact with agents and received gifts or extra benefits. The NCAA examined phone records of the players to determine which agents the players had been in contact with. This investigation began after Marvin Austin, a former UNC-CH football player, tweeted about a trip to Miami, which led to questions about who paid for the travel. The investigation found that seven football players received \$27,000 in impermissible benefits, including the previously mentioned trip to Miami. The impermissible benefits were provided by “runners,” or those who work as the middle men for agents (“NCAA probing UNC,” 2010).

The NCAA’s investigation also examined academic misconduct and multiple athletes’ relationships with a former tutor and academic advisor. It was found that a former academic tutor was involved in academic fraud. This tutor had written parts of academic papers and done other coursework for football players. She had also paid multiple parking tickets for players, including paying over \$1,700 in parking tickets for one player (George, 2012).

After the investigation, the institution self-imposed penalties, including vacating wins from the 2008-2009 seasons, as well as placing the football program on two years of probation. The NCAA Committee on Infractions then released additional penalties which placed UNC-CH on probation for three years, removed 15 football scholarships over the same three-year period, fined the institution \$50,000, and banned the football team from participating in postseason play for the 2012-2013 season (Curtis, 2012; Tysiac, 2011).

Following the NCAA's investigation into the football program, UNC-CH launched an internal investigation into potential academic fraud in the African and Afro-American Studies Department at UNC-CH in 2011. An internal investigation revealed "unauthorized grades, forged signatures, and other irregularities" (Schoonmaker, 2012, para. 1). According to the investigation's report, which examined courses from the start of the summer session in 2007 to the end of the summer session in 2011, "43 courses taught by Professor Julius Nyang'oro were either aberrant or were taught irregularly" (Schoonmaker, 2012, para 4). Ultimately, these courses showed that work was assigned and grades were issued, but there was very little interaction between professor and students (Schoonmaker, 2012).

Former North Carolina Governor Jim Martin was appointed by the UNC-CH administration to lead an investigation. This three-month investigation found that the issue was not an "athletic, but academic scandal" (Pickeral, 2012, para. 3). The investigation showed that no misconduct occurred outside of the university's African and Afro-American Studies Department, and that the academic fraud involved both student-athletes and non-student-athletes, meaning no NCAA rules were broken and no further penalties would be issued. (Pickeral, 2012).

The investigations galvanized UNC-CH employee efforts to engage in critical discussion about the role of athletics in higher education. The university's faculty/staff expressed concerns over the increasing separation of the athletic and university missions (Hartness, 2012). Dr. Richard Southall, Director of the College Sport Research Institute at UNC-CH stated, "It is not simply up to the athletic department to make judgments about athletics, because as college sport become more corporatized and commercialized, there's going to be conflicts" (Niss, 2012, para. 12).

Three principles aimed to "protect academic integrity" (Carter, 2012, para 2), including institutional openness, educational responsibility, and mission consistency, were presented to the Board of Trustees by an informal group of faculty ("A statement of," 2011). By adhering to these three principles, the group hoped the university could work towards a stronger sense of unity between the athletic department, faculty, and university at large in order to better the educational experiences and opportunities for all student-athletes (Carter, 2012).

National Intercollegiate Athletics Reform Efforts

In the early 1990s, "the emphasis on intercollegiate athletic reform was driven by university Presidents" ("The role of the faculty," n.d., para. 1). More recently, prominent national reform groups including the American Association of University Professors (AAUP), the Knight Commission on Intercollegiate Athletics (KCIA), the Drake Group, and the Coalition on Intercollegiate Athletics (COIA) have become involved in reform (Ridpath, 2008).

The AAUP was founded after Professor Edward Ross was fired from Stanford University after speaking out on policies pertaining to immigrant labor and railroad monopolies ("History of the," n.d., para. 1). Philosopher Arthur Lovejoy

of Johns Hopkins University heard of the incident and organized a meeting in 1915 to create an organization that deals with academic freedom and prevalent issues for university faculty members. The AAUP has stated, “College athletics in this country are a continuing crisis” (“The role of the faculty,” n.d., para. 1), and has stressed the importance of athletic program transparency, and faculty involvement in policy-making (“Statement on,” n.d.). Although the organization has heavily criticized the role of college athletics within the academy, the AAUP has worked in congruence with the NCAA. For example, in 2003, the AAUP, NCAA, and COIA held a conference to “explore the challenges of collaboration” (Smith, 2011, p. 195). The conference was meant to explore teamwork and examine methods of creating a stronger relationship between faculty and the NCAA (Smith, 2011).

The John S. and James L. Knight Foundation created the Knight Commission on Intercollegiate Athletics in 1989 in response to multiple highly visible scandals within Division I collegiate athletics with an initial goal “to recommend a reform agenda that emphasized academic values in an arena where commercialization of college sports often overshadowed the underlying goals of higher education” (“About Knight Commission,” n.d., para. 1). The primary purpose of the Commission is to promote transparency for athletic departments to ensure “integrity in both financial and academic policies” (“About Knight Commission,” n.d., para. 3). In 1991, the Knight Commission published, “Keeping Faith with the Student-Athlete: A New Model for Intercollegiate Athletics,” which promoted a one-plus-three model (“A call to action,” 2003, p. 10). The model pushed for Presidential control, which would lead to academic and fiscal integrity to be verified with an extensive certification process (“A call to action,” 2003). The reform group has worked extensively with faculty from across the country to work towards their stated mission to “balance both academics and athletics” (“About Knight Commission,” n.d., para. 2).

The Drake Group, described by former NCAA President Dr. Myles Brand as a group of “self-appointed radical reformers and incorrigible cynics...consisting of a small number of faculty members with an eye for publicity” (Smith, 2011, p. 191), formed in the early 1990s when Professor Jon Ericson, of Drake University, organized a group of faculty pushing for athletic reform from institutions across the country (“The Drake Group,” n.d.). The mission of the Drake Group is “to help faculty and staff defend academic integrity in the face of the burgeoning college sport industry” (“The Drake Group,” n.d., para. 1). The Drake Group’s national network of college faculty lobby aggressively for proposals that promote “quality education for college athletes, support of faculty whose job security is threatened for defending academic standards, and [dissemination of] information on current issues and controversies in sport and higher education” (“The Drake Group,” n.d., para. 1).

The most recent formation of a faculty reform group was COIA, developed in 2002 after Pac Ten and Big Ten faculty senate presidents felt there needed to

be “cohesion among all campus faculty governance committees to create a united voice in intercollegiate athletic reform efforts” (“The coalition,” 2003, para. 2). The stated purpose of the organization is to “articulate a broad national faculty voice in support of reform efforts, to contribute ideas towards a successful long-term strategy for reform, and to work with other groups committed to ensuring that athletics enhances rather than undermines the academic mission” (“Framing the Future,” 2007, para. 1). The COIA steering committee has established five areas in need of reform within intercollegiate athletics including academics, athlete welfare, finances and scale, commercialization, and governance (“Framing the Future,” 2007).

Although each reform group has unique and distinct suggestions and proposals for reform, it is clear that faculty/staff are most concerned with the academics (standards, performance, and integrity), governance, and finance of intercollegiate athletics. The issues and efforts for reform on the campus of UNC-CH are a microcosm of the greater landscape of intercollegiate athletics.

Faculty Perceptions of Intercollegiate Athletics

Several previous studies have investigated faculty perceptions of intercollegiate athletics at Division IA institutions. A 1988 study investigated “Faculty Perceptions of Athletics at Division IA Universities” (Sherman, Weber, & Tenago, 1998) utilizing a random sample of 75 faculty members from 18 institutions with a response rate of 52%. The survey results and analysis showed that the general attitude of faculty toward athletics was mixed. On the positive side, 74% percent of the faculty expressed that they have a voice in decisions about sports, conversely only 44% of faculty believed the central administration provided good leadership in sports; 29% felt that coaches encouraged student-athletes to succeed academically, and 35% felt as if student-athletes were as successful in the classroom as non-student-athletes (Sherman, Weber & Tenago, 1988). This study provided three main conclusions. First, faculty indicated a belief that athletics are an important, but not an essential part of higher education. The faculty also voiced a belief that athletic personnel, not just faculty, should assume the primary responsibility of assisting student-athletes in achieving academic success. Lastly, faculty did ultimately believe their opinions counted in decisions about the relationship between academics and athletics, but not necessarily in other athletically related policy and decision-making (Sherman, Weber & Tenago, 1988).

In 1994, Cockley and Roswal studied faculty member knowledge and satisfaction with NCAA athletic programs from Divisions I, II, and III. Their survey was distributed to 40 faculty members and all current faculty athletic board members from each of 48 institutions yielding a response rate of 38.2%. Findings demonstrated divisional satisfaction to increase from Division I, to II, and II to III among general faculty with board members significantly more satisfied than their faculty colleagues in Division I and II. The satisfaction level of Division I faculty members was the lowest of all groups surveyed. This particular group was the only group

to have items with 50% or greater dissatisfaction (Cockley & Roswal, 1994). Although this study investigated faculty satisfaction levels from institutions in all three NCAA divisions, the Division I analysis is an interesting foundational study for this research.

In 2006, the Knight Commission sponsored a study examining Division I-FBS faculty perceptions of intercollegiate athletic programs (Lawrence, Ott, & Hendricks, 2009). The survey was organized around academics, governance, and finance issues pertaining to intercollegiate athletics. This study revealed that a large number of faculty members were most pleased with aspects of academics, as the respondents indicated they had a positive experience in working with student-athletes, and believed student-athletes demonstrated academic integrity in their studies. Another significant finding was the faculty who were involved in athletics-related governance at their particular institution had much higher satisfaction with all aspects of intercollegiate athletics. Lastly, faculty members were displeased with the range of faculty perspectives considered by central administrators and the extent to which the entire faculty had input in developing policy for intercollegiate athletics (Ott, 2011). The mixed results from the aforementioned studies indicate that faculty and staff have varied views on pertinent issues in intercollegiate athletics.

Conceptual Framework

In order to guide the examination of employee satisfaction of intercollegiate athletics at UNC-CH, this study was framed utilizing three philosophical viewpoints which describe generally accepted staff and faculty issues and assumptions that divide institutional reformers and reform groups within Division I institutions. The differentiation in philosophical viewpoints will allow for understanding of the varied responses pertaining to particular intercollegiate athletic issues from the faculty/staff at UNC-CH. The three reform groups, as constructed by Sack (2009), include intellectual elitists, academic capitalists, and athletes' rights advocates. The basis of differentiation between the philosophies stems from assumptions regarding three main issues: the relationship of commercialism to academic values, the legal status of athletic scholarships, and the mission of higher education (Sack, 2009).

Intellectual Elitism

The intellectual elitist model maintains that highly commercialized athletics have a negative effect on our current higher education system and an institution of higher education should simply consist of scholars and students (Gerdy, 2006). Academic elitists argue that the extravagant resources used in the never-ending arms race of intercollegiate athletics could be used for academic purposes rather than lavish athletic-related facilities (Gerdy, 2006).

The role of athletics within the academy, as related to intellectual elitism, is founded on the idea that competitive athletics is a means of enhancing the educa-

tion of the athletes via on- field competition (Gerdy, 2006). These faculty members also believe that scholarships should be given based on financial need or academic-related merit and should be controlled by the university and not the coaches of the athletes' particular sport. Having the coaches involved in the scholarship process allows the coaches to set the academic priorities for the athletes and may allow for student-athletes to be admitted with lower credentials, which undermines the academic integrity of the institution (Dowling, 2007; Sack & Staurowsky, 1998).

Academic Capitalism

The conceptual model of academic capitalism can be directly related to the increasing commercialization of intercollegiate athletics in higher education (Sack, 2008). The late president of the NCAA, Dr. Myles Brand, supported the academic capitalism model and believed that the athletic department is a core aspect of the academy and revenue associated with athletics is a healthy byproduct of quality athletic education. Dr. Brand felt that the revenue generated from the athletics department is in fact worthwhile, as it is being used as a source of funding for scholarships and department infrastructure (Brand, 2006b). Academic capitalists believe that the mission of higher education should include career preparation, as well as intellectual studies and as such, extracurricular activities are equally valuable to in-class studies (Sack, 2008).

Pertaining to the relationship of commercialism to academic values, academic capitalists believe that all athletes are amateurs. This means that athletes are not employees of the institution, but rather students receiving an opportunity to participate in meaningful extracurricular activities. Dr. Brand stated, "There are ... clear distinctions between the collegiate and professional models of athletics. Professional sports' sole purposes are to entertain the public and make a profit for team owners. The purpose of the collegiate model is to enhance the educational development of athletes" (Brand, 2006a). Dr. Brand also noted that commercialism does not hurt academic value, as long as the commercialism does not prevent a meaningful educational experience for all athletes (Sack, 2008).

Athletes' Rights

The last subset of Sack's reform groupings are the athletes' rights advocates. Those advocating for the student-athlete argue that collegiate sport are "commercial entertainment" and that will most likely not change in the near future. These faculty members believe the NCAA supports a free market for every party but the athletes. Commercialism has become "deeply embedded" in collegiate athletics, yet the system gives no opportunity for the athletes to be involved in such commercialism and deprives the athletes of rights that other stakeholders have (Sack & Staurowsky, 1998).

Athletes' rights advocates believe that amateurism is simply a myth and that athletes are both university employees and students. As employees at the institution, athletes should be eligible for workers' compensation and receive a share of

the revenues in which they help to produce (McCormick & McCormick, 2006; Sack & Staurowsky, 1998). Athletes' rights advocates believe that athletic scholarships undermine the academic values that should be the priority for student-athletes. Similar to the views of the model of intellectual elitism, athletes' rights advocates also believe that because coaches control financial aid, they will set the academic priorities for the athletes low, and simply ensure that their athletes remain academically eligible for athletic participation (Sack & Staurowsky, 1998).

In terms of the mission of higher education, those associated with athletes' rights believe that athletes deserve the same educational opportunities as all other students. However, if these athletes are working like employees, then they are clearly deprived of all of the educational and intellectual opportunities that an institution offers. The mission of higher education is not being fulfilled if the student-athlete is both an employee and a student at the same time (Sack, 2008). Dr. Sack's framework allows for an understanding of the variety of viewpoints on issues within collegiate athletics and provides a lens that the faculty/staff perceptions of athletics on the UNC-CH campus can be viewed.

Significance of Study

This study examined employee satisfaction with specific aspects of academics (standards, performance, and integrity), governance, and finance of intercollegiate athletics at UNC-CH. The data gathered provides an understanding of underlying issues of discord that need to be discussed if the relationship between athletics and the academy can be strengthened. Toward this purpose, the following research questions were pursued.

1. How satisfied are employees with the following aspects of academics (a-c) at the University of North Carolina at Chapel Hill?
 - a. Standards
 - b. Performance
 - c. Integrity
2. How satisfied are employees with the governance of intercollegiate athletics at the University of North Carolina at Chapel Hill?
3. How satisfied are employees with the financing of intercollegiate athletics at the University of North Carolina at Chapel Hill?
4. Do selected demographic and behavioral factors (4a- 4f) influence employee satisfaction related to academics, governance, and finance of intercollegiate athletics at UNC-CH?
 - a. Gender
 - b. Race
 - c. Role in Athletic Governance
 - d. Attendance at home Olympic sporting events
 - e. Attendance at home Men's basketball games
 - f. Attendance at home football games

Methodology

Survey methodology was utilized within the study in an effort to reach a broad sample of employees. The instrument utilized in this study was based on the survey used in the Knight Commission study (2006). The original survey was developed in three phases. Discussions about the content commenced with a meeting of a faculty advisory committee convened by the Knight Commission on Intercollegiate Athletics in September of 2006. Prominent themes that evolved during this meeting were then discussed in interviews with faculty and members of the provost's office on five campuses that differed in size, location and control. A questionnaire was then drafted based on previous research, advisory committee discussion, the interviews, and documents from groups such as the AAUP, COIA, and the NCAA. The draft questionnaire was piloted with project advisors from the Knight Commission on Intercollegiate Athletics and a group of faculty from the University of Michigan from January of 2007 to April of 2007 (Ott, 2011).

The instrument for the present study was adapted, with permission from the original authors to fit particular characteristics of the athletic department and university as a whole to better survey the employees at UNC-CH. Modifications were reviewed by a panel of experts in an effort to maximize content validity. This panel included two UNC-CH professors, a Senior Staff member in the UNC-CH athletic department, the initial drafter of the Knight Commission Study, a survey methodology expert from the Howard W. Odum Institute for Social Science, and two Sport Management faculty members from other institutions. The survey included both Likert-scale and open-ended questions organized around three theoretically distinct yet interrelated aspects of intercollegiate athletics and the general campus climate: academics, governance, and finance.

The population of interest was UNC-CH employees to determine their satisfaction and concerns pertaining to academics (standards, performance, and integrity), governance, and finance of intercollegiate athletics at UNC-CH. The study was approved by UNC-CH's Institutional Review Board and the appropriate steps were taken to ensure confidentiality for each survey respondent. The surveys were distributed online via Qualtrics using the UNC-CH employee listerv. According to the Office of the Chief Information Officer, the survey was sent to 9,104 employees. The survey (n=579) yielded a response rate of 6.36%. While there is some congruency between the target population and the sample, the small response rate makes it such that this data should be viewed as informative but not generalizable. The survey instrument did not allow for an opportunity to examine the differences in levels of satisfaction between faculty and staff, as many respondents indicated positions on campus that were difficult to categorize. This limitation will be addressed throughout the discussion.

Quantitative data were analyzed utilizing Statistical Package for Social Sciences (SPSS). Data analysis included basic frequencies and descriptive statistics to gather the demographic information of survey respondents and cumulative satis-

faction means for each survey question. One-way Analyses of Variance (ANOVA) were run to determine whether or not there was a significant relationship between any of the independent variables and Likert-scale satisfaction items. The Levene's Test for Equality of Variance was used when comparing the sample means within the related statistical procedures. An alternative "equal variances not assumed" format was used when necessary to account for heterogeneous variances. Two researchers, including the author of the study and a member of the Master's thesis committee, independently coded the qualitative data. The qualitative data gathered from survey respondents' open-ended responses, asking to identify the greatest concerns with intercollegiate athletics on the UNC-CH campus was coded. Six coding categories and eighteen subcategories emerged after two rounds of code modification. Inter-coder reliability was tested utilizing Scott's Pi and a reliability coefficient of .91 was attained indicating a high degree of inter-coder agreement.

Results

Demographic information collected indicated that the majority of survey respondents were white women (72% of respondents were white; 57% of respondents were women). Only 6% of the respondents were Black/African American, and the remaining 22% of respondents identified with "other" races/ethnicities including Asian, Native Hawaiian, Pacific Islander, Hispanic/Latino, American Indian, and Alaska Native. Behavioral patterns were also collected as a part of the initial survey. Along with basic demographic information, particular behavioral patterns were also collected to continue to divide the faculty and staff at UNC-CH into more detailed subsets. Employee attendance at home football, men's basketball, and Olympic sporting events during the 2011–2012 seasons was also measured. Frequency analysis indicated that 59% of respondents indicated they attended no football games, 39% attended 1 to 4 games, and 2% of all respondents attended 5 to 7 games. Data analysis also showed that 52% of the sample had attended no home men's basketball games, while 40% attended 1 to 12 games, and 8% attended 13 to 18 games. Olympic sporting events were the least attended based on the survey's sample, as 60% attended no events, 37% attended 1 to 10 events, and 3% attended 11 to 20 or more events. Lastly, survey respondents were asked to identify whether they have been involved in a governance role that pertains to intercollegiate athletics at UNC-CH, with 6% ($n=38$) indicating that they have served in such a capacity, while 93% ($n=541$) have not been involved in any form of athletic governance role. Please see Table 1 for a complete list of sample demographic information.

Table 1*Demographic Information*

	%	n
Gender		
Male	43.30%	202
Female	56.70%	264
Age		
Under 30	9.00%	40
31-40	15.00%	72
41-50	21.00%	99
51-60	33.00%	155
61-70	18.00%	86
71-80	3.00%	15
Over 80	0.00%	0
Race/ Ethnicity		
White	86.90%	405
Black	7.30%	34
Other	5.80%	27
Administrative Responsibilities?		
Yes	28.60%	128
No	71.40%	319
Teaching Responsibilities?		
Yes	55.70%	251
No	44.30%	200
Level of Education		
Doctorate	43.60%	202
Other	56.40%	261
Home Football Attendance		
0 Games	58.50%	336
1 to 4 Games	39.40%	226
5 to 7 Games	2.10%	12
Home Men's Basketball Attendance		
0 Games	51.90%	300
1 to 12 Games	40.30%	233
13 to 18 Games	7.80%	45
Home Olympic Sport Attendance		
0 Games	59.80%	336
1 to 10 Games	37.20%	208
11 to 20 + Games	3.20%	18
Athletics Governance Role (Past or Present)?		
Yes	6.60%	38
No	93.40%	541

Note. Other includes those who identified as mixed race. Teaching responsibilities include those who are professors, associate professors, assistant professors, and instructors/lecturers. Olympic Sports include all varsity sports other than football and men's basketball.

Academic Performance, Standards, and Integrity

Descriptive statistics were first tabulated to examine satisfaction with academic performance, standards, and integrity. Analysis of cumulative satisfaction means indicated that UNC-CH employees are fairly “neutral” in terms of their levels of satisfaction with admissions standards for football players compared to both men’s basketball players and Olympic sport athletes. An average satisfaction level of 3.32 (SD= 1.65) on a scale ranging from (1) *very dissatisfied* to (5) *very satisfied*, shows the survey sample to be somewhat impartial towards the admissions standards specific to football players. The lowest satisfaction levels were indicated in the areas of student-athlete academic integrity (M= 2.58, SD= 1.944) and academic performance (M= 2.63, SD= 1.93), where employees were between *somewhat dissatisfied* and *neutral* on these particular issues. Interquartile range figures presented as mean values do not necessarily reflect the “average” sentiment of this population as there was significant variance. Five measures had quartiles at both extreme values with the first quartile of responses *very dissatisfied* and the third quartile *very satisfied*. Standard deviations at or near the 2.0 mark reflect this extreme variance. Analysis of variance revealed significant differences on select dependent variables when analyzed by gender, athletic governance role, home men’s basketball attendance, home football attendance, and home Olympic sport attendance as presented in Table 2. Select significant findings will be discussed.

Overall, 38 respondents had participated in an athletic governance role on campus, past or present. Those who currently or have previously participated in an athletic governance role were more “satisfied” with all aspects of academic standards, performance, and integrity. Statistical testing indicated significant differences with the satisfaction level of the academic integrity ($F(1, 479) = 4.17, p = 0.042$) and performance ($F(1, 471) = 7.625, p = 0.006$) of student-athletes, as well as the satisfaction level with faculty efforts to engage student-athletes ($F(1, 474) = 8.08, p = 0.005$) and non-student-athletes ($F(1, 483) = 9.86, p = 0.005$) to ensure the quality of the educational experience.

Significant differences were found in the satisfaction level of UNC-CH employees with the academic and athletic balance among those who attended home Men’s basketball, football, and Olympic sporting events. Those employees who attended 0 home football games (M= 3.34, SD=2.03) were less satisfied with the academic and athletic balance on campus versus those who attended 5 to 7 games (M= 3.75, SD=1.28). There were clear distinctions in employee views pertaining to the academic and athletic balance when examining home Men’s basketball attendance. The average satisfaction level of attendees of zero games was 2.87 (SD= 1.42) versus an average of 4.05 (SD= 1.10) for those employees who attended 13 - 18 games, with a significant interaction, $F(2, 494) = 13.74, p < 0.001$, and mean difference of -1.77. This is the greatest significance and largest mean difference among all factors examined. Additional statistics related to academic standards, performance, and integrity are presented in Table 2.

Table 2

Employee Satisfaction of Academic Performance, Standards, and Integrity of Intercollegiate Athletics at UNC-CH

	Mean	SD	Mean Difference	F	p	IQR 25	IQR 75
Admission Standards- Football	3.32	1.648					2
Admissions Standards- Men's Basketball	3.48	1.671					2
Admissions Standards- Olympic Sports	3.98	1.738					3
<i>White vs. Black</i>			0.749	5.201	0.035		
Academic Integrity- Non Student-Athletes*	2.96	1.913					1
<i>Male vs. Female</i>				5.297	0.022		
Academic Integrity- Student-Athletes*	2.58	1.944					1
<i>Male vs. Female</i>				5.693	0.017		
<i>Athletic Governance Role</i>				4.168	0.042		
Academic Performance- Non Student-Athletes*	2.92	1.959					1
<i>Male vs. Female</i>				5.66	0.018		
<i>Athletic Governance Role</i>				9.862	0.002		
Academic Performance- Student-Athletes*	2.63	1.930					1
<i>Male vs. Female</i>				7.613	0.006		
<i>Athletic Governance Role</i>				7.625	0.006		
Quality of Educational Experience- Non Student-Athletes*	3.33	1.998					1
<i>Athletic Governance Role</i>				8.088	0.005		
Quality of Educational Experience- Student-Athletes*	3.10	2.118					1
<i>Athletic Governance Role</i>				8.075	0.005		
Academic vs. Athletic Balance*	3.11	1.416					2
<i>Basketball Attendance- 0 vs. 1 to 12 Games</i>			-0.352	13.47	0.019		
<i>Basketball Attendance- 0 vs. 13 to 18 games</i>			-1.777		0.000		
<i>Basketball Attendance 1 to 12 games vs. 13 to 18 games</i>			-0.825		0.002		
<i>Olympic Sport Attendance- 0 vs. 11 to 20+ games</i>			-0.887	3.571	0.047		
<i>Football Attendance- 0 vs. 5 to 7 games</i>			-0.317	5.638	0.010		

Note. Scale from (1) Strongly disagree to (5) Strongly agree

Governance

Research question two examined employees' levels of satisfaction with aspects of intercollegiate athletics governance on the UNC-CH campus. Respondents' levels of satisfaction varied widely in terms of the governance of intercollegiate athletics, with moderate means between 3.06 (SD= 1.42) and 3.58 (SD= 1.86) and large standard deviations. Despite the variance in responses, only two significant differences were uncovered with the independent variables tested related to the institutional control of intercollegiate athletics and home Men's basketball attendance, as well as Chancellor oversight and general. Basketball game attendees were more "satisfied" with the institutional control of intercollegiate athletics than

those who did not attend any home Men's basketball games. A one-way ANOVA yielded a significant interaction of $F(2,471) = 4.43$, $p = 0.022$ and mean difference of -0.360 . Also, there was a significant difference between male and female employees when examining the level of satisfaction with Chancellor oversight of intercollegiate athletics, as testing yielded a significant interaction of $F(3, 449) = 5.220$, $p = 0.023$, and a mean difference of -0.320 . Results may be seen in Table 3.

Table 3

Employee Satisfaction of Governance of Intercollegiate Athletics at UNC-CH

	Mean	SD	Mean Difference	F	p	IQR 25	IQR 75
Level of Cooperation to Uphold Academic Standards	3.26	1.782				2	5
Role of Faculty in Governance	3.42	1.780				2	5
Institutional Control*	3.06	1.420				2	4
<i>Basketball Attendance- 0 vs 1 to 12 games</i>			-0.360	4.431	0.022		
Chancellor Oversight*	3.30	1.502				2	4
<i>Male vs. Female</i>			-0.320	5.220	0.023		
Faculty Input- Campus Decisions	3.45	1.675				2	5
Faculty Input- Athletic Decisions	3.25	1.759				2	5
Governance by Opposing/ Dissenting Faculty	3.58	1.856				2	5

Note: Scale from (1) Strongly disagree to (5) Strongly agree

Tested for significant differences based on independent variables of gender, age, race/ethnicity, administrative responsibilities, teaching responsibilities, level of education, home football/men's basketball/ Olympic sport attendance, and athletic governance role.

Mean difference denotes mean from first subcategory listed minus second subcategory.

* $p \leq .05$

Finance

The third research question was developed to assess the level of satisfaction UNC employees had with financial aspects of intercollegiate athletics at UNC-CH. Cumulative satisfaction means ($M = 2.96$, $SD = 1.33$) indicated that the UNC-CH employees surveyed are closer to "neutral" in terms of their satisfaction with the balance struck on campus between the commercialization of intercollegiate athletics and the ideals of amateur athletics. Analysis of variance uncovered significant differences between two independent variables. Those who attended 13 - 18 Men's basketball games were more satisfied with the allocation of resources on campus ($M = 3.81$, $SD = 1.43$), the awarding of athletic scholarships ($M = 4.19$, $SD = 1.39$), and the balance between commercialization and the amateur ideal of intercollegiate athletics ($M = 3.54$, $SD = 1.41$) than those employees who attended 0 or 1-12 Men's basketball games.

When examining the satisfaction levels for the allocation of resources on campus, practice of awarding athletic scholarships, and balance between commer-

cialization and amateurism on campus there was a significant difference between those faculty and staff who attended 0 home Men's basketball games versus those who attended 1 to 12 and 13 to 18 games. Also, when comparing the allocation of resource on campus for those employees who attended 0 versus 13-18 Men's basketball games, the Tukey Post-Hoc test yielded a p-value of $F(1, 457) = .470, p = 0.003$. In each case, there was a large mean difference of -0.788, -0.788, and -0.766 respectively, meaning those who attended more games were more satisfied with the finance of intercollegiate athletics at UNC-CH. Statistical results pertaining to financial issues are presented in Table 4.

Table 4*Employee Satisfaction of Finance of Intercollegiate Athletics at UNC-CH*

	Mean	SD	Mean Difference	F	p	IQR 25	IQR 75
Allocation of Resources*	3.26	1.345				2	4
Basketball Attendance- 0 vs. 1 to 12 games			-0.415	8.739	0.004		
Basketball Attendance- 0 vs. 13 to 18 games			-0.778		0.003		
Practice of Awarding Athletic Scholarships*	3.59	1.541				2	4
Basketball Attendance- 0 vs. 1 to 12 games			-0.415	7.347	0.010		
Basketball Attendance- 0 vs. 13 to 18 games			-0.778		0.003		
Commercialization of Intercollegiate Athletics*	2.96	1.327				2	4
Basketball Attendance- 0 vs. 1 to 12 games			-0.304	6.848	0.044		
Basketball Attendance- 0 vs. 13 to 18 games			-0.766		0.003		

Note: Scale from (1) Strongly disagree to (5) Strongly agree

Tested for significant differences based on independent variables of gender, age, race/ethnicity, administrative responsibilities, teaching responsibilities, level of education, home football/men's basketball/ Olympic sport attendance, and athletic governance role.

Mean difference denotes mean from first subcategory listed minus second subcategory.

* $p \leq .05$

Qualitative Employee Concerns

In an open-ended question at the end of the survey, respondents were invited to express "general concerns with intercollegiate athletics at UNC-CH." Three hundred and thirty seven (337) employees responded to the qualitative section. Six coding categories emerged including 1) nothing; 2) power of intercollegiate athletics; 3) commercialization of intercollegiate athletics; 4) student-athlete experience; 5) academic performance, standards, and integrity; and 6) institutional issues. There were 18 related sub-categories identified. The open-ended responses provide some insights into the polarity of opinions among UNC-CH employees regarding the athletics program.

Of the 337 respondents who chose to comment, 18.69% expressed no concerns with collegiate athletics. On the other hand, strong negative opinions were voiced regarding several issues. Pertaining to institutional issues, one employee

noted, “The integrity and reputation of UNC have been harmed by the excessive emphasis on the need for high performance in the revenue sports” (Respondent 102). Another employee expressed concerns with the power of athletics and institutional issues at UNC-CH, stating, “Athletics plays way too strong a role at UNC and occupies way too much time and effort. The latest scandals have justifiably diminished the prestige of UNC...” (Respondent 110). Comments regarding commercialization included: “Disparity in financial priorities within the university with academics getting very little” (Respondent 4) and “ADs all over the Smith Center monitors and the salaries and benefits of coaches” (Respondent 130).

Criticisms of academics, admissions, and the student-athlete experience were also expressed: “I think athletes are given academic passes that are unfair both to other students and ultimately to the athlete because they do not get the kind of education they otherwise could” (Respondent 19). Respondent 36 stated expressed concerns with “Student-athletes being accepted to the university solely on athletic ability, while respondent 38 was concerned with the” number of admissions exceptions made in recent years for student-athletes.” Respondent 89 stated, “We pretend these athletes are actually students. They are not—they are being used by UNC (for generating money and prestige) and they are essentially training camps for the NFL and NBA. We do a severe disservice to these students—most will not go on to professional athletic career—and by not providing them with a real educational college experience is further exploitation for these students.” Respondent 64 stated, “It’s impossible for student-athletes in major sports to be serious students, given their required time commitments to sports.” Analysis of qualitative responses can be found in Table 5.

Discussions and Implications

Academic Standards, Performance, and Integrity

Survey results and analysis indicated that UNC-CH employees’ satisfaction with academics (standards, performance, and integrity), governance, and finance was mixed. This study yielded similar results to the 1988 study “Faculty Perceptions of Athletics at Division IA Universities,” where mixed results made it difficult to make conclusions on faculty/staff views of intercollegiate athletics (Sherman, Weber, & Tenago, 1988). Although one might assume that a major NCAA violation might skew the results negatively in most aspects of the survey, the data in this study did not support this assumption.

Congruent with the findings in Sherman, Weber, and Tenago (1988), survey respondents were most “dissatisfied” with academic standards, performance, and integrity of student-athletes. However, faculty in the Knight Commission study characterized student-athletes in general as “motivated and prepared and do not perceive student athlete’s as lacking academic integrity” (Lawrence, Ott & Hendricks, 2009). The “dissatisfaction” with academics, particularly academic integ-

Table 5*Open-Ended Concerns*

Category	N = 337	% Respondents
Power of Intercollegiate Athletics	31	9.20
<i>Influence of Donors</i>		
<i>NCAA's Power</i>		
<i>Power of Football</i>		
Student- Athlete Experience	49	14.54
<i>Quality of Education</i>		
<i>Exploitation (racial stereotypes)</i>		
<i>Pressure (time, winning, coaches)</i>		
<i>Separation of football/basketball players</i>		
Commercialization	56	16.62
Nothing	63	18.69
Academics	70	20.77
<i>Integrity</i>		
<i>Performance</i>		
<i>Academic/Athletic Balance</i>		
<i>Academic/ Admissions Standards</i>		
Institutional Issues	80	23.74
<i>Educational Mission</i>		
<i>Lack of Faculty Support</i>		
<i>Reputation after "Scandal"</i>		
<i>Oversight/Governance/Accountability</i>		
<i>Eliminate From University</i>		
<i>Public Relations</i>		

rity in this study, may be attributed to the discovery of academic fraud occurring in one department during the NCAA investigation. Open-ended responses indicate that some faculty/staff feel that the academic reputation of the university after the "scandal" has been tarnished; the most critical demanded that all aspects of academics relating to intercollegiate athletics must be examined, including admissions and performance standards for student-athletes.

Although there was "dissatisfaction" with academic standards, performance, and integrity of student-athletes, results indicate those who are more involved in athletics, whether that be as a fan/consumer or an employee involved in athletic governance, were more "satisfied" than their peers in terms of all aspects of academics involving student-athletes. This is a situation that lends itself to more analysis, looking through Sack's lens of "academic capitalism" (2008).

The "academic capitalist" model describes an educational benefit to collegiate sports participation. The late President of the NCAA Myles Brand noted, "The

purpose of the collegiate model is to enhance the educational development of athletes” (Brand, 2006a). Like Dr. Brand, other academic capitalists believe that the mission of higher education should also be to emphasize career preparation, as well as intellectual studies. This means that extra-curricular activities have as much value as the in-class studies, and many with special talents may need academic advising and differing admissions standards to benefit the institution (Sack, 2008).

Those who attend games or work closely with athletics may see the educational benefits of athletics participation first-hand, which ultimately led to higher levels of satisfaction for these particular respondents. Even though there may be differing admissions standards or increased academic advising for student-athletes, this subset of faculty/staff understand that student-athletes bring unique talents to the campus, and gain unique educational opportunities that translate into career and life-after-college preparation. It is also possible that those who attend UNC-CH sporting events are simply sports fans who are more interested in the team(s) performance than in the well being of the student-athlete, or whether injustice or exploitation is transpiring. It is also possible that those who work most closely with athletics governance are better informed about athletics’ policies, procedures, and student-athlete experiences, and therefore have more educated positive opinions.

Governance

Similar to the findings in Sherman, Weber, and Tenago (1988), UNC-CH employees were also “satisfied” with their input into athletic and non-athletic decisions; however, they were not satisfied with the level of cooperation to uphold academic standards or institutional control over athletics. Although these findings were similar, this may be an area where the UNC-CH NCAA investigation and sanctions for specific issues pertaining to academics impacted this particular employee group.

When UNC-CH was sanctioned by the NCAA for violations committed by the football program, the university did not receive a notice that they “lacked institutional control,” which is a major infraction. However, there was considerable speculation and discussion by the media, prior to the notice of violations from the NCAA, that UNC-CH may have “lacked institutional control,” (Barnes, 2010, para. 2) which may have impacted the perception of these issues for UNC-CH faculty/staff who responded to the survey. Comments provided indicated a perception by the employees that the “scandal” was an outcome of lack of oversight by the Chancellor, Athletic Department, and athletically related governing bodies, even though this was not one of the NCAA violations. Media influence may have impacted levels of satisfaction, as it may have been many faculty/staff’s only exposure to information regarding the investigations and violations.

Finance

Similar to the findings at UNC-CH, results found in Sherman, Weber, and Tenago (1988) and the Knight Commission Study showed that employees were “dissatisfied” with the balance struck between commercialization and the ideal of intercollegiate athletics on campus. Based on results in the 1988 and 2006 studies, it is clear that commercialization of intercollegiate athletics is an issue that has spanned multiple decades. As spending and commercialization increase, it seems as if this is an issue that will continue to cause “dissatisfaction” among UNC-CH employees and other faculty/staff across the country. As noted by Sack, the “intellectual elitist” model for reform maintains the extravagant resources that are used in the arms race of intercollegiate athletics could be used for academic purposes rather than lavish facilities (Gerdy, 2006). These respondents, like intellectual elitists, may think this commercialization has a negative effect on our current higher education system and UNC-CH should only consist of scholars and students (Sack, 2008).

“Athlete’s rights” advocates, according to Dr. Sack believe that the “commercialization has become deeply embedded” in intercollegiate athletics and the commercialization deprives student-athletes of the opportunity to receive compensation” (Sack, 2008, p. 81). The exploitation of student-athletes was a concern for some faculty/staff in their open-ended responses. “Intellectual elitists” and “athletes’ rights” subsets may be represented heavily in the survey sample due to the “dissatisfaction” expressed with the balance between commercialization and the ideals of amateurism within collegiate athletics. It may be that those who do not attend sporting events do not see that the student-athlete experience is enhanced via great facilities and enthusiastic support, but rather that commercialism and increased spending on intercollegiate athletics serves no purpose on a university campus (Sack, 2008).

Conclusions

Ultimately, the study of employee satisfaction of academics (performance, standards, and integrity), governance, and finance of intercollegiate athletics at UNC-CH reinforces the findings in previous studies that attitudes towards intercollegiate athletics are mixed with pockets of advocates and dissenters representing extreme viewpoints. The athletic department and other governing bodies should utilize specific findings as talking points to foster a cooperative environment on campus. The study’s results make it clear that those who attend athletic events or participate in athletically related governance roles at UNC-CH have more positive views of intercollegiate athletics. Involvement in an athletically related committee may allow a faculty/staff member to improve his/her knowledge and perceptions, or it may simply allow engagement in necessary discourse. As discussed in Lawrence, Ott, and Hendricks (2009), it might also be worthwhile for the academy and athletics to create unique athletically related governing committees pertaining to

a wide-array of issues such as a finance of intercollegiate athletics committee. The UNC-CH administration has created several new committees and panels to address varying topics that emerged as a result of the NCAA investigation and is continuing to engage employees in discussions that can improve transparency and provide more accurate information about the athletics programs to better inform employees' opinions. For example, the university's Faculty Executive Committee (FEC) developed a report, which suggested a panel to examine the role of athletics at UNC-CH. This panel included former UNC-CH Chancellor Holden Thorpe, as well as former AAUP President Hunter Rawlings. Also, a special sub-committee of the FEC was developed to investigate internal academic fraud, and this sub-committee has suggested forming a committee to examine the current state of athletics at UNC-CH to see what the university is doing right and what the university needs to improve upon (Childress, 2013). Efforts to increase faculty/staff attendance at sporting events may also help improve employee opinions, as those who attended athletics events were more "satisfied" with intercollegiate athletics at UNC-CH.

Although efforts to increase employee involvement in athletically-related governance and to increase attendance at UNC-CH sporting events may improve perceptions and relations with athletics, a portion of UNC-CH employees may continue to be dissatisfied with the current state of intercollegiate athletics at UNC-CH, as well as the national landscape of intercollegiate athletics. A major NCAA violation and subsequent sanctions, as well as an internal investigation into academic fraud within a university's academic department should drive the UNC-CH campus toward major efforts for reform. Even if major reform does not occur on the national level, there is an opportunity for UNC-CH to be a leader in collegiate athletics reform. The institution has already taken steps towards aligning academics and athletics.

A strategic plan for the athletic department was implemented in January of 2013. The first priority of the plan is alignment, which is defined as "aligning the athletic department's operation to fulfill the mission of the university" (Gutmann, 2013, para. 5). Other objectives within the strategic plan include, "Balancing athletics and academics in the student-athlete experience, creating the first multi-university coalition to monitor the impact of athletics on a school, seeking leadership roles on collegiate athletics committees and operating in a transparent manner so that the community is informed about decisions made within the department" (Gutmann, 2013, para. 10). The development of the strategic plan is a critical first step for the athletic department in demonstrating its efforts to the rest of the university that it is looking to improve in many facets of its operation. Although the strategic plan is a not an immediate fix, many of its stated objectives, display an effort to engage the entire university campus in the necessary dialogue to improve athletic department relations on campus.

Although many employees may still be dissatisfied with the current state of intercollegiate athletics at UNC-CH, the strategic plan shows the necessary reform

efforts being made by the athletic department. Simply reaching out to employees to participate in governance and attend athletic events may not be enough to demonstrate the department's willingness to accept criticism and strive for change. The university can be a national leader in reform by utilizing institutional reform as path towards potential reform on a national level. In order to adhere to the educational mission of the university, it is imperative that "athletes receive a quality education in a friendly academic environment" (Crampton, 2011, para. 5), and reform on the university's campus may allow the university to better fulfill their stated mission.

Limitations and Recommendations for Future Research

This is the first known study to examine faculty/staff perceptions of intercollegiate athletics at a single FBS Division IA university following a major NCAA investigation finding violations and subsequent sanctions. The low response rate represents a major limitation with the findings as only a small subset of the population was represented and as such may not be representative of all UNC-CH employees. The inability to differentiate between whether respondents were either faculty or staff limited this study, and allowed for no opportunity to separate the results based on each respondent's role on the UNC-CH campus.

Future researchers examining issues on a single campus might provide incentives to the survey population for an increased response rate. Another idea would be to develop a series of focus groups to ensure a more representative sample of the university's faculty/staff. This study also presents an opportunity for non-response bias. Based on the large standard deviations representative of large variance in responses, it is likely that many of the respondents were those with high levels of support or disdain for the current operating model, thus only the more extreme positions were captured (as evidenced in the passionate narrative responses).

If a researcher were to utilize a similar survey instrument in the future to study an institution post-NCAA investigation, it would be worthwhile for a qualitative/open-ended section to ask about the change in perception and attention paid to intercollegiate athletics before and after the incident. Future studies may also want to include athletic department employees in their survey sample; they are institutional employees and employment within collegiate athletics does not necessarily mean all viewpoints are positive.

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Management Whitepaper

A Polarizing Issue

Faculty and Staff Perceptions of Intercollegiate Athletic Academics, Governance, and Finance Post-NCAA Investigation

Gregory Lewinter, Erianne A. Weight, Barbara Osborne, John Brunner

I. Research Problem

The purpose of this study was to explore employee perceptions of intercollegiate athletics at The University of North Carolina at Chapel Hill (UNC-CH) following a major NCAA infractions case. The information presented in this article can be utilized to bridge the ever-widening gap between intercollegiate athletics and the academy. Previous scholarly inquiries have investigated faculty perceptions at Division IA institutions; however, this is the first study to examine the levels of satisfaction that faculty and staff have toward intercollegiate athletics on an institution's campus immediately following a major NCAA infractions case. The findings in this article would be useful for any athletic department or athletically related committee who are looking to improve the athletic department's relationship with the faculty and staff on their campus, particularly for an institution involved in any form of an NCAA investigation. The results presented in this study provide the distinct areas of intercollegiate athletics, which are the greatest areas of concern for employees.

II. Issues

Supporters of intercollegiate athletics have stated that "college sports are significant in defining the essence of the American college and university" (Toma, 1999, p. 82), while dissenters believe that intercollegiate athletics do not fit the university's core academic mission, engage in excessive commercially driven behavior, and permit scandalous and unethical behavior on the part of coaches and student-athletes (Duderstadt, 2003).

Previous studies have investigated faculty perceptions of intercollegiate athletics at Division IA institutions. Findings from these studies point toward mixed feelings regarding intercollegiate athletics. These findings include conclusions that faculty members have indicated positive experiences in working with student-ath-

letes (Lawrence, Hendricks, & Ott, 2006). Also, faculty members believe athletics is an important, but not essential part of higher education (Sherman, Weber & Tenago, 1988) and are displeased with faculty involvement in developing policy for intercollegiate athletics (Ott, 2011). Lastly, faculty who are involved in athletics-related governance have much higher satisfaction with all aspects of intercollegiate athletics (Lawrence, Hendricks, & Ott, 2006).

Following an athletics scandal that invoked internal upheaval and National Collegiate Athletic Association (NCAA) sanctions, non-athletics employees at UNC-CH were invited to participate in a survey investigating their satisfaction with academics, governance, and finance of intercollegiate athletics. This study extends the 2006 Knight Commission sponsored study, *Faculty Perceptions of Intercollegiate Athletics: A National Study of Faculty at NCAA Division I Football Bowl Subdivision (FBS) Institutions* to a post-infraction single-school population. Three philosophical viewpoints describing basic faculty issues and assumptions that divide Division I institutional reformers were utilized to frame the examination (Sack, 2009).

III. Summary

The study of employee satisfaction of academics (performance, standards, and integrity), governance, and finance of intercollegiate athletics at UNC-CH reinforces the findings in previous studies that attitudes toward intercollegiate athletics are mixed, with pockets of advocates or dissenters representing extreme viewpoints. Although one might assume that a major NCAA violation might skew the results negatively in most aspects of the survey, the data in this study did not support this assumption.

Congruent with the findings in Sherman, Weber, and Tenago (1988), survey respondents were most “dissatisfied” with academic standards, performance, and integrity of student-athletes. The “dissatisfaction” with academics, particularly academic integrity in this study, may be attributed to the discovery of academic fraud occurring in the Afro and African American Studies Department during the NCAA investigation.

Although there was “dissatisfaction” with academic standards, performance, and integrity of student-athletes, results indicate those who are more involved in athletics, whether that be as a fan/consumer or an employee involved in athletic governance, were more “satisfied” than their peers in terms of all aspects of academics involving student-athletes.

Similar to the findings in Sherman, Weber, and Tenago (1988), UNC-CH employees were also “satisfied” with their input into athletic and non-athletic decisions; however, they were “not satisfied” with the level of cooperation to uphold academic standards or institutional control over athletics. Although these findings were similar, this may be an area where the UNC-CH NCAA investigation and sanctions for specific issues pertaining to academics impacted this particular employee group.

In terms of the financial portion of this survey, the results were similar to the findings in previous studies where employees were “dissatisfied” with the balance struck between commercialization and the ideal of intercollegiate athletics on campus.

IV. Analysis

The study’s results make it clear that those who attend athletic events or participate in athletically related governance roles at UNC-CH have more positive views of intercollegiate athletics. Involvement in an athletically related committee may allow a faculty/staff member to improve his/her knowledge and perceptions, or it may simply allow engagement in necessary discourse. As discussed in Hendricks, Lawrence, and Ott (2006), it might also be worthwhile for the academy and athletics to create unique athletically related governing committees pertaining to a wide-array of issues such as a finance of intercollegiate athletics committee. The UNC-CH administration has created several new committees to address varying topics that emerged as a result of the NCAA investigation and are continuing to engage employees in discussions that can improve transparency and provide more accurate information about the athletics programs to better inform employees’ opinions. Efforts to increase faculty/staff attendance at sporting events may also help improve employee opinions, as those who attended athletic events were more “satisfied” with intercollegiate athletics at UNC-CH.

V. Implications

The discussion and results presented in this study can be utilized by any athletic department to frame the discussion for improving the relationship with faculty and staff on an institution’s campus. Athletic departments can use this research to bridge the widening gap between athletics and the academy using specific talking points based on the results of this particular study.

Guidelines for Contributors

Only manuscripts that make a strong contribution to sport management practice, based on the practical, conceptual, philosophical, and empirical grounding of the piece, will be considered for publication. Manuscripts may address a wide range of issues concerning sport management practice including (but not limited to): marketing (e.g., sponsorship, branding, pricing, and advertising), management (e.g., business strategy, policy, human resource management, organizational behavior, and organizational theory), images and narratives, sport ethics and governance, stakeholder management, social and environmental responsibility, globalization and internationalization, and sport media and technology. Authors are required to submit both a Scholarly Manuscript and a corresponding Management Whitepaper.

Scholarly Manuscript Guidelines

Scholarly manuscripts should be kept to less than 30 pages, including reference pages, tables, figures, and artwork/illustrations. Each submitted manuscript must follow the publication guidelines included in the *Publication Manual of the American Psychological Association: Sixth Edition*. **Manuscripts submitted in a different style, or deviations from this style, shall not be reviewed.**

Scholarly manuscripts should be typed (12-point Times New Roman font) with double spacing on 8 1/2 × 11 inch paper with margins set for 1 inch (2.54 cm) at the top, bottom, right and left of every page, should not exceed 30 pages (including tables, figures, and references), and have ONE space after each period in the text. Set the page numbering at the top right of the page with the running header. The order of the manuscript should be: (1) blind title page [do NOT include information that might identify the author(s)], (2) abstract with manuscript title located above, (3) manuscript text, (4) references, (5) tables, and (6) figures.

The abstract must not exceed 200 words and should consist of two elements: (1) the abstract itself, which concisely summarizes the paper, giving a clear indication of the research method, and conclusions and (2) three to five keywords.

References, tables, and figures must follow the APA 6th Edition format. Tables and figures must be presented on separate sheets at the end of the manuscript. Their position within the text should be clearly indicated. Each table and figure must be numbered in the order of presentation and clearly labeled. The use of footnotes/endnotes within the text is discouraged.

References/Works Cited Pages

References/works cited pages should adhere to the guidelines included in the *Publication Manual of the American Psychological Association: 6th Edition*. Authors are responsible for precise execution of this requirement. Please note that periods

after authors' initials require ONE space before the next initial, and that ONE space is to be used after each period (EX: Smith, J. M. (2012). The study of...).

Management Whitepaper Guidelines

Each submitted manuscript must be accompanied by a document that summarizes the article's findings in a way that will be palatable for practicing professionals. As a part of the JASM review process, this document will be reviewed by a practitioner and will be made available as part of the journals outreach efforts to practitioners, media, and the public. Accordingly, the language used should be less technical and oriented toward a nonacademic audience.

Management whitepapers should be typed (12-point Times New Roman font) with double spacing on 8 1/2 × 11 inch paper with margins set for 1 inch (2.54 cm) at the top, bottom, right and left of every page, should not exceed 8 pages (including any tables, charts, graphs, and/or other illustrations that are effective visual means of communication), and have ONE space after each period in the text.

The format of the management whitepapers is as follows:

I. Research problem(s) addressed (maximum length: 6 sentences)

a. Very clearly state the purpose of the paper and what it examines

EXAMPLE:

The purpose of this paper is to examine the attitudes of NCAA Division I men's intercollegiate basketball season ticket holders regarding seat assessment fees.

b. Very clearly state the importance of the issue(s) contained in the paper and why they are worthy of the practitioner's time and attention

EXAMPLE:

This research contains timely information that reveals that a significant number of season ticket holders surveyed were unhappy with the additional assessment fees that came with new arena construction and/or retrofitting/redevelopment, but the research also revealed that a significant number of them were willing to pay such fees if guaranteed the first rights of refusal to purchase tickets, regardless of their levels of understanding of and/or agreement with the purpose fees.

c. Very clearly state an intended audience/stakeholder group(s)

EXAMPLE:

This article would likely be useful to intercollegiate athletics department personnel and other major stakeholders of intercollegiate athletics, particularly those involved with or considering capital campaigns that include new facility development, facility

retrofitting, reseating, or ticket price adjustments. Other sport managers at other levels of sport who are involved with revenue generation through seating may also find this article useful.

II. Issue(s) (maximum length: 2 pages)

This should be a detailed version of item I.b above that clearly explains the important facets and background of the issue at hand in the manuscript; basically, it should resemble an extremely shortened version of the literature review sans the references, except to any that are so relevant to the article that they cannot be ignored (for instance, if the paper involves a case study built around a particular theoretical framework, then obviously that framework and its authors would merit specific discussion and explanation) and what motivated the authors to undertake the research.

III. Summary (maximum length: 2 pages)

In very simplistic, user-friendly language, explain everything that the study found (or did not find, as the case may be). Bring as little statistical jargon into this section as possible (with the possible exception of discussion of “significant” and “non-significant” findings). Instead, explain the results/major logical points of the study in everyday terms.

IV. Analysis (maximum length: 2 pages)

Quite simply, tell why the findings/conclusions of this study matter, state how things should or should not be done differently as a result of the study, and underscore the importance of the research to practitioners. Simply answer the question, “So what?”

V. Discussions/Implications (maximum length: 2 pages)

Tell who can use this article and the constructive things they can do with it and/or learn from it.

