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## National Collegiate Athletic Association (NCAA) Division I Men's Basketball Final Tour

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**CONCORDIA UNIVERSITY, ST. PAUL: ST. PAUL, MINNESOTA: DEPARTMENT  
OF KINESIOLOGY AND HEALTH STUDIES**

**National Collegiate Athletic Association (NCAA) Division I Men's Basketball Final Four**

**A GRADUATE PROJECT  
SUBMITTED TO THE GRADUATE FACULTY  
in partial fulfillment of the requirements  
for the degree of  
Master of Arts Degree in Sport Management**

**by  
Leah McCall  
St. Paul, Minnesota  
June 2015**



## **Dedications**

This writing is dedicated to my Lord and Savior Jesus Christ, who made this opportunity possible. I also dedicate this writing to my husband Jeff, and my children Jacob and Bailey, for their support of me during the duration of this degree program.

## **Abstract**

Intercollegiate athletic competitions have been taking place for well over 150 years. The National Collegiate Athletic Association (NCAA) was created to oversee and regulate member school athletic competitions. The NCAA has three athletic divisions, Division I, II, and III. The NCAA currently hosts eighty nine championships each year. This writing focused on one of those contests, the NCAA Division I Men's Basketball Final Four. In particular, this writing focused on the 75<sup>th</sup> Anniversary Division I Men's Basketball Final Four held in Atlanta, Georgia, in 2013. Specifically, this writing looked at what it takes to become a host city for the contest, how a host city is chosen, how the host city will put together a successful team to market and promote the contest, and the plan to fulfill the NCAA mission as well as the mission of the event itself. The host city committee strives to ensure attendees of the NCAA Division I Men's Basketball Final Four enjoys a weekend of basketball games, safety, and other activities while giving back to the host city through this major sporting event.

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## **Chapter One: Introduction**

Inter-collegiate athletics began in the mid-1800s. One of the first recorded contests was between the Harvard and Yale Rowing teams. Other sports began to gain popularity by the turn of the century, particularly football and basketball. There were questions regarding eligibility, financial aid, and competition rules, prompting the creation of what would become known as the National Collegiate Athletic Association (NCAA) (NCAA, 2015).

The National Collegiate Athletic Association (NCAA) has been in existence since 1906. The NCAA was founded at the urging of President Theodore Roosevelt as a measure of protection for student athletes (NCAA, 2015). Originally, the organization was known as the Intercollegiate Athletic Association of the United States (IAAUS). The name was changed to NCAA in 1910. As of 2015, there are nearly 1,100 member colleges and universities. Further, the member institutions are classified in Division I, Division II, or Division III. The mission statement of the NCAA is as follows:

The National Collegiate Athletic Association is a membership-driven organization dedicated to safeguarding the well-being of student athletes and equipping them with the skills to succeed on the playing field, in the classroom and throughout life (NCAA, 2015).

The NCAA currently has three athletic divisions: Division I, Division II, and Division III. The three divisions were implemented in 1973. Each athletic division has its own unique set of rules and guidelines. Currently, Division I member institutions must offer at least seven sports for male athletes and seven sports for female athletes. Division II and Division III must offer at least five sports for males and five sports for females. For Division I, there are specific

rules and regulations regarding the playing season, including opponents, number of games played at the team's home stadium or arena, and attendance requirements. There are also guidelines regarding athletic scholarships, with a maximum amount that cannot be exceeded (NCAA, 2015).

The NCAA headquarters is located in Indianapolis, Indiana. The current president is Mark Emmert. When asked about the priorities of the NCAA, President Mark Emmert said:

“The priorities are student-athlete well-being and protection of the collegiate model that we all know and feel viscerally about, but that which we have to convert into language and actions that are meaningful to a public that doesn't quite understand it---or if they do, they don't always believe us. We have to fix that. The stronger the link is between our athletics programs and our academic programs---the more those athletics experiences are incorporated into the academic experiences----then we don't have to talk about athletics and academics as separate entities but as a part of the whole academic experience”

(NCAA, 2015).

Upon its inception, the NCAA met for discussions and rule-making. In the early 1920s, the first sporting championship was held. This championship was in the area of track and field. As of 2015, the NCAA hosts many championships (89) each year. One of the most popular contests that takes place annually is referred to March Madness. Although the NCAA is a non-profit organization, March Madness, Division I men's basketball tournament, brings in a large portion of the annual revenue (NCAA, 2015).

As stated, the NCAA is a non-profit organization. The revenue received by the NCAA is returned back to the member schools. More than \$2.7 billion dollars to be used for athletic



scholarships is given each year. Some of the revenue is given to assist athletes with medical care, academic support services, and first-class training opportunities. Revenue is placed into the basketball fund annually as well as conference grants and sports sponsorships (NCAA, 2015). A chart that contains the 2014-15 revenue distribution amounts is included in the Appendix (see Appendix A) (NCAA, 2015).

The National Collegiate Athletic Association (NCAA) is the parent organization. However, this writing will focus on the NCAA Division I Men's Basketball Tournament Final Four held in Atlanta, Georgia, in 2013. Specifically, the requirements to become a host city for the Final Four contest will be covered. This was monumental for the organization in that this was the 75<sup>th</sup> Anniversary of the contest (NCAA, 2015).

## Chapter Two: Event Introduction

The National Collegiate Athletic Association (NCAA) Division I Men's Basketball Final Four contest began in 1939. The contest was set as a single-elimination tournament format. Only eight teams were invited to participate in the tournament in its early years. Now, the tournament accommodates a sixty eight team format. In the beginning, each Final Four game was played in a different location. This changed in 1952 when the Final Four contest and championship game began in a single city and venue. The city and venue was decided ahead of time. The present sixty eight team format has been in effect since 2011 (NCAA, 2015).

The Final Four contest is part of what is known as March Madness, The Big Dance, or NCAA Division I Men's Basketball Tournament. This basketball tournament is one of the largest revenue sources for the NCAA. Sportswriter Ed Chay is credited with coining the term Final Four in a 1975 publication, the Official Collegiate Basketball Guide. In this article, Ed Chay (1975) stated that article that Marquette "was one of the final four" in the 1974 tournament. The NCAA has since trademarked the term (NCAA, 2015). In the men's basketball tournament, teams that are invited to participate are prohibited from playing the tournament games on their home court. The winner of the Final Four contest is allowed to cut down the basketball net. Each team member cuts one strand of the net, with the head coach making the final cut to bring down the net. The winning team also receives an official NCAA trophy, as well as a National Association of Basketball Coaches trophy, which was awarded at another time (NCAA, 2015).

The model Final Four contest for this Capstone writing was the 2013 contest held in Atlanta, Georgia. This was a monumental year for the Final Four contest since this was the 75<sup>th</sup> Anniversary year. The Final Four was held at the Georgia Dome on the campus of the Georgia

World Congress Center in Atlanta, Georgia, on April 6, 7, 8, 2013. The Georgia Dome was selected as the host venue for the 2013 contest in 2008 (NCAA, 2015).

The Georgia Dome was opened in 1992, the largest cable-supported domed stadium in the world. The Georgia Dome is located in downtown Atlanta and is a multi-use facility. The Georgia Dome was host to gymnastic and basketball events for the 1996 Olympic Games. The Dome has also been host to the NCAA Division I Men's Final Four basketball contest twice previous to the 75<sup>th</sup> anniversary contest in 2013. The previous years that the Georgia Dome was the host venue for the Final Four were 2002 and 2007. The Georgia Dome also was the host venue for the NCAA Women's Final Four in 2003 (Georgia Dome, 2015).

The Georgia Dome is the home stadium for the National Football League Atlanta Falcons, as well as the Georgia State University football team. Annually, the Georgia Dome is host to the SEC (Southeastern Conference) football game, Chick-Fil-A Bowl game, Chick-Fil-A kickoff game, Bank of America Atlanta Football game, as well as the Georgia High School Football State Championships (Georgia Dome, 2015). The Georgia Dome doesn't just play host to sporting events. There have been numerous concerts, of all musical genres, held there. The Georgia Dome has been the host location of everything from a Billy Graham Crusade to Wrestle Mania, Monster Jam to the Gaither Homecoming Tour (Georgia Dome, 2015).

The Georgia Dome has a seating capacity of 71,250. This includes eight super suites, 164 four executive suites, a penthouse suite, and 4,600 club seats. There is over 102,000 square feet of floor space at the Georgia Dome, large enough to hold a pair of C-5 military transport planes. The Georgia Dome has three times the code-required number of restrooms, all accessible for fans with disabilities. There are 798 lighting fixtures in the roof of the Georgia Dome. There are over 660 television monitors throughout the Georgia Dome so that fans do not have to miss

any of the events if they need to leave their seat for concessions or restroom facilities. There are over 39,952 feet of lines to feed liquids to the hundreds of drink dispensers throughout the building. There are also many recycling containers inside and outside of the Georgia Dome to promote sustainability. Plastic banners were repurposed into tote bags to assist in the sustainability efforts as well. Seventy five trees were planted in various locations around Atlanta in honor of the 75<sup>th</sup> anniversary of the Final Four contest (Georgia Dome, 2015).

The year 2013 was unique for the city of Atlanta, Georgia. Atlanta was host to the Division I Final Four, as well as the Division II and Division III championship games. Those games were held at the Phillips Arena, near the Georgia Dome. Research regarding the specific host city expenses for the Final Four was found in an annual target report for the Georgia Dome. The numbers contained within that report were used to estimate the expenses for the Final Four contest weekend (Georgia Dome, 2015).

The largest expense for hosting a Final Four NCAA event will be renting the Georgia Dome (Pendered, 2013). The Georgia Dome will be needed for approximately two weeks to allow time for set up, the contest itself, and then clean up. The approximate cost for venue rental will be \$600,000. This will be approximately 50% of the weekend budget. The rental cost includes use of utilities and parking lots. The second largest expense is the playing court. The cost of the playing floor for contest year 2013 was \$100,000. There were other venue upgrades that were necessary. Some temporary seating was installed. One area of the Georgia Dome was carpeted. New scoreboards, as well as audio, video, and Wi-Fi capabilities were installed. The total estimated cost for the playing court and the various venue upgrades is \$300,000, or 25% of the weekend budget. The third largest expense for the weekend will be payroll for the event workers. The Georgia Dome employees work each event that is held there. The approximate

payroll for the weekend will be \$59,000, or 15% of the weekend budget. The fourth largest expense for the weekend is sustainability. The approximate cost of planting trees, placing recycling bins inside and outside of the venue, and repurposing of plastic banners will be \$41,000 or 10% of the weekend budget (Pendered, 2013). A chart of expenses is included in the Appendix (See Appendix B).

In November, 2014, potential host cities were notified of winning bids to host the Final Four for contest years 2017-2020. Atlanta, Georgia will once again host the Final Four in 2020. There will be a new Georgia Dome by that time. The new Georgia Dome will cost over \$1 billion dollars to construct. The new Georgia Dome will continue to be a multi-use facility and will continue to be the home field of the Atlanta Falcons. The new dome will have a retractable roof and is scheduled to be open by 2017 (Hudson, 2014). This venue will continue to be used for sporting and other events for many years to come.

The City of Atlanta will have several years to prepare for the upcoming Final Four 2020. This will be the first Final Four in the newly constructed Georgia Dome. The host city committee and other volunteers will be able to build upon their winning 1,000 steps campaign, discussed in the next chapter.

### **Chapter Three: Marketing Plan**

The City of Atlanta, Georgia, has hosted the NCAA Division I Men's Basketball Final Four three times in recent years, 2002, 2007, and 2013. Since 1997, the NCAA has required that a potential host city for the Final Four meet certain criteria set forth by the selection committee, as defined in the next section. The potential host city must have a venue with a seating capacity of at least 60,000. The venue must have a domed stadium. The host city must have no fewer than 10,000 hotel rooms. These hotel rooms must be in a reasonable proximity to the venue. By October of the year in which the application is due, anywhere from two to five years in advance of the contest, the potential host city must submit a declaration of intent to bid, a draft budget, and hotel rate confirmation. If there are adjustments to be made, the selection committee wants to receive those adjustments by mid-November. The entire host city selection process takes approximately one year (NCAA, 2014).

The City of Atlanta, Georgia, and the Georgia Dome was selected as the Final Four 2013 host in 2008. Part of what secured the winning bid for Atlanta, Georgia, was the "1,000 Steps Campaign." The thought was that anything a basketball fan could want or need during the weekend contest could be found within 1,000 steps of the Georgia Dome. Hotels, eateries, shopping, numerous tourist attractions, and so much more can be found within 1,000 steps of the event venue, the Georgia Dome (Pendered, 2013).

Atlanta, Georgia, held a unique marketing opportunity, especially for host year 2013. Atlanta, Georgia, was host for the NCAA Division I Men's Basketball Final Four. Atlanta was also host for the NCAA Division II, and NCAA Division III men's basketball championship games. These championship games took place at Phillips Arena, located near the Georgia Dome. These games were free to the public and did not require tickets (Georgia Dome, 2013).

## **Purpose**

Although attendance and television viewership have broken records, there are still improvements that can be made in the area of marketing. The heart of the NCAA mission is to ensure student-athlete success on the playing field, the classroom, and in life. The core values of the NCAA echo the mission statement (NCAA, 2015). The hosting of an event, such as the Final Four, links to the mission statement and core values of the NCAA in that they are being displayed to a national audience. The team's academic, athletic, and personal achievements are broadcast on a national level. Personal stories of student athletes are highlighted throughout the tournament. Some student athletes have overcome extreme adversity to be a college students and athletes. Coaching achievements are highlighted throughout the broadcasts as well. Each team begins the playing season with the goal of participating in "The Dance" (NCAA, 2015).

## **Product**

The product that is being marketed is men's collegiate basketball. Basketball is a sport enjoyed by all age groups. This sport can be played in the winter and early spring since it is an indoor event. As the tournament moves closer to the Final Four and championship games, attendance increases. The Final Four games in Atlanta, Georgia, broke attendance records for basketball at the Georgia Dome with an attendance of 75,350. The championship game had an attendance of 79,238. Total attendance for the Final Four weekend was just under 150,000. Regional tournament sites reported 96% capacity, with the Final Four being 94% capacity (ESPN, 2014). Atlanta, Georgia, has been the host to the Final Four twice previous, in 2002 and 2007. Attendance in 2002 was just over 53,400. In 2007, there was a slight decline in attendance with just over 51,400 fans (ESPN, 2014). The 2013 Final Four saw the largest attendance thus far in Atlanta, Georgia. It has been suggested that the increase in attendance is

not just because of the games themselves. The activities for fans of all ages, concerts, and meet and greet and autograph sessions with current and former greats of the game are all reasons cited for the increase in attendance (Lawrence, 2014).

### **Project Market**

The local organizing committee must ensure that the Final Four contest activities are kept new and fresh. The “1,000 Steps Campaign” was a great concept and proved to be successful. However, the local organizing committee must always be looking to make improvements upon the campaign. There is no room for error when hosting coaches, athletes, members of the media, and thousands of basketball fans for a weekend (Pendered, 2013). The S.W.O.T. (Strengths, Weaknesses, Opportunities, and Threats) relating to the Final Four 2013, is included in the Appendix. (See Appendix C).

### **Position**

Each city that hosts the NCAA Division I Men’s Basketball Final Four has its own unique logo. Atlanta, Georgia, was no exception. Although the Final Four began in 1939, the use of official NCAA Final Four logos did not begin until the 1970s. The official NCAA Final Four logo is a statement about the host city. Local landmarks dominate the logo. The words Final Four are on the logo as well. The Final Four 2013 logo also had wording on it regarding the 75<sup>th</sup> anniversary of the Final Four (Radom, 2015). Appendix F contains the logo for Final Four 2013 in Atlanta. (See Appendix D).

### **Pick Players**

The NCAA Division I Men’s Basketball Final Four attracts basketball fans of all ages. The City of Atlanta, Georgia, was very successful in catering to fans of all ages. During the



2013 Final Four event, there were activities such as the Final Four Dribble that allowed 3,000 youth to dribble basketballs around the campus of the Georgia World Congress Center. There was no cost to participate, and each child received a free basketball, t-shirt, and an opportunity to participate in Bracket Town. Bracket Town allowed the children to participate in interactive sports events, sporting clinics, as well as an autograph session with star collegiate basketball players and coaches. There was a minimal fee to participate in Bracket Town (Georgia Dome, 2013). Other events took place such as The Big Dance Concert Series, Reese's Final Four Friday, Reese's College All Star Game, PowerAde 3V3 basketball tournament, and the Road to the Final Four 5K. The Big Dance Concert Series was a three day free concert series at the Centennial Olympic Park that featured musical acts such as Zac Brown Band, Macklemore, Sting, Ludacris, and the Dave Matthews Band. Reese's Final Four Friday was a time when fans could come and watch the team's final practice before the Final Four. The Reese's College All Star Game was a time for standout college senior basketball players to compete in a basketball game. The PowerAde 3V3 basketball tournament was for children and adults alike to sign up for a 3 on 3 tournament. The National Association of Basketball Coaches (NABC) and Coaches versus Cancer teamed up with Road to the Final Four 5K to kick off the weekend of events. The Road to the Final Four 5K took place in downtown Atlanta and was to benefit the fight against cancer (Final 4 Atlanta, 2013).

### **Package**

Basketball is a sport enjoyed by all ages. The City of Atlanta offered event packages that catered to the entire family. Some packages included an Atlanta City Pass. The Atlanta City Pass was a booklet of admission tickets to some of Atlanta's attractions such as Georgia Aquarium, World of Coca-Cola, Inside CNN Tour, Zoo Atlanta, Atlanta History Center,

Margaret Mitchell house, author of *Gone With the Wind*, Fernbank Museum of Natural History, and the High Museum of Art. Fans could choose any five of the above listed attractions for their Atlanta City Pass (Final 4 Atlanta, 2013). Free transportation was offered to and from the Georgia Dome during the Final Four 2013 weekend. There was also a link where fans could print coupons for exclusive deals or “Savings in the City” while in Atlanta for the Final Four 2013 (Final 4 Atlanta, 2013).

### **Price**

The package ticket prices to attend the Final Four 2013 ranged from just over \$337.00 to nearly \$9000.00. Some of the more expensive ticket packages included airfare, rental car, hotel, and event tickets. The ticket prices are set by the NCAA host city selection committee. The ticket price depended on the package and various add-ons that were available. Fans had the option to purchase single session tickets or weekend packages. There was an additional option to add VIP hospitality to the package which included an open bar, food, entertainment, and opportunities to meet NCAA legends and other guests. Two of the special guests that fans had a chance to chat with at the Final Four 2013 were Bill Walton and Kareem Abdul-Jabbar. Prime Sport was the official ticket and hospitality provider for the 2013 Final Four in Atlanta, Georgia (Prime Sport, 2014).

### **Promotion**

**Advertising.** A large banner was hung at the Georgia Dome to advertise the Final Four 2013. Billboard advertisement was purchased at multiple points across the city of Atlanta, Georgia, to advertise the Final Four 2013. Advertising was placed on city buses as well (Georgia Dome, 2015). CBS and Turner Network generated nearly \$1 billion in advertising sales during

the NCAA Division I Men's Basketball tournament, which includes the Final Four and championship game. One thirty second advertisement during the Final Four could cost up to \$700,000. The average cost was just over \$1.3 million during the championship game (Crupi, 2013).

**Publicity.** The NCAA works closely with each of the primary partners for television advertising. The primary partners include CBS, Turner Broadcasting, ESPN and the Golf Channel. The advertisements must be reviewed before being aired. The NCAA has a specific policy in place regarding advertisements. The policy was developed "to maintain and assure a standard of appropriate advertising on NCAA championship telecasts" (NCAA, 2014)

**Promotional Activities.** Many activities took place during the Final Four 2013 weekend in Atlanta, Georgia. One activity was Reese's Final Four Friday where fans could watch the team practice. Another activity was the Final Four Dribble by PowerAde. This gave 3,200 youth the chance to dribble a basketball over the campus of the Georgia World Congress Center and the Georgia Dome. The participants were given a basketball and t-shirt and an opportunity to participate in Bracket Town (Final 4 Atlanta, 2015).

**Public Relations.** Several activities took place leading up to, and during the weekend of, the Final Four 2013 in Atlanta, Georgia. One event that took place was "4 Courts/4 Days" (Final 4 Atlanta, 2015). This program works with local community and youth organizations, programs in need. One of the four facilities chosen will have the playing court completely refurbished. The court refurbishment is dedicated in honor of Tyler Ugolyn and the Tyler Ugolyn Foundation. Tyler Ugolyn was an NCAA student-athlete who passed away on September 11, 2001. Sports equipment was donated to the chosen facilities (Final 4 Atlanta, 2015).

**Community Relations.** The NCAA, along with the local organizing committee, worked together to make a positive impact in Atlanta. One way this was accomplished was through the legacy program with “Samaritan’s Feet” and “Feed the Hungry” (Final 4 Atlanta, 2015). This program provided 7,500 pairs of shoes and 2,500 boxes of food to local Atlanta families in need (Final 4 Atlanta, 2015).

Another very positive way that the NCAA and the local organizing committee gave back to the city of Atlanta was through sustainability efforts. The 2013 Final Four was named the greenest Final Four contest to date. Seventy five trees were planted in and around downtown Atlanta to commemorate the 75<sup>th</sup> Anniversary of the Final Four. Recycling containers were placed both inside and outside the Georgia Dome as well as the streets around the Georgia Dome. Banners were repurposed into tote bags to assist in the sustainability efforts as well (Georgia Dome, 2013).

**Media Relations.** Media day for the Final Four 2013 was held on Friday, April 5, 2013, before the games took place on Saturday, April 6, 2013. ESPN broadcast the media day on their stations with live coverage. Media day was also a time for members of the competing teams to talk about their season and the upcoming Final Four games. Team coaches have an opportunity to speak as well (ESPN, 2013).

**Personal Selling.** The NCAA Division I Men’s Basketball tournament is a popular event. Similarly, the Final Four and Championship games are just as popular with college basketball fans. Many fans follow a team from the first game until the end of their season. The packages offered for the Final Four weekend could be tailored to fit a budget. Single game tickets could be purchased. All-inclusive packages, with airfare, rental car, hotel, and event tickets could be purchased. The variety of available packages, along with additional promotions, assisted the

City of Atlanta in breaking attendance records for the Georgia Dome and the NCAA (Final 4 Atlanta, 2014). The total attendance for Bracket Town was 62,800. The total attendance for the Final Four game was 75,350. This was the highest attendance of the three Final Four contests at the Georgia Dome (Georgia World Congress Center, 2014).

**Sponsorship.** The NCAA Corporate Champion and Corporate Partner Program was introduced in 1984. In 2003, the program was restructured into two tiers, Corporate Champion and Corporate Partner. Corporate Champions as well as Corporate Partners receive many benefits for supporting all 89 championships hosted by the NCAA. Some of the benefits include category exclusivity around the use of NCAA logos, marks, designations, and championship tickets. The corporate sponsors support NCAA youth programs and scholarship initiatives. The corporate sponsors recognize and emphasize the relationship between athletics and academics. Some of the Corporate Champions are AT&T, Capital One, and Coca-Cola. Some of the corporate partners are: Allstate, Buick, Burger King, Enterprise, Northwest Mutual, Reese's, and UPS. The NCAA website says that Turner Sports and CBS Sports have the exclusive rights to license NCAA marks, tickets and taglines in commercial promotions with respect to the NCAA championships (NCAA, 2015).

## **Place**

The NCAA Division I Men's Basketball Final Four 2013 was held on the campus of the Georgia World Congress Center, Georgia Dome, in Atlanta, Georgia. PrimeSport was the official ticket agent. PrimeSport had a variety of methods for ordering tickets. Tickets could be ordered online, mobile app, or by phone. Tickets were delivered by UPS. PrimeSport is located in Atlanta, Georgia, therefore making them a wise choice for handling the ticket sales.

PrimeSport is the official ticket provider for several NCAA events, such as the NCAA Division I

Men's Basketball Championship, both the NCAA Men's and Women's Final Four, NCAA Men's College World Series, and the NCAA Men's Frozen Four (PrimeSport, 2015).

### **Promise: Evaluation of Strategy and Tactics**

The mission of the Georgia World Congress Center, where the Georgia Dome is located, is: The State of Georgia established the Georgia World Congress Center Authority to develop and operate the Georgia World Congress Center, the Georgia Dome, Centennial Olympic Park, and related facilities. These facilities exist for the primary purpose of promoting and facilitating events and activities that generate economic benefits to the citizens of the State of Georgia and the City of Atlanta as well as enhance the quality of life for every Georgian (Georgia World Congress Center, 2014). The website of the Georgia World Congress Center states that: "To achieve our vision, we make our customers the focus of all we do. We strive constantly to improve productivity and to promote the best interests of the Georgia World Congress Center, the Georgia Dome, and the Centennial Olympic Park" (Georgia World Congress Center, 2014). The weekend was deemed a success.

Over 100,000 basketball fans visited Atlanta over the course of the Final Four weekend. The estimated economic impact for the City of Atlanta was \$70 million. The actual economic impact totaled over \$110 million. There was \$2.9 million new dollars to the state of Georgia (Georgia World Congress Center, 2014). Dr. Mark Emmert, President of the NCAA said of the City of Atlanta, "From great facilities to great volunteers to great fans, Atlanta and Mayor Reed delivered on its promise to put on a wonderful event for our fans, our teams and our student-athletes as we celebrated 75 years of March Madness" (Georgia World Congress Center, 2014). Mission accomplished. The City of Atlanta has many people working together to host an event

such as the Final Four. The various committees and volunteers will be discussed in the next chapter.

## **Chapter Four: Employee/Volunteer Planning**

Atlanta, Georgia, was the host city for the NCAA Division I Men's Basketball Final Four in 2013. This contest was held on the campus of the Georgia World Congress Center, in the Georgia Dome. Atlanta, Georgia, was previously host to the NCAA Division I Men's Basketball Final Four in 2007. At that time, the City of Atlanta was already aware of their winning bid to host the 75<sup>th</sup> Anniversary contest in 2013. John Yates, partner with Morris, Manning, & Martin, LLP, was chairperson of the local organizing committee in both 2007 and 2013. This was a volunteer position. When asked about his role in the Final Four, Yates answered, "I've dreamed of being a part of the Final Four Tournament since I played high school basketball. It's the next best thing to being on the court" (Kirksey, 2011, para. 4). In addition, there was a host city committee, but the local organizing committee worked directly with the attendees, local businesses, and the activities that surrounded the Final Four weekend in 2013.

The correct committee leader and staff must be put in place to achieve the mission of the NCAA as well as the event itself. This will be a time for committee members and volunteers to use their talents and strengths (Noe, 2008). There was a projected attendance of over 80,000 basketball fans, with the actual attendance being just over 73,300. The economic impact for the City of Atlanta, Georgia, was projected at just over \$70 million (Jessup, 2013).

The Atlanta local organizing committee consisted of 35 volunteers responsible for various tasks and duties during the weekend (Crowley, 2012). With 35 volunteers comes 35 different personalities, and 35 sets of strengths and weaknesses. One of the most important tasks for the local organizing committee chairperson is to match the volunteers with the tasks and duties, in order to highlight individual talent and strength.



Another important task of the committee chairperson is to treat the team as a team. The ultimate goal of a team is to work together to ensure a win, victory, or success. Communication is the key to ensure this success. Daily team meetings assist in effective communication. Clear statement of goals, expectations, and job duties, both verbal and written, are also key elements in communication (Noe, 2008).

From time to time, questions will arise regarding a task that has been assigned. A leader or chairperson must be approachable and be willing to answer the questions that may arise. Being an approachable leader is one way to retain team members. Working together as a team, effective communication, adequate training, and being an approachable leader all work together as pieces of a puzzle to form a successful organization and ensure event success. Adequate pay and benefits are not factors in team member retention; as team member's work on the committee is strictly volunteer (Crowley, 2012).

Conflict, when interacting with other humans, is inevitable. When conflict does happen, there are right and wrong ways to respond. If a situation were to present itself during the Final Four weekend among committee team members, the most important thing would be to understand why the conflict happened to begin with. All parties involved in the conflict would need to engage in conversation to come to some sort of resolve. One thing to avoid is public humiliation of the involved parties. This will only lead to further problems. Conflict cannot be ignored. This would be detrimental to the organization, and the well-being of the team members. One key to understand regarding conflict is that conflict is not always a bad thing. Conflict could reveal potential problems that the team leader was unaware of. The conflict could bring these problems to light and allow them to be dealt with and resolved. Another way to approach

conflict and conflict resolution is to practice civility. In other words, be mindful of the people around at all times (Abigail & Cahn, 2013).

As a team or event leader, there are three things that are of utmost importance. Those three things are trust, accountability, and perseverance. If no character exists, there will be no trust. Where there is no trust, there will be no team success. Each team member must be able to trust the leader and his or her abilities. Each team member must be accountable for their own performance as well as their performance as a team. The team leader as well as team members must be willing to have perseverance and overcome situations during an event. Team leaders and team members must be willing to self-evaluate performance as well as let others evaluate his or her performance. Regular review is a great way to evaluate team performance (Huh, 2014).

The event chairperson can go into an event with confidence when he or she knows there is a strong team to work with. Be flexible. Be willing to delegate responsibilities. Be confident in decisions and stand behind them. Andrew Carnegie spoke from experience when he said, “No man will make a great leader who wants to do it all himself, or to get all the credit for doing it” (Andrew Carnegie quotes, 2015, para. 1).

Another important task to consider is the development and implementation of a crisis or risk management plan. Although there is no way to plan for every possible risk, the plan is an essential part of hosting a successful event (Cotten & Wolohan, 2013). The crisis or risk management plan and the importance of the plan will be discussed in the next chapter.

## **Chapter Five: Risk Management Plan**

The NCAA Division I Men's Basketball Final Four was held on April 6-8, 2013 on the campus of the Georgia World Congress Center, Georgia Dome, in Atlanta, Georgia. The City of Atlanta, Georgia, has been host to the NCAA Division I Men's Basketball Final Four previously, in 2002 and 2007. The Georgia Dome is a multi-use facility (Georgia Dome, 2015). Each time an event takes place at the Georgia Dome, risks exist.

Risk management, as defined by Cotten and Wolohan (2013), is "controlling the financial and personal injury losses from sudden, unforeseen, unusual accidents, and intentional torts" (p. 278). In other words, risk management is the process of assessing your organization or event risk exposure. Crisis management is defined as "a process intended to prevent or reduce the damage a crisis can cause to an organization and its stakeholders" (Cotten & Wolohan, 2013, p. 278). While the two concepts, risk and crisis management, are somewhat similar, there are conceptual differences. Risk management does not seek to eliminate all risks, but minimize the impact on an event or organization (Cotten & Wolohan, 2013). Crisis, as with risk, in most cases, cannot be controlled. However, an effective risk or crisis management plan allows an organization to have a clear response and effective way to deal with a crisis. The plan can also determine how, and for what length of time, the organization or event is affected (Cotten & Wolohan, 2013).

There is no uniform risk or crisis management plan. Each event or organization must put in the effort to custom design a risk or crisis management plan. The sport event or organization, at the very least, owes the fans the duty of anticipating risks and crises, and taking the necessary precautions. In order to design a risk or crisis management plan, the first step is to decide who will develop this plan. For example, in a college athletic program, this committee might consist

of the athletic director, the facilities manager, the sporting event manager, and a faculty representative (Cotten & Wolohan, 2013).

There is always the standard checklist when hosting and working a sporting event the magnitude of the NCAA Division I Men's Basketball Final Four (Cotten & Wolohan, 2013). However, when thinking of risk or crisis management, one should always plan for the unexpected. The Georgia Dome facility management team has seen their share of the unexpected during a sporting event. The Southeastern Conference (SEC) basketball tournament was being held at the Georgia Dome in March of 2007. Rain and storms had been in the area. Out of nowhere, and with little warning, a tornado warning was issued. The Georgia Dome had a crisis management plan and that plan was activated immediately. The playing court and bleachers were vacated. Fans were escorted to a large basement area in the Georgia Dome. Eventually, the tornado did hit downtown Atlanta. Windows were blown out of multiple buildings in the downtown Atlanta area. The Georgia Dome was shaken to the core because of the storm. Due to the preparedness of the staff of the Georgia Dome, there were no deaths reported at the event. There were only minor injuries (Stafford & Swartz, 2008). Mike Slive, Division I men's basketball committee chair, when asked for a statement regarding the tornado, said, "I think what you saw there was reflected in the experience of the Georgia Dome staff. I don't know if I've ever seen a better example of grace under pressure." Slive went on to say that he considers the staff of the Georgia Dome to be "one of the finest in the country" (Stafford & Swartz, 2008, para 8, 9).

As a result of the tornadic storm, the SEC Championship game had to be moved to another venue, nearby Georgia Institute of Technology. "We moved the entire broadcast at 2 a.m. from the Georgia Dome over to Georgia Tech in less than 20 hours. Incredible feat by our

incredible staff. By the time it was packed up and ready to go—it was 4 a.m. Several things were in our favor,” said Jimmy Raybun, of Raycom Sports, which was broadcasting the SEC tournament (Henderson, 2009, para. 5). Raybun went on to say: “The biggest challenge we ever had was producing the SEC basketball tournament. I can’t say we planned for that” (Henderson, 2009, para. 5).

Power outages, sometimes associated with weather related events, or a residual effect from some type of accident or technological overload, are additional risks. One example is January 20, 2009. Satellites were overloaded in preparation for the Presidential inauguration. The first fifteen minutes of a highly anticipated basketball game between Maryland and Virginia was not able to be seen due to failure of the systems transporter uplink. Jimmy Raybun of Raycom said, “The uplink and redundancy just died and nothing worked. It was obvious that it wouldn’t work an hour before air” (Henderson, 2009, para. 2). What should have been a quick fix took much longer because of the satellite overload. This was an unforeseen risk (Henderson, 2009, para. 2).

Another risk that must be prepared for is medical events. The athletes have the benefit of athletic trainers and team doctors. Medical staff should be in place to treat fans and event spectators. Safety of all attendees, whether athlete or spectator, must be a top priority. Clay Richmond is the president and CEO of Special Events Medical Services. When asked about the importance of having medical staff available for a major sporting event, he responded:

“You have more medical problems with spectators than people participating in the sport. With the crowd, we don’t know pre-existing conditions, hazards in the stands, humidity or spills. There are more factors working on the crowd than with the athlete. With the spectators, myriad things can happen in a crowd” (Henderson, 2009, para. 2).

Basketball is a sport that is enjoyed by people of all ages. In all probability, children will be attending the NCAA Division I Men's Basketball Final Four. One way to assist parents, guardians, and children is to have an area for them to meet should they become separated. The Georgia Dome has a program called Tag-A-Kid. Each child that attends an event at the Georgia Dome receives a wristband with their name, parent or guardian names, phone number and seat location should they become separated (Georgia Dome, 2015). An additional risk is property lost by event participants and attendees. Having a lost and found area can show courtesy and concern for the event participants and attendees. The Georgia Dome has a lost and found area located near each gate at the Dome Service Center. The Georgia Dome has an option for guests to reclaim lost items after an event. An email address has been created for guests to claim their item (Georgia Dome, 2015).

Since the events of September 11, 2001, sadly, terroristic threats are a valid risk at major sporting events. In March, 2006, near the beginning of the NCAA Division I Men's Basketball Tournament, the Federal Bureau of Investigation (FBI) released a warning to all stadium operators to be aware of possible suicide bomb attacks at sporting events. This warning was issued after the FBI was alerted of a post on an extremist message board that said "advocated suicide attacks against sporting events as a cost-effective means of killing thousands of Americans". The posted message went on to say that "one suicide bomber detonates inside the stadium and the others detonate at exit gates. The combined explosions would create a panic that would kill far more spectators than the bombing alone" (Ross, 2006). Although the FBI could not confirm the credibility of the threat or whether the threat was related to alQaeda, they recommended that sports leagues and stadium operators review security plans and emergency response procedures (Ross, 2006, para. 7).

There is no way to predict or plan for every type of risk or crisis that may happen at a sporting event (Cotten & Wolohan, 2013). There are, however, steps that can be taken to be as prepared as possible for risks or crises. First, make risk and crisis management a part of planning the event. Hold a meeting for team members to voice potential risks. The identified risks can then be assessed and categorized according to the risk matrix. An example of a risk matrix with definitions can be seen in Appendix E. Then develop a response plan based on the identified risk (Chittoor, 2013).

In conclusion, keep calm in the event of a crisis. Communicate with the fans and spectators to maintain order. Some things cannot be prepared and planned for. Having a risk and crisis management plan in place can only be beneficial and will be worth the effort.

## **Chapter Six: Ethical Analysis**

For this chapter, the focus will be on ethical issues that could affect the Final Four and the analyzing of these ethical issues using three ethical theories: Teleology, Deontology, and Existentialism. While there are many ethical issues in sports today, this writing will focus on two ethical issues facing Men's Basketball (Division I). Academic fraud that will be covered first. There are questions of the eligibility of players, as it relates to college courses taken, and their admission to college. The second issue that will be discussed is the head coach's knowledge of these ethical issues (violations) taking place.

### **Teleology**

Teleology, as defined by Merriam-Webster, is the use of design or purpose as an explanation of natural phenomena ("Teleology", n.d.). Decisions can be deemed good or bad based on their outcomes or consequences alone is another explanation of teleology (Malloy & Zakus, 1995). Teleology is an established and accepted theory in the sports world (Malloy & Zakus, 1995).

In applying teleology to the first ethical issue, educational issues of men's basketball players, one would have to conclude that the decisions made were bad ones. One instance found in researching for this writing was that of the University of Memphis and the accusations of cheating on entrance exams. Basketball players were ultimately admitted to the college, deemed eligible to play, regardless of exam scores (Wieberg & Garcia, 2009). This particular instance involved student athlete Derrick Rose, as well as head coach John Calipari. The accusations were that Rose's brother Reggie received travel compensation that equaled nearly \$1700, further stating that someone other than Rose took the SAT college entrance exam. The fraudulent scores on the SAT made Rose ineligible to play basketball. The University of Memphis was not aware of the fraudulent test score until mid-way through the basketball season. Rose was no



longer an eligible student-athlete after the score was revealed. The academic fraud is reported to have taken place with the knowledge of the then head coach, John Calipari (O'Neil, 2009).

Upon completion of the NCAA investigation, the punishment was handed down to the University of Memphis. The punishment for the University of Memphis was three years of probation, vacating their Final Four appearance, and their wins for the 2007-2008 seasons. They did not lose their ability to participate in post-season play, or lose any scholarships. Coach John Calipari was not punished because he was not named in the original NCAA allegations report. However, John Calipari was the first coach to ever have to vacate Final Four appearances at two different schools, The University of Memphis and Massachusetts. The University of Memphis did appeal the decisions of the NCAA (O'Neil, 2009).

To continue the teleological analysis, these decisions of academic fraud did result in a pleasurable season, in fact, a record season with 38 wins and a Final Four appearance. Was this academic fraud worth the end result? It is this writer's opinion that the answer would be no. All of the hard work on the court was lost.

### **Deontology**

The definition of deontology is the theory or study of moral obligation ("Deontology", n.d.). Deontology is the complete opposite of teleology. Deontology says that right decisions are controlled by universal principles of conduct, duties, or rules. It is popular for those that follow deontology to use the Bible or God as their guide in decision making (Malloy & Zakus, 1995). To relate deontology to sports, administrators, coaches, and players will follow the societal standards that are set forth for conduct (Malloy & Zakus, 1995).

To apply deontology to the ethical issues discussed in this writing, nothing in these issues would have used a deontological approach to decision making. By societal standards, academic

fraud is not endorsed. Neither is the knowledge of the head coach to these ethical issues. In the case of head coach John Calipari, it seems that history repeated itself. Coach Calipari was accused of misconduct at The University of Memphis, as well as Massachusetts (O'Neil, 2009).

### **Existentialism**

Existentialism has a lengthier definition than the other two theories discussed in this writing. Existentialism, according to Merriam-Webster, is defined as a chiefly 20<sup>th</sup> century philosophical movement embracing diverse doctrines, but centering on analysis of individual existence in an unfathomable universe and the plight of the individual who must assume ultimate responsibility for acts of free will without any certain knowledge of what is right or wrong or good or bad ("Existentialism" n.d.). Existentialism can also be defined as a revolt against traditional philosophy. It rejects both the teleological and deontological approach (Malloy & Zakus, 1995).

Existentialism provides that the individual will accept full responsibility for the choices one makes. To apply existentialism to the ethical situations presented in this writing, it could be concluded that the athlete in question was never forced to take responsibility for the choices he made while at the University of Memphis. Although the 2007-2008 wins of the University of Memphis were vacated, as well as the Final Four appearance, Derrick Rose went on to be drafted in the first round of the NBA draft by the Chicago Bulls (Friedell, 2009). Coach John Calipari was never held responsible for his decisions either. He was not named in the original NCAA allegations report against The University of Memphis. It is interesting to note that when asked about the NCAA allegations, Calipari responded like this:

"I'm very disappointed and disheartened by the NCAA's findings. I fully support the University of Memphis' appeal, and until that process is carried through to its

completion, I will have no further comments on the matter. I am anxious to coach the team at the University of Kentucky beginning this fall” (O’Neil, 2009).

Coach Calipari felt that he had done nothing wrong, and further was not willing to entertain the thought that the NCAA allegations could be true.

### **Conclusion**

In 2009, the NCAA formed a NCAA Division I Men’s Basketball Ethics Coalition. This group of current and former basketball coaches is responsible for promoting ethical conduct through leadership, education and mentoring. The group will also look at rules and issues that are instrumental in ethical decision making while coaching. Some of their responsibilities will be to offer advice and provide guidance. The ethics coalition will also make sure that all coaches are up to date on new rules and ensure there is a clear understanding of the rules (Johnson, 2009). This ethics coalition is a very important step for the NCAA to take in order to curb some of the ethical issues and violations that take place within Men’s Division I Basketball.

## **Chapter Seven: Personal Statement**

Why a Master's degree of Sport Management? Why Concordia University, St. Paul? What will this degree do for my future? What traits does an effective leader possess? How has this degree program assisted me in my life's goals? I have been on a journey to answer these questions since September of 2013. This chapter will answer the above questions and will be a time of reflection, specifically how each class in this degree program has been a building block for my future goals. I began pursuing a Master's degree in Sport Management, along with 13 others, in September 2013. We have learned about each other----families, hopes, dreams, and future goals. It is hard to believe we are embarking on the final chapter of this degree program.

### **Why Sport's Management? Why Concordia University?**

When my husband and I married, I knew very little about sports as a whole. My focus and areas of expertise had always been in music (church musician) and customer service (banking and finance). Since my husband is a baseball coach, and has coached some basketball, I thought it would benefit me to learn about the games. I had no idea that my learning about sports would spark an interest in working in the sports industry. As my knowledge about the mechanics of the games increased, I began asking questions. I wanted to know how teams are put together. Where does the funding for the sport come from? The list of questions goes on and on. My undergraduate degree was in Liberal Studies. I picked my areas of focus. My classes were mostly business/finance related.

As my husband and I began discussing our future goals, he expressed the desire to become a sports agent. He also expressed that he would love for us to work together in a sports agency. I knew my role would be as the support person----completing office tasks, scheduling client meetings, etc. We began exploring the requirements for becoming a licensed agent.

Ultimately, he did become a licensed agent (MLB only) in the state of Tennessee. However, he had a change in coaching that brought us to Georgia and he was no longer able to use that license. Each state has their own rules, regulations, and fee schedule for becoming a licensed agent. We are looking into the process in Georgia so that he may become licensed once again. In an Internet search one day, I saw Concordia University. I looked at the school website and saw that there was a Master's in Sport Management that could be completed totally online. At this point in my life, that was very important to me. I contacted Concordia, and an enrollment counselor contacted me the same day. After finding out the requirements to get into the program, and discussing it with my husband, I decided to pursue this further. Being a Christian, Concordia's rich Christian heritage was also a deciding factor. After filing the necessary paperwork, ultimately I was accepted into the program. A Christian university, a degree program completely online-----this was a win, win situation for me. Everyone that I have encountered during my time at Concordia have been most helpful, from my academic advisor to the financial aid staff, library, bookstore, and all of the instructors.

Online learning has been very important to me as a non-traditional student. Had the online learning community not been available, I most likely would not have pursued this degree. Another goal of mine is to be an online instructor. In some cases, one can do that with a graduate degree. In other cases, one must be either pursuing or have already obtained a doctorate degree. I do feel that this degree program has helped me gain the confidence that will need to be an online instructor.

### **The Five Year Plan**

During this course, we have learned that there is a difference between management and leadership. We have also learned that one can be born with certain leadership traits, as well as

learning leadership traits from others and from experiences. In the Northouse (2013) text, leadership is defined as "...a process whereby an individual influences a group of individuals to achieve a common goal". (Northouse, 2013, p. 5) Further, the Northouse (2013) text states that: "Leadership involves influence. Without influence, leadership does not exist". (Northouse, 2013, p. 5)

My current working role is with our church. I am currently the worship leader, pianist, and secretary. This is considered a part time position. I do find myself constantly looking forward to the next service time, and looking to improve upon the service. Previously, I did not consider myself as having a leadership role in my current working position. However, after the courses in this degree program, my mind has been changed.

If I were to pick a leadership style that most closely describes me in my current working role, as well as previous working roles, it would be servant leadership. The term servant leadership was coined by Robert Greenleaf in 1970. Servant leadership is described as "putting followers first.....and helping them develop their full personal capacities. Servant leaders are ethical and lead in ways that serve the greater good of the organization, community, and society at large" (Northouse, 2013, p. 219-220). As suggested on page 245 of the Northouse (2013) text, I gave the servant leadership assessment to two people to evaluate me as a potential servant leader. One person was a co-worker, the other a friend. Although I felt I could most closely relate to this leadership style, it was interesting to see how others view me. Upon tabulation of the results, I was surprised to learn that each assessment had the same score, 26. According to the scoring interpretation, a score between 23 and 28 indicates that I strongly exhibit servant leadership behavior (Northouse, 2013, p. 245-247). Does servant leadership possess all of the characteristics and qualities that I will need to achieve my goals in the sport management world?

My opinion is that servant leadership does possess a great majority of characteristics and qualities that I would look for in an effective leader. I do believe, however, that an effective leader will never stop learning and will never stop self-evaluation and improvement.

Kouzes and Posner (2012) included the results of an over 30 year study on leadership, and characteristics contained therein, in *The Leadership Challenge*, (5<sup>th</sup> Ed.). Many characteristics were mentioned. This list was shortened to twenty characteristics. From that list, the *Characteristics of Admired Leaders* list was compiled. Well over 100,000 people were given the survey. The survey showed that although each characteristic received some votes, there were only four that consistently received greater than 60% of the votes. Those four characteristics are: honest, forward-looking, competent, and inspiring (Kouzes & Posner, 2012, p. 33-35). I have reflected on how I view my current leadership role. Thinking forward over the next five years, where do I see myself as a leader?

As the Kouzes and Posner (2012) text states, “Credibility is the foundation of leadership” (Kouzes & Posner, 2012, p. 37). I believe that credibility and honesty could both be used in that sentence. Over the next five years, I do not believe that characteristic will change. I believed in what has been referred to as The Kouzes-Posner Second Law of Leadership even before I read it in the text: DWYSYWD-Do What You Say You Will Do (Kouzes & Posner, 2012, p. 40).

Five years from now, my husband and I will be operating one of the most trusted sport agencies in the country. We are blessed to live in an area that is rich with talented baseball players, both on the high school and college levels. In five years, my husband will be continuing to use his years of coaching and professional scouting experience (currently with Cleveland Indians) to obtain a substantial list of clients. My role will be assisting the athletes in every area of their professional athletic career. Many of the athletes we will be working with will find

themselves overnight millionaires. One of my goals within the agency will be advising, assisting, and instructing them in this area. I want to help each client make their signing bonuses work for them.

Another goal of mine, working in the sport agency, will be to help my clients remain grounded. By that I mean, helping them realize that just because they have signed to play a sport professionally, they are not exempt from “life”. I have watched many 30 for 30 episodes on ESPN that have been heartbreaking. Many athletes have let this overnight bank account boost, and popularity boost get the best of them, some having their career end before it ever gets started. I do not want one single client to become part of that group.

In five years, I also hope to be a representative of The Five Practices and Ten Commitments of Exemplary Leadership, as outlined in the Kouzes and Posner (2012) text. The five practices include model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart (Kouzes & Posner, 2012, p. 29). My goal is that any employee that we may have in our sport agency will be able to model their leadership skills from what they see in me. One area of improvement for me will be in the Ten Commitments of Exemplary Leadership, specifically numbers 5 and 6. The number 5 commitment states: “Search for opportunities by seizing the initiative and looking outward for innovative ways to improve”. The number 6 commitment states: “Experiment and take risks by constantly generating small wins and learning from experience” (Kouzes & Posner, 2012, p. 29). Being an older student, I have had much life experience. I will use those life experiences when considering risks and seeking out methods of improvement.

In Proverbs 29:18, the Bible states, “Where there is no vision, the people perish”. (KJV) I do believe that and it seems that Kouzes and Posner (2012) do as well. One passage in the



Kouzes and Posner (2012) text that stood out to me regarding vision is this: “A vision of the future is much like a literary or musical theme. It’s the prominent and pervasive message that you want to convey, the frequently recurring melody that you want people to remember; and whenever it’s repeated, it reminds the audience of the entire work. Every leader needs a theme, something on which he or she can structure the rest of the performance” (Kouzes & Posner, 2012, p. 105-106). As a leader, going forward, my greatest aspiration is to realize this: “Leadership is not an affair of the head. Leadership is an affair of the heart” (Kouzes & Posner, 2012, p. 345).

### **Reflection**

As I reflect on this degree program and how it has prepared me for achieving my goals, I want to look at each class specifically. The first class was Foundations of Sport Management, Brian Jamros, instructor. He was the perfect person to instruct this course. The fact that he chose the Sports Business Journal for our “textbook” has proven to be most beneficial. I still maintain a subscription to the Sports Business Journal today. This publication has been rich with information from the sports world. In my opinion, this publication truly is our “Foundation of Sport Management”. Instructor Jamros taught us in this course, through weekly assignments, and discussion board posts, to be concise and to the point in our writings. We were also encouraged to develop and maintain a network of contacts that could benefit us presently as well as in the future.

Next was Research Designs and Methods with Alexander Jordan. This course is where we were first introduced to the Capstone Project and choosing our event for this project. Instructor Jordan challenged us all in thinking about the event we would choose. Instructor

Jordan also guided us in narrowing down our research question through constructive criticism. It was easy to see that Instructor Jordan was an expert in this field.

Organizational Leadership and Development, with Claud Allaire, was next. This course is where we were introduced to leadership styles, how to identify which style we possess, and learn how to use leadership in a positive way. Once again, Instructor Allaire was a great person to instruct this class. His current position allowed him to supplement the text with everyday experiences. Through this course, I discovered that I do possess some leadership skills.

Human Resource Management came next, with Ellen Jo Hinrichs. Instructor Hinrichs was always very encouraging to us as a cohort. She did such a wonderful job with letting us know just what a human resources department does. They don't just take care of hiring and benefits. The class assignments, discussion boards, and break-out sessions were always very relevant to the weekly subject matter.

Vicki Schull, teaching Ethics and Policy in Sport Management was next. What a trooper!! Instructor Schull was not only a cancer survivor, but she was also a student, pursuing a doctorate degree. She did a great job in getting us to identify possible ethical violations through textbook examples as well as current event articles.

Sport Marketing, with Joshua Lupinek was exciting from start to finish. Joshua is young and full of energy and has such passion about what he does. Through this course, he taught us that marketing is not just a poster or a billboard. He taught us how to choose the right style of marketing. Instructor Lupinek also introduced us to FlipGrid as a substitution for one weekly discussion board question. This proved to be useful in letting us see and hear the thoughts and opinions of classmates. Instructor Lupinek was new at teaching this course, but if he had not told us that, I would have never known.

Managerial Finance, with Andrew Slagle, was a challenge for us all. Instructor Slagle was very patient and understanding. He did such a great job at condensing the material into the hour chat session each week. He was also very quick to answer if we had questions through the week with our assignments. Again, it was obvious that not only is Instructor Slagle very knowledgeable in his field, he is also very passionate. He is an attorney, and a licensed sport agent as well as an instructor. Not only did he give me much knowledge in the financial world, he was very willing to answer questions about the sport agency, since that is one of my future goals.

Matthew Rubbelke taught Managing and Planning Sport Facilities. He let us know up front that he was not far removed from being in our position as students. His experiences in working at Concordia University, and now the Minnesota Timberwolves, gave him a very valuable insight into Managing and Planning Sport Facilities.

Legal Aspects of Sports was instructed by Jeffrey Levine. Instructor Levine is also an attorney, specializing in contract law, which was perfect for this course. Once again, like so many other instructors, he possesses passion for what he does. He is a no nonsense type of person. During this course, we learned so much about contracts as well as identifying risks. This course will prove to be valuable to us all in our future.

Currently, we are in our final course before the Capstone, Management and Leadership. This course is being instructed by Dr. Lana Huberty. Dr. Huberty has done an excellent job at designing this degree program. Dr. Huberty has also done an excellent job with the course instructors. She has taught us so much about being able to identify our own leadership styles, identifying areas where we can improve as leaders, and how to identify leadership qualities in

others. During this course, Dr. Huberty has given personal experiences of working under great leaders. Those experiences have made her into a great leader.

As students, we are asked to evaluate each course upon completion. We are asked questions about the instructors, questions about the course, and asked for suggestions. I believe that this course was put together in the perfect order. Each class has acted as a building block, or stepping stone, to our Capstone project, then employment in various areas of the sport world. I would not hesitate at all to recommend the Master's in Sport Management at Concordia University, St. Paul.

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## Appendices



## Appendix A

NCAA Division I Revenue Distribution schedule with amounts of distribution, name of fund,  
and the distribution dates for competition year 2014-2015.

Table A

<b>REVENUE DISTRIBUTION schedule and revenue amounts</b>	
<b>2014-15 REVENUE DISTRIBUTION SCHEDULE</b>	
<b>FUND:</b>	<b>DATE:</b>
Basketball Fund	April 15
Academic Enhancement Fund	June 10
Conference Grants	June 17
Sports Sponsorship	July 22
Grants-in-Aid	August 5
Student Assistance Fund	August 19
<b>2015 REVENUE DISTRIBUTION AMOUNTS</b>	
<b>FUND:</b>	<b>AMOUNT:</b>
Basketball Fund	\$199,196,000
Academic Enhancement Fund (including Supplemental Support)	\$ 26,920,000
Conference Grants	\$ 8,955,000
Sports Sponsorship	\$67,334,676
Grants-in-Aid	\$131,861,324
Student Assistance Fund	\$77,764,000

## Appendix B

## NCAA Division I Men's Basketball Final Four

Expenses 2013

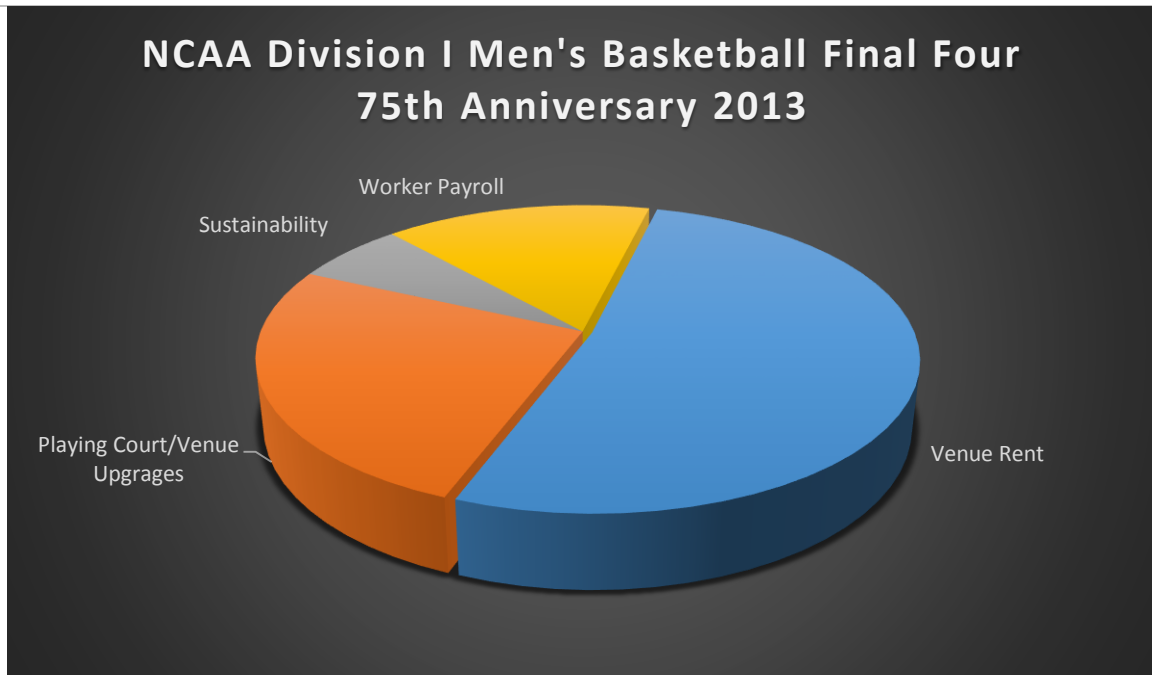


Figure B

- Largest expense venue rent (blue), 50% of weekend budget of \$1,000,000 at \$600,000
- Playing court/venue upgrades (red), 25% of weekend budget at \$300,000
- Worker payroll (yellow), 15% of weekend budget at \$59,000
- Sustainability (gray), 10% of weekend budget at \$41,000

## Appendix C

S.W.O.T. (Strengths, Weaknesses, Opportunities, and Threats) for the Final Four 2013

Table C

<h2>Strengths</h2> <ul style="list-style-type: none"> <li>• Long standing history of the organization</li> <li>• Nearly 350 member schools</li> <li>• Players talents and academic achievements are showcased</li> <li>• Well trained host city committee to serve event attendees</li> </ul>	<h2>Weaknesses</h2> <ul style="list-style-type: none"> <li>• Not enough volunteers</li> <li>• Longevity-need fresh approach to attract new fans</li> <li>• Missed marketing opportunities</li> <li>• Sustainability-need to broaden opportunities</li> </ul>
<h2>Opportunities</h2> <ul style="list-style-type: none"> <li>• Market developments</li> <li>• Utilize social media when advertising events</li> <li>• New event sponsors in host city</li> <li>• Continue building on winning campaign "1,000 Steps"</li> <li>• Create pricing packages for local fans that want to attend games only</li> </ul>	<h2>Threats</h2> <ul style="list-style-type: none"> <li>• Seasonal threats-Poor weather conditions</li> <li>• IT/Communications developments-must stay on top of the game</li> <li>• Poor management strategies</li> <li>• Event Safety</li> <li>• Terroristic Threats</li> </ul>

Appendix D

Final Four 2013 Logo



Figure D

## Appendix E

## Risk Matrix Table for the Development of a Risk Management Plan

Table E

Risk Matrix	Project Risk (Threat and Opportunity) Matrix					
	Impact →	1	2	3	4	5
	Probability ↓	Negligible	Minor	Moderate	Significant	Severe
	(81-100)%	Low Risk	Moderate Risk	High Risk	Extreme Risk	Extreme Risk
	(61-80)%	Minimum Risk	Low Risk	Moderate Risk	High Risk	Extreme Risk
	(41-60)%	Minimum Risk	Low Risk	Moderate Risk	High Risk	High Risk
	(21-40)%	Minimum Risk	Low Risk	Low Risk	Moderate Risk	High Risk
	(1-20)%	Minimum Risk	Minimum Risk	Low Risk	Moderate Risk	High Risk
<b>Definition of Probability and Impact</b>	<p>A scale of 1%-100% will be used for Probability.</p> <p>(1-20)% means <u>very low</u></p> <p>(21-40)% means <u>low</u></p> <p>(41-60)% means <u>medium</u></p> <p>(61-80)% means <u>high</u></p> <p>(81-100)% means <u>it is a fact</u></p> <p>A scale of 1-5 will be used for impact ratings</p> <p>1 means <u>negligible</u></p> <p>2 means <u>minor</u></p> <p>3 means <u>moderate</u></p> <p>4 means <u>significant</u></p> <p>5 means <u>severe</u></p>					