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# 2015 6A Minnesota State High School Prep Bowl

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

**2015 6A Minnesota State High School Prep Bowl**

**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  
Joe Steinert  
St. Paul, Minnesota  
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## **Dedications**

This paper is dedicated to my family for their endless support while working to complete my Masters degree.

## **Abstract**

The Minnesota State High School League (MSHSL) is in charge of all high school athletics in the state of Minnesota. The MSHSL is in charge of putting on tournaments and championship games for all high school sports. This paper focuses on the 2015 high school football championship game for section 6A. Within this paper are seven chapters about the MSHSL and the 6A championship game called the Prep Bowl. The seven chapters are history of the MSHSL, introduction to the 2015 Prep Bowl game, a marketing plan around the 6A Prep Bowl game, proper ways to retain high end coaches, a completed risk management assessment around the 6A Prep Bowl, an ethical analysis on high schools requiring athletes to pay to play, and a personal statement. Each chapter goes into detail about the topic. The marketing plan goes into the 10 P's of sport marketing and breaks down each piece to further show how the marketing plan will be successful.

*Keywords:* Prep Bowl, SWOT, marketing plan, task-oriented, relationship-oriented, Minnesota State High School League

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## Chapter One: Organization Introduction

The Minnesota State High School League (MSHSL) had 25,487 student athletes participate in football in the 2013-2014 season (Minnesota State High School League [MSHSL], 2014e). The MSHSL also ranked tenth in the nation for the total number of student athletes who play in a high school sport (MSHSL, 2014e). In 1916, when the MSHSL was first created it was called the State High School Athlete Association (MSHSL, 2016c). Taking a look at a brief history of the MSHSL gives insight into how the MSHSL has become a top organization proud to help prepare student athletes for life after high school.

The MSHSL was originally created to promote amateur sports, and to establish uniform eligibility rules for interscholastic contests (MSHSL, 2016c). Over the past 100 years the MSHSL has not changed many of its original goals. The current mission statement of the MSHSL (2016c) is “The Minnesota State High School League provides educational opportunities for students through interscholastic athletic and fine arts programs and provides leadership and support for member schools” (para. 33). The original founding purposes of the MSHSL closely align with the current mission statement and league beliefs. With these beliefs and goals, the MSHSL is able to support a large number of students by overseeing 43 different after school sports and activities (MSHSL, 2014e). Of these 43 sports and activities, football is the one that involves the most student athletes in Minnesota (MSHSL, 2014e). With the influential amount of football players and fans, the football season is always a fun and competitive journey with hopes of making it to the championship game, the Prep Bowl.

## Chapter Two: Event Introduction

Even though the MSHSL was created in 1916, the first ever recorded Prep Bowl game did not happen until 56 years later in 1972 (Minnesota Football Coaches Association [MFCA], n.d.). As of 2016, there are seven different sections of football teams that are set up based on the enrollment of each school. The smallest schools are placed in the 9-man section, and play with only nine players on the field instead of the traditional eleven players. The largest schools are placed in the 6A conference and these are typically the top teams in the state because the football program has a large number of student athletes to choose from. Each section has its own Prep Bowl at the end of the season. When the Prep Bowl first started in 1972, there were only five sections and they were labeled using the alphabet. In 1972, the sections were broken up into AA being the section for the largest schools and A, B, C, and 9-man as the school's enrollment gets smaller. It took until 1997, for the MSHSL to change the sections to the current format where the smallest schools are placed in 9-man and the largest schools were placed in 5A (MFCA, n.d.). The sections stayed this way until 2011 when a vote passed with the board of directors to add the 6A section for the largest schools. The reason for the addition was purely because of student enrollment numbers. In the 2011 season in section 5A, Wayzata High School had an enrollment of 3,060 students while St. Cloud Tech had an enrollment of 1,241 students (Hinrichs, 2012). That meant Wayzata, and many other 5A schools had almost triple the amount of students to pick from for their football team, and thus giving the bigger schools an advantage over the smaller 5A schools. The size of a school's enrollment may not seem like an advantage, but when looking at schools with greater student enrollment, one can clearly see the bigger schools have the upper hand.

The Prep Bowl is not only about the football players, but also the fans. Since 2002, Eden Prairie has been to the Prep Bowl eight times and won seven of those times (MSHSL, 2014b). Eden Prairie won the Prep Bowl four consecutive years in a row from 2011-2014, and each year they saw an increase in fan attendance by about a thousand fans each year (MSHSL, 2014b). The Prep Bowl is a large event that draws in thousands of fans each year. To bring in these fans and help create excitement, the Prep Bowl uses one of the top venues in the state.

Getting to play in the 6A Prep Bowl is an exciting event for a high school football player, but when adding where the Prep Bowl is located and where the Prep Bowl will soon be hosted, it steps up the meaning of the game. According to Brennan (2015), high school football players playing in Gillette Stadium for the high school state tournament in Massachusetts were quoted saying “it’s an experiencing worth remembering,” and “it’s a once in a lifetime opportunity” (para. 8). In the 2014-2015 and 2015-2016 high school football seasons, the Prep Bowl was held at TCF Bank Stadium. TCF Bank Stadium is the current home to the Minnesota Gophers and the Minnesota Vikings. The home stadium of the Minnesota Vikings always hosts the Prep Bowl. Since the Vikings are currently sharing facilities with the Gophers while their stadium is being built, the Prep Bowl will be held at TCF Bank Stadium. U.S. Bank Stadium will open in the 2016-2017 season. Once the Vikings move in, the Prep Bowl will move from TCF Bank Stadium to U.S. Bank Stadium and continue to stay there as long as the Vikings do. Playing on the same field as Division I football players and professional football players is a dream come true. Brennan (2015) interviewed another high school football player about how he felt about playing at the same stadium as the New England Patriots. The athlete said “this has been our dream since we were little” (para. 10). Having an opportunity like this will stick with these high school students for the rest of their lives. In addition to being the host of the recognized

Minnesota Gophers and Minnesota Vikings, TCF Bank Stadium, and U.S. Bank Stadium will both offer outstanding facilities and be able to offer more than enough seats and amenities for all fans.

TCF Bank Stadium holds over 52,000 fans, has 37 private suites, 250 indoor club seats, 1,250 outdoor club suites, and 50 lodge boxes (Fuller, 2014). Attendance for the Prep Bowl is just under 30,000 total fans, and such as TCF Bank Stadium would offer more than enough room to accommodate all Prep Bowl fans (MSHSL, 2014b). Fans also have access to the 20,000 square foot climate controlled Dairy Queen (DQ) Club Room (Fuller, 2014). Fans at the Prep Bowl can also visit the T. Denny Sanford Athletics Hall of Fame, located near Goldy's locker room.

According to the MSHSL (2014b) website, the average attendance for the Prep Bowl from 2010-2013 has been 29,936 fans total. Unfortunately, the MSHSL does not offer detailed information about how many fans attended the 6A Prep Bowl game. Additionally, they did not publicly announce how many fans attended the 2014 Prep Bowl, which was the first Prep Bowl at TCF Bank Stadium. The 2015 attendance records have not been released yet. Given that TCF Bank Stadium can hold over 52,000 fans it has plenty of room to support the less than 30,000 fans planning on attending the Prep Bowl (Fuller, 2014). According to Chase (2015), TCF Bank Stadium is currently ranked 21 best out of 31 NFL stadiums. TCF Bank Stadium is currently the most qualified football stadium in Minnesota to host the event until U.S. Bank Stadium is finished.

The 6A Prep Bowl game took place at TCF Bank Stadium on Friday November 13, 2015. One would have thought that attendance would have gone up in the 2014 season since it was the first year the Prep Bowl was at TCF Bank Stadium, and not at the Metrodome. According to

Paulsen (2014), “the crowds were smaller than hoped because it was about 17 degrees outside” (para. 12). The Prep Bowl was moved up one week from November 20, 2014 last season to November 13, 2015 this season. The game was moved up a week due to scheduling conflicts with the Minnesota Gophers. The MSHSL also hoped the extra week would bring better weather conditions for the event. One of the reasons weather plays an important factor is because TCF Bank Stadium is an open roof stadium.

This is a big change for the high school players, and all the fans that have gotten used to the closed Metrodome Stadium. In addition, there are some other amenity changes that have occurred to the venue. Because the Vikings had to share TCF Bank Stadium with the Gophers while their stadium was being built, the Vikings had to make some changes and renovations to the already brand new TCF Bank Stadium to accommodate National Football League (NFL) standards. The Vikings added 2,000 seats and now TCF Bank Stadium has a capacity of 52,000 seats. According to Fuller (2014), “the stadium received \$6.6 million in upgrades because of the Vikings move” (para. 3). One new addition besides the added seats is a heating coil placed under the turf. This is an important safety addition because it allows the field to be softer and much safer for the athletes. On cold days the turf can feel like cement unless heated up with the coils. The scoreboard at TCF Bank Stadium is about 10 times the size of the previous one at the Metrodome (Fuller, 2014). TCF Bank Stadium is also equipped with escalators and five elevators for a better fan experience (Fuller, 2014). Prep Bowl fans that went to the game during the Metrodome era can remember the limited number of bathrooms. However, that is a thing of the past since TCF Bank Stadium has 113 bathrooms compared to the 30 in the Metrodome (Fuller, 2014). TCF Bank Stadium offers heated bathrooms and heated areas around concession stands, but unfortunately concourses are not heated. TCF Bank Stadium does sell alcohol, but it

will not be sold during the Prep Bowl since it is a high school event. TCF Bank Stadium also offers suites and box seats for fans that are willing to pay a little more for a better overall experience.

For anyone traveling to the event, spectators can choose from several different traveling options. Fans can get shuttle rides from the Minnesota state fairgrounds. The stadium is also next to the light rail, and there are bus stops nearby for ease of traveling. Fans may also choose to bike or ride their motorcycle to the game. Fans can drive to the game and find places to park in the parking ramps, and parking lots located around the stadium. Fans staying in one of the two nearby hotels will also receive complementary shuttle bus rides to and from the stadium. As exciting as the Prep Bowl and all these amenities are, it still comes with a price tag for fans and the MSHSL.

A total of \$396,168 was spent on the Prep Bowl tournament in the 2013 season, and accounted for the entire tournament including all sections (MSHSL, 2013a). According to David La Vaque (2014), the MSHSL projects a 2.84 percent decrease in revenue, and a 5.2 percent increase in expenses for the 2014-2015 Prep Bowl tournament. Using these projections for the 2014 and 2015 seasons, projections for the 2015 football season the MSHSL would have total revenue of \$978,000 and total expenses at \$443,000. The 6A expenses were broken down into two categories: 1) expenses that would be affected by crowd size such as concessions, and 2) expenses that would remain consistent regardless of crowd size such as building staff. For the expenses affected by crowd size, the 6A percentage was found by dividing the 6A minimum enrollment number by the total of the minimum enrollment numbers for each section. It was determined that section 6A would account for 41 percent of the total expenses projected (see Appendix A). For the expenses where enrollment size and crowd size would not matter,

expenses were divided by seven since that is the number of sections. This would break up the cost evenly across all seven sections. The same method was used when looking at revenue projections for the 2015 season (see Appendix B). An actual cost breakdown could not be found so all expenses are projections. The three highest projected expenses are concessions, building staff, and site rental.

Looking at concessions one could safely project that the 6A Prep Bowl will draw in the largest fan section. When more fans and more media personnel are at the game more products will be purchased from the concessions. This is why concessions were projected by taking 41 percent of the total expenses. All food, snacks, and beverages are considered concessions. With total concession expenses projected at \$60,000 for all sections. Multiply that amount by 41 percent, and one would get a total of \$24,600 for the 6A Prep Bowl game. To run the concession stands, building staff needs to be in place and accounts for the second biggest expense. Building staff includes security, concession sales, ticket sales, maintenance personnel, production crews, announcers, and camera crews. No data was found on how many building staff members work at each section's Prep Bowl game. The safest way to project this expense was to break up this expense by dividing the amount by all seven sections. The projected cost for all building staff was \$125,000, after it was divided by seven the cost was \$17,857 for the 6A Prep Bowl game. Most importantly, to host an event a site is needed. TCF Bank Stadium is a great location, but the building is not offered up for free. The projected total cost TCF Bank Stadium would charge the MSHSL was \$115,000. This number only seemed fair splitting it seven ways and breaking the cost down that way. This fee would be \$16,429 for the 6A Prep Bowl game (see Appendix A). These numbers are set for TCF Bank Stadium, but will vary if the location is changed. While looking at expenses, one must also look at the event's total revenue.

The 2015 Prep Bowl is projected to bring in \$978,000, and the 6A Prep Bowl is projected to bring in \$397,507 of that. The two biggest sources of revenue streams are ticket sales and concessions, and both were calculated for the 6A game by multiplying the total projection for each category by 41 percent. The entire Prep Bowl tournament was projected to bring in \$490,000 in ticket sales and \$300,000 in concessions sales. That puts the 6A Prep Bowl making \$200,900 in ticket sales and \$123,000 in concessions sales (see Appendix B).

Based on the projected expenses and revenues for the 2015 season the Prep Bowl should generate a profit of \$535,000. This would be a successful event financially for the MSHSL and help fund the MSHSL. The MSHSL has chosen to hold their event at TCF Bank Stadium to help draw in more fans and build a loyal fan base. There are many new amenities TCF Bank Stadium has added, and fans will be excited to experience what TCF Bank Stadium has to offer. According to Olson (2014), the food will be better and more unique than the Metrodome's, the restrooms plentiful, and the views will be unobstructed to help create an amazing fan experience for fans at TCF Bank Stadium. According to Broughton (2015), "a team can expect an attendance increase of between 5 percent and 15 percent during the first three years after moving into a new venue, compared with the final three seasons in its previous building" (para. 11). The increase in attendance will help the MSHSL grow its fan base. Playing in a brand new stadium may also cost more because U.S. Bank Stadium will charge more for everything than TCF Bank Stadium. According to Beldon (2014), about 80 percent of the seats at U.S. Bank Stadium will require fans to purchase a license to buy a seat. The average price for the seat license will be about \$2,500 (Beldon, 2014). The MSHSL could look at smaller newly renovated stadiums to save on venue expenses. In addition to these ideas, looking at a comprehensive marketing plan

for MSHSL in depth will help to discover further ways to improve attendance and strengthen their loyal fan base.

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

The key to an effective strategic marketing plan is to focus on meshing overall customer situations with the overall company's direction (Allen, 2011). With this marketing plan, the MSHSL will discover what strategies are working, what strategies are not working, and ways to increase attendance and overall positive experience for all fans. The MSHSL strongly believes in preparing high school athletes for the real world, and to get positive support from families and community members for players (2016c). The MSHSL is a nonprofit association of public and private schools (2016c). Because of this, making money is not a priority, but having funds to allow the teaching of high school students life-long lessons about ethical behavior, fairness, and embracing diversity is more important. This marketing plan contains a breakdown of the 10 P's of a sport marketing plan on; purpose, product, project market, position, pick players, package, price, promotion, place, and promise (Pedersen, Parks, Quarterman, & Thibault, 2011).

#### **Purpose**

The MSHSL's goal is to increase overall attendance for the 2015 Prep Bowl. By increasing the amount of fans in the stadium, revenues will increase as well. Another goal is to build a stronger fan base for the 6A Prep Bowl. The MSHSL wants the 6A Prep Bowl to be a fun, family-friendly environment that is affordable to a majority of families. This game is, however, considered the Super Bowl of high school football in the state of Minnesota so the MSHSL will need to charge more than the average high school football game for fans to attend. Conversely, since one of the goals is to increase high school students and families in attendance, the MSHSL league will keep its pricing affordable for parents to bring the whole family. According to Table 1, the Prep Bowl is averaging about 29,000 fans for all seven section Prep Bowls. Unfortunately, since attendance has only been counted for all seven Prep Bowl games in

totality, the MSHSL has no baseline data to go off to determine a specific goal for attendance of the section 6A game specifically. The MSHSL will need to use the 2015 football season as its first year of collecting baseline data. According to Fuller (2014), TCF Bank Stadium will hold 52,525 fans. The end goal for the MSHSL would be to fill TCF Bank Stadium, but because of the lack of baseline data; the MSHSL currently cannot project by what year they would like to have all the seats filled. To improve fan attendance, taking a look at the actual event details is necessary.

### **Product**

The Prep Bowl is the high school football championship game, with the 6A Prep Bowl game being the highest level of competitive high school football in the state of Minnesota (MSHSL, 2015g). The 2015 6A Prep Bowl was between East Ridge and Osseo, with the coaches for each team typically being the top coaches in the state. For example, Head Coach Derrin Lamker of the Osseo Orioles has been recognized for Coach of the Year twice, and has the highest winning percentage in the Northwest Suburban Conference (NWSC) (“Osseo Orioles,” 2015). In addition to coaches, high school football games bring in high school bands, cheerleaders, and cheering fans. “It still sounds the same at the Minnesota high school Prep Bowl, with bands belting out the tunes, and fans cheering their lungs out” (Lichy, 2014, para. 1). After defining the Prep Bowl, breaking down the strengths, weakness, opportunities, and threats (SWOT) for this event allows the MSHSL to gather a good idea of what to look for in the Prep Bowl.

### **Project Market**

The MSHSL has created a SWOT analysis for the 6A Prep Bowl (see Figure 1). “A SWOT is meant to be used during the proposal stage of strategic planning” (Goodrich, 2015,

para. 10). A SWOT analysis is an excellent tool for organizing information, presenting solutions, identifying roadblocks, and emphasizing opportunities (Goodrich, 2015). Starting in order, an examination of the strengths will come first.

“Strengths describe the positive attributes, tangible and intangible, internal to your organization” (Berry, 2015, para. 13). One of the strengths of the event is that the MSHSL has a lot of options on where to hold the games if heavy snow comes (Kruger, 2014). The event is also held at a professional football and Division I football stadium. According to Brennan (2015), a high school football player playing in Gillette Stadium for the high school state tournament in Massachusetts was quoted saying “being here and looking around is a crazy feeling” (para. 8). The ticket prices are relatively inexpensive for a championship game as well. According to the MSHSL (2015h), ticket prices for adults are \$13 for adults and only \$9 for students. In addition to strengths, weaknesses must be addressed.

According to Berry (2015), “weaknesses are aspects of your business that detract from the value you offer or place you at a competitive disadvantage” (para. 14). One weakness is how weather conditions can affect ticket sales. The 2013 Prep Bowl attracted 34,000 fans to the entire Prep Bowl tournament in the Metrodome (Merkel, 2014). According to Paulson (2014), “the crowds were smaller than hoped and exposed skin was hard to find” for the 2014 Prep Bowl (para. 1). The Prep Bowl is only televised on a local channel making less fans tune in to the game. The last weakness is team related, with team preparations being vastly different depending on geography. Football teams in the Twin Cities area can practice indoors in fieldhouses or inflatable domes, while many rural teams do not have such options (Millea, 2014). While developing the SWOT analysis, opportunities are important to examine because these discuss how the event may be successful.

Opportunities are reasons the MSHSL's Prep Bowl is likely to prosper (Berry, 2015). In 2012, the MSHSL partnered with Twin Cities Toyota dealers to help with sponsorship (MSHSL, 2012d). The MSHSL also received sponsorships from Buffalo Wild Wings, Target, TCF Bank, and Dick's Sporting Goods. A new show will air during the 2016 seasons following the 2015 6A Prep Bowl winner's season. The MSHSL will also reach out to local professional athletes to help promote the Prep Bowl. Starting in 2016, the Prep Bowl will be hosted at the brand new U.S. Bank Stadium. It would be safe to project that ticket sales and attendance may go up in 2016 since the Prep Bowl will now be in a high-end premier stadium. Fans are saying they do not want to be cold, so the MSHSL could look into creating jackets, hats, and blankets with the MSHSL logo to sell at the event. To get the participating team's fans to buy merchandise, the MSHSL could also look into creating warm merchandise specific for the playing teams with their team logo on it. The MSHSL could also look into opening up a tent or a location fans could go to warm up and buy concessions or merchandise when they are getting too cold. Since the event was held at an outdoor stadium teams still needed to look at weather conditions as possible threats.

Threats are things that the MSHSL has no control over, and could potentially put the MSHSL at risk (Berry, 2015). In 2015 the entire football season, including the Prep Bowl, was moved up one week because TCF Bank Stadium had already scheduled an event during the original Prep Bowl date (La Vaque, 2014). The Prep Bowl is played outside and this causes teams and fans to tough out the cold weather challenges. According to Thomas (2015), "due to the threat of possible inclement weather across the state on Friday, the Alabama High School Athletic Association is allowing first-round playoff games to be moved to Thursday if the teams

desire” (para. 1). With the Prep Bowl being played outdoors this is certainly a possibility. While weather is a threat for the MSHSL, competition is not.

## **Position**

When looking at the competitive marketplace, the Prep Bowl has no competitors. It is a unique, once a year event that can only take place with the help of the MSHSL. For some players this is the last chance to play football, while for others it is the start to a new chapter. It is important to understand that there are three main parts to product positioning. Those three parts are to differentiate, address important customer buying criteria, and articulate key company characteristics (“On the Mark,” 2005). The event is already different because there is no other league or tournament like it for high school football in the state of Minnesota. By using social media and other forms of promotion the MSHSL is reaching its customer buying criteria. The company’s key characteristics are transparent on the website, and is clear in any document written about the MSHSL. The athletes are supposed to be positively benefiting from playing high school sports. Competition may not play a huge role for the MSHSL, but reaching target audience is still crucial for Prep Bowl success.

## **Pick Players**

The MSHSL is looking to promote this event to high school teenagers, families, avid sport fans, and other community members. The biggest target group is high school students. According to the National Federation of State High School Associations (NFHS), the number of participants in high school sports increased for the 25th consecutive year in 2013-2014 with a

record total of almost 7.8 million high school athletes (National Federation of State High School Associations [NFHS], 2014). According to Davis and Bauman (2013), the United States Census Bureau shows that in 2011 there were 16.6 million students enrolled in high school. Looking at these two pieces of data one can see that nearly half of all high school students participate in some kind of high school athletics. If one would break this data down into individual schools, the MSHSL could assume nearly half of the student body in each school would participate in high school athletics. The MSHSL would like to reach out to all those athletes, along with the other larger portion of the student body that does not participate in athletics. According to Table 1, more fans attended the 6A Prep Bowl when Eden Prairie was playing. Other than 2008 when Wayzata won, the five years Eden Prairie won were the five highest attended years. According to the MSHSL (2015) website, Eden Prairie high school has won the 6A Prep Bowl six out of the last nine seasons. The disadvantage to this data is that it counts all seven Prep Bowl games so it is impossible to tell how many of the people in attendance were at the 6A Prep Bowl specifically. This marketing plan however will track attendance at each individual Prep Bowl. To retain these attendees, discounts and package deals would be beneficial.

### **Package**

The Prep Bowl is a game consisting of high school athletes. According to Parker-Pope (2010), it was found that almost 100 percent of youth soccer-playing kids ages seven to 14 wanted parents to attend their games. This number might be a little lower when looking at high school football players ranging in age from 15 to 18, but the percentage of athletes that want families at games is still high. Families and friends will attend the Prep Bowl and the MSHSL offers family rates for tickets, discounted tickets for students, and meal package ticket deals. These discounts were created to encourage spectators to purchase tickets ahead of time, and to

bring in more fan attendance. Five fans coming to the event at discounted rates brings in more revenue than one fan paying full price. Looking at the exact price of these tickets will provide further insight into the Prep Bowl fan attendance.

## **Price**

For the 2015 Prep Bowl, tickets cost \$13 per adult and \$9 per student (MSHSL, 2015h). If fans travel to one of the locations of the four major sponsors a ticket can be purchased for \$11 per adult and \$7 per student. Family group discounted tickets will be available to purchase prior to the event. If a family purchases the family group tickets the family will save \$1 per ticket. As such, a family buying two adult tickets and two student/child tickets would pay \$40, instead of \$44 buying tickets at the event. Fans are also able to purchase concessions that are operated by TCF Bank Stadium. TCF Bank is one of the four major sponsors and is giving the MSHSL 40 percent of all concession sales. Since TCF Bank is one of the major four sponsors of the Prep Bowl, TCF Bank Stadium is not charging the MSHSL any fees to sell merchandise to fans. Fans can also buy a meal ticket package where fans get a ticket to the game, hot dog, chips and a drink for \$14 when they purchase the meal ticket package online or at one of the four major sponsor locations ahead of time. To successfully improve ticket sales the MSHSL needs to look at promotional strategies.

## **Promotion**

Promotion is important for increasing community awareness, and showing the state of Minnesota that the MSHSL is a beneficial organization supporting high school athletes. The MSHSL is still working on improving the organizations view in the public eye. In 2014, the

MSHSL had to come to a decision about allowing transgender students to play on the team to which the student identifies themselves. According to Sommer (2014), “the leagues proposal has some parents up in arms” (para. 4). This caused a lot of controversy for the MSHSL and the league has been working to have a positive outlook again. In order to properly promote the 2015 Prep Bowl, the MSHSL will rely on advertising from local media news stations, two national TV networks, unpaid advertising from news stations covering high school sports, social media to reach more potential fans, top sports teams in the state, MSHSL representatives to high schools, and the help of four major sponsors to help fund the event. Each one of these stakeholders play an important role in promoting the Prep Bowl and advertising in no exception.

**Advertising.** This strategy plans to work with local news stations such as *KARE11* and *WCCO-TV* to run commercials promoting the Prep Bowl. According to J.C (2013), “*KARE11* and *WCCO-TV* are the two most watched news stations in Minnesota” (para. 1). By using the top two news stations in the state of Minnesota the MSHSL will have the best chances at reaching out to fans and encouraging them to come to the 6A Prep Bowl. The MSHSL will also work with *Music Television (MTV)* and the *Entertainment and Sport Programming Network (ESPN)* to play Prep Bowl ads during commercial breaks. *MTV* was chosen because it is viewed by 73 percent of boys and 78 percent of girls ages 12 to 19 (Williams, 2005). *ESPN* was chosen to partner with the MSHSL because *ESPN* was rated 2014 top dog in the cable ratings (Kissell, 2015). By partnering with these four channels, the MSHSL will be able to promote the 6A Prep Bowl to a large amount of Minnesota teenagers, families, and avid sport watchers. This is the same group that will represent a large percentage of the attendees of the Prep Bowl. In addition to advertisements, fans can keep using the local news stations to follow high school football throughout the season and during the Prep Bowl.

**Publicity.** The Prep Bowl receives a lot of unpaid coverage from local TV, radio, and newspaper sources. On TV *KARE11* and *WCCO-TV*, a lot of airtime dedicated to high school football coverage. *KARE11* airs a segment during the news every Friday night of the high school football season called *Prep Sports Extra*. *WCCO-TV* also airs a segment during the news called *High School Sports Rally*. *KSTC-TV, Channel 45* was in charge of broadcasting the Prep Bowl to all Minnesota viewers that could not attend the game. On the radio, station 100.3 called *KFAN* airs a segment called *Friday Night Scoreboard* every Friday night of the football season to recap the games and talk about the Prep Bowl. A local Minnesota newspaper called *StarTribune* also writes columns about the Prep Bowl for the public to read. All media sources also use social media outlets such as Twitter and Facebook to update the general public about Prep Bowl coverage. The MSHSL will also reach out to Minnesota Viking and Minnesota Golden Gopher football players and ask if the Vikings and Gophers would be willing to tweet or make a Facebook post promoting the 6A Prep Bowl.

**Promotional activities.** This strategy plans to use social media to reach out to new and current fans. According to Bennett (2014), “Edison Research surveyed more than two thousand United States citizens aged 12 and older as to how they’re using digital platforms and found that 67 percent of respondents use social media” (para. 2). Bennett (2014) also found that an estimated 75 million Americans check social networks several times each day. Social media is a growing trend and Americans are checking news feeds multiple times a day. Even the NFL has realized the importance of using social media to reach out to fans. According to Hammond (2014), the NFL has asked its stadiums to provide free Wi-Fi access to fans by 2016. Fans without data plans can access social media sites and join in on the engaging activities offered during the game. Social media will be used in two separate ways to engage fans. First, social

media will be used to promote the game during the week prior to the game. Using Facebook, fans will be encouraged to ‘like’ the MSHSL Facebook page and the two high school’s competing in the Prep Bowls Facebook page. Once a day, the MSHSL Facebook page will randomly choose one person who ‘liked’ the page and give away a set of free tickets to the Prep Bowl. Randomly chosen fans who ‘liked’ the high school pages will be given school apparel. When using Twitter, the MSHSL will give out daily prizes to fans that re-tweeted one of their Prep Bowl tweets. The two high schools in the 6A Prep Bowl will also give out daily prizes such as free tickets, team apparel, and gift cards.

Secondly, social media will be used during the actual event itself. Using Facebook and Twitter, the MSHSL will post random trivia questions and fans who answer the question right will be entered into a drawing for cash prizes, gift cards, and apparel. Fans will also be put to the test, having to complete a photo scavenger hunt during the game. The MSHSL will tweet out five different clues; with each clue, fans will need to search TCF Bank Stadium and take a photo of the item. Once all five clues have been found and photographed, the fan will travel back to the information center and the winner will be given a \$200 cash prize. During the fourth quarter, fans will also be encouraged to vote for the most valuable player (MVP). At the end of the game, two MVP awards will be given out, one from the MSHSL and one fan voted MVP. Another strategy in addition to utilizing social media is to create a new TV show.

**Public relations.** A new TV show will be a mini-series based off of Eden Prairie high school’s football team. The team will follow the same concept of the National Football League’s (NFL) show called *Hard Knocks*. The MSHSL has decided to choose Eden Prairie high school because they have won the Prep Bowl seven times since 2002 (MSHSL, 2014b). *Hard Knocks* is a hit TV show that attracted over 3 million viewers in 2014 (Ledbetter, 2014). This show has

proven to be successful due to its large viewer following. This will allow fans to learn about high school football and build a viewer relationship with the team, coaches, and players. The MSHSL hopes this will engage fans and help create a strong fan base. When examining Table 1, one can see that the highest attendance was during years Eden Prairie won the Prep Bowl. It is clear that the Eden Prairie high school team is a good choice for the TV show to encourage a stronger fan base. Not only will high school players on the TV show promote the Prep Bowl, but college and professional athletes can play a part as well.

**Community relations.** Prior to the Prep Bowl, the Minnesota Vikings and Minnesota Golden Gophers sent players out to the four major sponsor locations to sign autographs for fans. This is a great opportunity for fans to go meet professional and college athletes, and purchase any tickets ahead of time for the game. Once the high school teams make it through sections and make it to the state tournament, the MSHSL requires each team to perform a community assistance event. The teams choose from various things like a food fundraiser, bagging groceries at local stores, yard work for families in hardship, and volunteering at local shelters. This will help promote a positive image in the community for football players and the MSHSL. Along with a positive relationship with community members, a positive relationship with the media is also essential.

**Media relations.** The MSHSL works closely with local media outlets to ensure a positive relationship exists with the MSHSL and the media. Media outlets such as *KARE11*, *WCCO-TV*, *StarTribune*, and *KFAN* were given media passes to enter the event. These media passes gave the media access to enter through a separate gate, so entering and exiting the event were stress free. *KSTC-TV* was given more media passes because *KSTC-TV*, *Channel 45* airs all MSHSL championship games on TV and online. Two days prior to the Prep Bowl a media day

was held to invite all media outlets, all coaches, and any athletes participating in the Prep Bowl. This is an opportunity for the media to interview coaches and players about the upcoming game. Another way to promote the 6A Prep Bowl is to go directly to the final four team's high schools.

**Personal selling.** To promote the 6A Prep Bowl, the MSHSL will go directly to the final four team's high schools. The MSHSL will send out MSHSL representatives to each of the four high schools. These representatives will be present during student's lunch and after school to promote the Prep Bowl. These representatives will have a large table and signs set up to increase viewership for the student body. The MSHSL will have daily student drawings for prizes such as school apparel, MSHSL apparel, Prep Bowl tickets, and gift cards. Not everyone is going to win the drawing and be picked for free Prep Bowl tickets, so it is important to offer deals on tickets that are available to everyone.

**Sponsorship.** The sponsorship strategy will be to promote discounted tickets. Fans can get various discounts by showing a high school identification (ID) card, buying group tickets, wearing team apparel, going to Target, Buffalo Wild Wings, Dick's Sporting Goods, or TCF Bank to purchase tickets, and for printing the discount off of the MSHSL web page. All discounts are covered by the four major sponsors. For example, a regular student ticket costs \$9. If a student purchases the ticket from Buffalo Wild Wings, Buffalo Wild Wings would pay the MSHSL the difference of the discount back to the MSHSL. The rationale behind this is that if fans come to a store to buy Prep Bowl tickets, the fans are likely to stay and purchase something from that shop. All four major sponsors had booths at the event where free gift products were handed out. Discounted tickets are important because the MSHSL values the support of parents, family, and fans and want them to attend the Prep Bowl.

**Place**

One of the MSHSL's (2016c) beliefs is collaborative relationships with parents enhance a school's opportunity to positively impact student success. The MSHSL wants all families to give positive support to student athletes. One sign of positive support is to attend the 2015 Prep Bowl at TCF Bank Stadium. Families and other fans can purchase tickets at one of the four major sponsors or the MSHSL website prior to the event. The day of the event tickets are only purchasable at TCF Bank Stadium. The MSHSL wants to get families and fans statewide to attend the event. Days Inn and the Common's Hotel located within a mile to TCF Bank Stadium are preferred by the MSHSL for traveling fans to stay. The four major sponsors and the MSHSL have provided free shuttle services from the hotels to and from TCF Bank Stadium. All of these techniques are implemented in hopes of increasing fan attendance and support. An evaluation is necessary to determine if the techniques are meeting the purpose.

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

The first and easiest way the MSHSL will know if the attendance increased or not will be to count each fan that enters the stadium. To do this, employees will be given a scanner at each gate. When fans show up at the gate the employee scans the barcode on the ticket, and the scanner automatically tracks to which game they bought a ticket. The scanner will also track how many fans got tickets scanned specifically to the 2015 6A Prep Bowl. Another way would be to look at the overall financial numbers after the Prep Bowl. If revenue increased from previous years then the marketing plan was successful. If revenue did not increase, then clearly the marketing plan failed. Since there are several different coupons and ticket packages being offered, the scanner will also track how many of each coupon and package deals were used. This will give the MSHSL important data on what ticket deals should be continued for future events,

and what deals should be eliminated for next year. Aside from confirmation that the marketing plan is successful, it is also key to analyze a big part of a football team: the coaches.

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

According to Hanna (2012), “for most athletes involved in sports, a coach is an influential element of the competitive experience” (p. 55). Across all major demographics, coaches rank as the number one positive influence on youth today (Hanna, 2012). A coach is a vital position in sports, and without coaches athletes would not be able to improve their skills, perform to their best ability, develop strong character, and gain confidence (Hanna, 2012). Two qualities to look for while searching to hire a strong leader; is a leader with effective task-oriented and relationship-oriented skills. A great leader has both of these skills, but if a leader only possesses one of these skills then the coach should be hired as an assistant head coach or a position other than an event manager. This chapter will examine whether it is more important to an event’s success to have a coach or event manager who is task-oriented, relationship oriented, or a good mix of both. This chapter will also look into best practices on retaining top coaches in a program, the MSHSL’s Prep Bowl event manager, and how to retain a successful event manager.

A task-oriented coach is someone who defines roles and sets goals (Basu, n.d.). This type of coach gets players and coaching staff in the correct position, and then trains them properly to succeed at their job. This type of coach gives very clear directions, and demands players execute their job with great precision. For example, during practice this coach may focus a lot on position drills, and place a knowledgeable coach with each group. The players’ job for that day will be to begin mastering a certain skill that was just taught. When game time comes, all players will have the skills to succeed. This coach sets many goals, which can vary depending on the actual coaches coaching styles. Some examples of goals could be beating the upcoming opponent, making players study a minimum of four hours of game film a week, all players be

able to demonstrate understanding of the game plan, and having players show improvements in position skills each week in order to play. Assistant Head Football Coach Ian Paryzck from Holy Family High School was interviewed about his task-oriented methods to manage his team.

Paryzck reported running certain drills each week, and each player is given a point value on how well players performed in the drill (personal communication, October, 2014). While reviewing game film, coaches award players points based on specific plays where success was seen. At the end of the week players are given a grade on overall performance for players to examine. Paryzck explained that the grade is broken down into several categories which include position technique, proper alignment, and overall success rate. Players are given grade goals and then given a grade, then the player determines if the goal was met or not. Paryzck believes this strategy tells players about strengths and weakness and puts overall skills at a specific grade. Paryzck was asked about task-oriented vs. relationship-oriented coaching, "it's important to build a positive relationship with the team so they don't hate your guts, but you have to walk a fine line or you'll lose the respect of the team" (personal communication, October, 2014). Paryzck is also the Head Track and Field coach, and is considered an event manager as well because the job requires home track meets to be planned.

A task-oriented event manager must work under the pressure and responsibility of arranging every detail involved in preparing for an event (sport management degree guide, n.d.). This type of event manager is very detailed and trains the event employees on not only the specifics of each job, but to make sure employees are trained in the risk management plan. The event manager is in charge of the entire event and is responsible for making sure each group, such as security and concessions, knows the jobs responsibilities and working locations. Sporting events are complex with many moving parts that can malfunction at any given time, so

organizational skills are essential (sport management degree guide, n.d.). An event manager deals with many clients and staff so there should be some relationship building done in order to build positive relationships with clients and employees.

A relationship-oriented coach can be defined as someone primarily motivated by and concerned with interactions with players (Morley, n.d.). “Relationship-oriented leaders often act as mentors” (Morley, n.d. para. 3). A relationship-orientated coach cares about players in a way that lets the player know that this coach looks out for all players. This type of coach cares about the team as a whole and motivates players to succeed by building a positive relationship. This coach is effective at getting players to believe in the coach and buy into the football program, and believes in teamwork and player coach collaboration. This type of coach believes if all the players are feeling good and can buy into the team’s beliefs, then the players will be more than satisfied and be willing to put in the hard work to be successful. This coach may offer incentives such as no conditioning or no tackling drills today if players had a successful practice. This type of coach puts players first, which in turn will encourage the players to try harder and take bigger risks. Great coaches are important to keep around. According to Hanna (2014), “surveys of coaches found that coaches serve as an instructor, teacher, motivator, disciplinarian, substitute parent, social worker, friend, manager, therapist, and fundraiser” (p. 55). Both types of coaches are important leaders, and play a large role in athlete’s lives. Athletic directors and administration should work hard to motivate and retain these coaches and event managers.

A relationship-oriented event manager must possess superior interpersonal skills for constantly communicating preparation instructions and motivating workers to stick to a tight schedule (sport management degree guide, n.d.). It is important for an event manager to have good people skills and show an actual interest in employees and customers or these people may

not buy into the plan. The event manager job requires interacting with others nearly 100 percent of the time, so it's important to leave a good impression on people (sport management degree guide, n.d.). An event manager finds ways to motivate and get employees to not just do the job but, care about how well the job is done. The Prep Bowl event manager is a vital role to the success of the 2015 Prep Bowl. The event manager has the mission of making sure the sporting event goes off without a hitch to keep spectators and television audiences engaged (sport management degree guide, n.d.).

Coaches create good players, coaches are smart and thoughtful, and coaches are able to get a group of diverse individuals to work as one unit and create success on and off the court (Robinson, 2011). Without great leaders like coaches and event managers, it would be a very tough road to have a successful Prep Bowl. This is why employers need to make sure successful coaches and event managers are motivated every season, and these two leadership positions should be kept on staff as long as possible. According to Gregory (n.d.), "money, conflict, and people being unhappy with management are the three main reasons people will quit" (para. 12).

In 2014, 39 percent of people did not feel they are being compensated fairly based on hours and amount of work done (Reyes, 2014). Coaches put in countless hours during the season to better the team. According to Daughters (2013), "the average college football head coach clocks about 100 hours per week during the season" (para. 9). This leaves the average coach with about 68 hours left in the week for personal time. An event manager generally work standard office hours, although as event dates get closer the hours will increase due to making sure everything goes smoothly (sport management degree guide, n.d.). Many event managers have to work weekends as well to be at the event. One can clearly see if a coach does not feel the pay is enough for the amount of time given up, then leaving the program for a higher paying

job makes sense. To fix this issue, employers should continually be collaborating with staff to ensure the employee is happy with the contract and void of conflict.

Conflict can be another reason for employees leaving. “Behavioral or personality conflicts with co-workers or supervisors are also common factors in leaving a job” (Gregory, n.d., para. 15). If the employer is not flexible or micro-manages these leaders it can make the staff upset and cause these two leaders to look elsewhere for jobs. Employers can sit down with staff and collaborate instead of give orders, allowing staff some breathing room. Another strategy is, whenever possible, let employees control the environment they work in (Food Services of America, n.d.). Allow the staff some freedom to make choices and rules. Often times, the employees way will be more efficient than the way management thinks it should be done (Food Services of America, n.d.). Often time employees or managers lack people skills managers have can cause conflicts.

According to Gorey (2015), “30 percent of the respondents said they did not quit their job, they quit their manager” (para. 6). Universities are seeing a new trend when hiring athletic directors with business backgrounds instead of sport backgrounds. David Brandon, previously the CEO of Domino’s, was hired as the athletic director at Michigan in 2010 (Tracy & Woody, 2011). Brandon did not have any experience working in the sport industry prior to being hired by Michigan. Brandon does however, have a lot of experience at fundraising and running a successful business. An athletic director solely interested in sports as a business, and thinking more about money than team success, can cause coaches to get upset. The trend is new, and currently there is not enough data to prove whether coaches like or dislike having someone with zero sport knowledge being the boss. Athletic directors should try and work with coaches and event managers to ensure all groups are happy, and reasonable requests be granted. In order to

run a successful event like the Prep Bowl, good quality coaches and event managers need to be in place properly to prepare staff and athletes for a championship state title game on a professional football field.

Coaches' help players stay calm and focused for the big game. "If a player goes into a game too nervous, the player may play tentatively, make a lot of mistakes and come out of it bitterly disappointed" (Goldberg, 2015, para. 2). Coaches and event managers should be a good mix of task-orientated and relationship-orientated in order to get the best out of the team for the Prep Bowl. In order to get to the Prep Bowl, administration needs to ensure collaboration with coaches to make sure coaches have what is needed for a successful season. Even though coaches and event managers have a good handle on the teams, the event still needs to consider a risk management plan in order to cover all bases.

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

The MSHSL is in charge of planning and implementing the high school football Prep Bowl, and is considered the Super Bowl of high school football. The Prep Bowl used to be hosted at the Metrodome until it was torn down to build the new U.S. Bank Stadium. Until U.S. Bank Stadium is completed in 2016 the Prep Bowl will be held at TCF Bank Stadium. TCF Bank Stadium holds up to 52,525 fans while the Prep Bowl on average from 2004-2013 brings in 26,219 fans for all Prep Bowl games (MSHSL, 2014b). This average data is a little skewed because there are seven different Prep Bowl games; each section has its own Prep Bowl game, and the MSHSL does not count fan information per game. If the average was broken down to the next level and divided by seven to estimate the number of fans that might be at each game, it would be estimated at about 3,745 fans at each of the seven Prep Bowl games. When there are only about 3,745 fans at a game and TCF Bank Stadium holds over 50,000, it can seem empty when there is roughly 46,000 open seats. The main focus of this chapter is to look at the section 6A Prep Bowl, and to explain a risk management assessment done on the hosting stadium.

In 2015, about 40 minutes east of TCF Bank Stadium, a brand new stadium was built in River Falls, Wisconsin that would be a perfect fit to host Prep Bowl. This stadium is called David Smith Stadium and is home to the University of Wisconsin River Falls Falcons. The stadium was just finished being built in the fall of 2015, and the football team was able to play on the new field for the 2015 football season. David Smith Stadium did not hold back while rebuilding and purchased a top of the line AstroTurf; the turf is the same high quality turf that the St. Louis Rams use for their field. David Smith Stadium holds 4,800 fans, it has plenty of places to park, and would have been a perfect fit if TCF Bank Stadium would not have been able to host the Prep Bowl in the 2015 football season. According to Frederick (2015), “the entire

football season was moved up a week this year because of a scheduling conflict with TCF Bank Stadium for the Prep Bowl state championship games” (para. 4). If the Prep Bowl could not be played at TCF Bank Stadium, David Smith Stadium would be an excellent back-up facility. The facility manager at David Smith Stadium is Steve Stocker and he is also in charge of Hunt Arena for the River Falls Falcons. Stocker has been with the University for over 10 years, but was recently put in charge of the brand new facility. The new facility not only added a new state of the art Astroturf field, but also a brand new press box was built that has suites and space for media, coaches, and the command center for the facility manager. By running a risk management assessment on the newly built David Smith Stadium it will help open up potential risks at TCF Bank Stadium for the Prep Bowl.

### **General Facility Information**

The turf is specifically designed to reduce the crumb rubber spray to reduce risk of the spread of crumb rubber. As discussed later in this chapter, crumb rubber is one of the risks to this facility, and in roughly 10,000 other sport fields across the country (Leal, 2015). The stadium also added a press box that includes rooms for coaches, a VIP room, ticketing, concessions, and a new entrance to the field. There are currently three gates to enter the facility, one on each end and the main gate at the ticketing office. The facility was used as the summer training camp by the Kansas City Chiefs from 1991 to 2009. The Chiefs eventually moved back to Missouri to be closer to the home stadium. While the Chiefs were at the University of Wisconsin River Falls, the University built NFL caliber locker rooms for the home and away teams to use.

**Purpose and mission of facility.** In 2015, the Falcons were said to play in the toughest Division III conference in the nation (D3football, 2015). The conference is called the Wisconsin

Intercollegiate Athletic Conference (WIAC). In order to compete with elite football programs like the University of Wisconsin Whitewater and the University of Wisconsin Stevens Point, River Falls needed to upgrade its football stadium. This stadium was built to bring in new football players, increase fan support, increase alumni support, decrease field maintenance costs, and compete with other top of the line stadiums in the WIAC. The stadium and field was also designed to reduce the risk of injury to athletes.

**Recap of interview with facility manager.** During the tour of David Smith Stadium facility manager Steve Stocker was interviewed, and asked to answer a portion of a survey that was created by Gary Lhotsky from Florida State University. Lhotsky's (2005) survey was created to run a wide risk management assessment across 117 National Collegiate Athletic Association (NCAA) Division I football stadiums. Lhotsky (2005) received 60 percent of the surveys back, totaling about 70 facilities completing the survey. Lhotsky's survey asked yes or no questions about eight specific areas. During the interview with Stocker, only five of those eight areas were asked because the other three did not seem relevant to the risk management assessment on David Smith Stadium. Those five areas were 1) risk management, 2) alcohol policies, 3) crowd management, 4) emergency and medical plan, and 5) parking and traffic control. The three not use were 1) legal aspects, 2) stadium demographics, and 3) manager demographics. Legal aspects was not used, because Stocker did not know how the legal counsel would have answered the survey questions. Stocker's interview answers will be compared with Lhotsky's Division I assessment to show that David Smith Stadium has an adequate risk management plan that compares to Division I football facilities. The results of Lhotsky's (2005) Division I survey compared to David Smith Stadium can be found later in this paper. During the rest of the interview Stocker talked about all the new construction, some flaws in the design, how

running out of funding is putting the stadium at risk, and some memories of issues that happened since he has worked at UW-River Falls (Stocker, personal communication, December 5, 2014).

The back service road has no gate, and is meant for traffic to flow better out of the parking lot after the game. However, if a gate was installed it would be able to be locked at all times, both before and after a game. Stocker also pointed out where the fence stops and goes right (see Figure 2) (Stocker, personal communication, December 5, 2014). The fence only runs down to about the far 30 yard line, so the field has open access in that spot. Stocker mentioned that a car could drive down the service road and drive straight onto the soccer field, and keep driving to where the fence ends and drive right on the football field. Obviously, this is a huge risk that Stocker is working on. Stocker said they have a gate on one end of the service road, and they are currently working on funds for the other end of the road by the entrance of the football field (Stocker, personal communication, December 5, 2014). This was not added to the risk management assessment because something like this would not be an issue at TCF Bank Stadium.

**Standards of practice specific to industry and facility.** According to Lhostky's (2005) study, when David Smith Stadium is compared to those Division I stadiums, one can see that David Smith Stadium's risk management plan is at par with a majority of Division I football stadiums. Looking through the risk management questions only two did not align with the Division I stadiums. Seventy-three percent of Division I stadiums hire out concession operations, while David Smith Stadium runs the concessions in house. This makes sense because, it is a smaller stadium, but the liability is now on the stadium if someone gets sick. The other one is that 77 percent of Division I stadiums have at least a building telephone to stay in contact with medical personnel, law enforcement, and the command post. Stocker mentioned

there is no radio or phone in the concessions and the employees would have to use personal cell phones (Stocker, personal communication, December 5, 2014). If numbers are not posted, this could be a huge risk because the stadiums has untrained employees scrambling to find the correct number to call in a directory list while a situation is happening. All of alcohol policies at David Smith Stadium align with Division I stadiums. David Smith Stadium did have some crowd management red flags arise. The first is that 90 percent of Division I stadiums have crowd management employees that are required to take specific training, while David Smith does not require their crowd management staff to take a training. David Smith's disability services are absent. All of the other stadiums have spots for wheelchair bound fan. However, at David Smith Stadium if a wheelchair bound fan wanted to sit on the home side, someone would need to carry the handicapped fan up in the stands. Even then the wheelchair would be partially blocking the aisle causing a safety risk. Another area of concern is at the gates where employees do not search bags or purses at the gate, and are typically college student employees. Student employees are more likely to allow students to sneak in alcohol than a paid security firm. In Division I stadiums, 98 percent search bags and purses at the gate. Lastly, a red flag is in the parking and traffic control area of risk management. Seventy-nine percent of Division I stadiums leave security personnel to monitor the parking lots during the game. At David Smith Stadium once the game starts the hired college student employees are moved to work another location or are done until after the game. If a security firm was hired, most of these risks would be eliminated.

**Identify, classify, and methods to treat risks.** During the risk management assessment many potential risks were identified. Some of which were more important than others, and some of which that were omitted over because they did not apply to the comparison between David

Smith Stadium and TCF Bank Stadium. A total of nine risks were found. Those risks were that the steeple chase pit has no cover, big elevation change from track to field, no wheelchair seating and aisles are blocked, potential crumb rubber toxicity. Additionally there is no fence around soccer field and did not finish fence around football field leaving open room for fans or cars to potentially drive on the field, no trained armed security, and no key card for elevators allowing any fan to access the second floor storage or the third floor press boxes and suites. Finally, the third floor has a roof access ladder that is open and free to climb up to a locked door, and steel posts under stands and right next to concessions. The five most relevant risks at David Smith Stadium that would potentially also be a risk at TCF Bank Stadium are the steel posts by the concessions, no armed security, the crumb rubber on the Astroturf, change in elevation from the track to the field, and the steeple chase pit with no cover.

**Steel posts by concessions.** The first risk is the steel posts by the concession stands (see Figure 3 and 4). The stadiums are clearly aware of the risks, but have not or will not make the correct changes to make the posts safer for fans. Because Stocker and his staff are aware of the risks and choosing to do nothing about it, this would fall under a public liability caused by negligence. In order to classify the risks, a risk category matrix was needed. A risk matrix used for this chapter was created by the Department of Education, Training, and Employment (see Figure 5). When assessing this risk it is deemed a likely thing to happen throughout the season, and something that will most likely cause minor injuries such as bumps, bruises, or scrapes. Because it is likely and will cause minor injuries this risk falls under the medium risk category on the matrix. David Smith Stadium is aware of risk, but is waiting until next season to look at a way to reduce the risk, and such are currently in the reduction treatment stage. They are planning on doing something to reduce the risk, but need to wait until next season for the

funding. It is unknown if TCF Bank Stadium plans to do anything about their posts. Since the stadium was built in 2009 and still nothing has been done to reduce the risk, TCF Bank Stadium would be considered in the retention stage of treatment. They are choosing to keep the risk and will deal with it and assume responsibility if something happens. If a fan were to get injured it would be safe to say both stadiums would follow their injury protocols, and send the fan to the medical area where an injury report would be filled out. To help solve this problem David Smith Stadium has already added lighting above concessions to make the spot brighter. Another item to help would be to purchase some kind of cover to be placed over each post. The cover could be padded with team colors and logos, or it could be plastic and have historical team photos and posters hung on them to make them bright and very easy to see. Another helpful idea would be adding security to make sure fans are not getting out of hand and prevent rough housing.

**No armed security.** The second risk is that David Smith Stadium has no official armed security at the facility during games. This type of risk would fall under public liability caused by negligence. The facility manager is aware of the problem, but does not have the funds to hire a security team. Without security at the gates checking fans or security helping to deal with crowd management, David Smith Stadium is setting itself up for failure. The risk of a criminal sneaking a weapon or bomb into the stadium is a huge risk. Currently David Smith Stadium uses untrained college students to take tickets and check people at the gates. It is almost certain that student employees will let fans in with items that are prohibited into the stadium. Depending on what fans sneak in, this risk could elevate to a critical level putting this risk at an extreme risk on the matrix. TCF Bank Stadium could also run into this problem for the Prep Bowl they host because TCF Bank Stadium may not hire enough security, or use a different security crew that may not be used to the strict expectations by security at a Minnesota Gopher or Minnesota

Viking football game. David Smith Stadium is currently in the reduction treatment stage. Stocker is currently searching for funds to hire a security firm that can be at home games and monitor the gates and crowds (Stocker, personal communication, December 5, 2014). According to the standards of practice, if a fan becomes unruly it will be reported to the facility manager, and the facility manager's job is to either call the police or the security team to remove the fan. David Smith Stadium needs to look into finding more funds to hire a security team for the brand new facility. David Smith Stadium needs to hire enough security to cover the three gates, and enough to monitor areas of crowd management such as around the concessions and up in the stands and student section. TCF Bank Stadium needs to think about staff for the Prep Bowl, and make sure they hire security officers that have worked at TCF Bank Stadium before and are aware of the protocols.

**Crumb rubber on Astro turf.** The third risk identified through the risk assessment process was newly added turf. The problem about turf that many people do not know is that the turf is filled with small tiny little black pellets called crumb rubber. Crumb rubber is made up of old recycled tires (Alba, 2014). "The crumb rubber emits gases and spray into the air when struck by a ball or falling body" (Alba, 2014, para. 45). Players leave the field with crumb rubber in their clothes, shoes, hair, mouths, and noses. According to Yale University researchers, there are 96 chemicals in artificial turf (Chmiel, 2015). Half have never been assessed for toxicity. "Of the other half, 20 percent are "probably carcinogens;" 24 percent are respiratory irritants, 37 percent are skin irritants, and 27 percent are eye irritants" (Shelton, 2015, para. 14). For David Smith Stadium and TCF Bank Stadium, they would both fall under public liability excluding negligence. The stadiums get this type of identification because they are both well aware of the research out there about the dangers and potential carcinogens in the crumb

rubber. Unfortunately, the data is not concrete yet and Astroturf companies are promising these claims are false. David Smith Stadium even upgraded turf fields to one that reduces the amount of crumb rubber spray to reduce the spread of crumb rubber and these potential toxins. So far, out of the hundreds of thousands of athletes that play on turf fields there has been a reported 153 cancer cases reported (Environment and Human Health, Inc., 2015). Currently the risk of developing cancer from turf fields is at a rare on the matrix, but the risk is critical because one could develop cancer. With a rare and critical rating, this risk falls at a medium risk on the matrix. Both stadiums are currently in the retention stage as well because the two stadiums are aware of the risks. Because the lack of research, the two stadiums are going to keep the turf field, and deal with the consequences if they happen to arise. Currently, there is no protocol for this besides maybe sending an athlete to see the trainer for a crumb rubber in the eye injury. A recommended action would be to continue monitoring the research as it comes out. On average, a turf field lasts around eight years so David Smith Stadium would have to decide within eight years if the research is strong enough to purchase a turf field without crumb rubber (Shelton, 2015). TCF Bank Stadium will need to do the same.

**Change in elevation from track to field.** The change in elevation at David Smith Stadium would be identified as public liability caused by negligence. The facility manager is aware of the one to two inch difference from track to field, but due to lack of funding, nothing is currently being done about it. Looking at the risk matrix, this risk is likely for someone to trip on the different elevation, but it would cause minor injuries so it would land at a medium risk. The type of treatment to this risk is retention because the stadium has decided to leave it as is, and deal with whatever happens. The current protocol if someone were to trip and get hurt would be to send the injured individual to the medical area to be examined. While the injured

person is being examined the facility manager will help them fill out an injury report. A recommendation for this risk would be to pay for them to be evened out. If that is too expensive, a start would be to post signage near entrances to the field, and potentially put a material sheet over the spot to help level out the spot. There may not be a track at TCF Bank Stadium, but there are similar spots around the stadium that are unlevelled that could be potential tripping risks.

**No cover over steeple chase pit.** An additional risk is that the steeple chase pit does not have a cover (see Figure 6). Recently a large band event was held at David Smith Stadium, and a student fell into the pit and was injured. Stocker said nobody has fallen into the pit since the original field opened as far as he knows (Stocker, personal communication, December 5, 2014). This risk would be identified as public liability caused by negligence. It is also considered a rare occurrence since it has never happened before, but falling in a pit can cause a major injury. This would be this risk at a low level risk on the matrix. David Smith Stadium is currently in the reduction treatment stage, and Stocker is working towards purchasing or creating a cover for the pit to avoid anyone from falling in again. If someone fell in the injury protocol would be followed, and the injured person would be sent to the medical area and fill out an injury report with the facility manager. Until a cover is purchased there are two roadblock signs blocking off the pit for now. Another recommendation would be to post signage around the pit and by the entrances to the track.

## **Conclusion**

After completing a risk management assessment on David Smith Stadium, and comparing the stadium with other Division I football stadiums, it is safe to say that David Smith Stadium is a suitable stadium that has a strong risk management plan in place. David Smith Stadium would

be a great fit to host the Prep Bowl, and would not need to make many changes to their risk management protocols to prepare for the Prep Bowl. The biggest risk for David Smith Stadium is to hire a security team to enforce gate control and crowd management. All it takes is one person to ruin an event and if security is not present, the likelihood of that person surfacing has become greater. Along with looking at the many risks of the Prep Bowl, it is also beneficial to look at the ethics involved.

### **Chapter Six: Ethical Analysis**

According to the NFHS (2014), the number of participants in high school sports increased for the 25th consecutive year in 2013-14, with a record total of almost 7.8 million. The

increase in boys' participation was due in part to the first increase in football numbers in five years (NFHS, 2014). "An additional 6,607 boys participated in 11-player football in 2013-2014, pushing this past year's total to 1,093,234" (NFHS, 2014, para. 4). High school sports are at an all-time high, yet school districts are battling with the ethical decision to charge students to participate in sports. Most schools in Minnesota require some kind of participation fee. Eight Minnesota high schools chosen at random to investigate, and the average cost to play football in 2014 was \$215 per student. Only one school did not charge students to play, but that school is a private school that has an outstanding fundraising program. Even though they are not directly paying to play, the athletic fees are usually hidden in the student's tuition fees. Parents would need to ask themselves if it is acceptable for schools to force children to pay to participate in athletics. This question is going to help determine if charging students a participation fee has any correlation with high school football teams that are continually making it to, and winning the Minnesota state high school Prep Bowl each year. This chapter will break down how charging athletes fits into three different ethical theories and determine if it really is acceptable to continue to charge athletes to play.

The first theory to look at is teleology. According to Malloy and Zakus (1995) "teleology can be judged as a good or bad decision based on the decisions' outcomes" (p. 41). If this theory is applied to the question, one would first need to determine the decision. In Minnesota's case, the decision is to charge athletes to participate in sports. If the athletic department ends up breaking even or making money because of the participation fee, then, according to the teleology theory, the athletic department will have made a good choice, and it will be seen as ethical given there was a positive outcome. If the department is not profitable, or very few athletes try out for sports because the heavy fee, then the teleology theory would say this was a bad decision and is

not ethical. The problem that comes into play is even though this decision may be better for the school and athletic department, it may be seen as a bad decision by the families who have to pay this participation fee. Teleology is based off the decisions' outcome, so it can become a gray area given that some people may see the decision as good and may support it, and some may see it as bad and be against it. This leaves the question unanswered, and ultimately if one looked at the decision from a utilitarianism view point, looking at the bigger picture to realize schools need these participation fees in order to fund all the programs. As such, while some families are being hurt because of the fee, the majority of students are actually benefiting from the decision because they get to play. Therefore, from a teleologist stand point, forcing students to pay to play is ethical as long as schools are getting enough money to at least break even. One can see how this becomes an ethical issue since not all families can afford this fee, and it depends on the outcome of each individual school.

The second theory by Malloy and Zakus (1995) this paper will discuss is the deontology theory. According to Malloy and Zakus (1995) "deontology is being concerned with doing what is right and not concerned with the consequence of the action" (p. 46). This means following the rules or completing promised duties is seen as ethical. This is well-defined for deontologists because the athletic department made a promise to the student body and the student's families that they will offer a well-organized sport season for all teams. In order to do this, the athletic department has to charge a participation fee for each sport to cover costs. A deontologist athletic director would not care about the hardship the fee will have on the families because the main goal is to make sure each team is funded, and is all set up to have a successful season.

Lastly, the existentialism theory will be discussed. According to Malloy and Zakus (1995) "existentialists base their decisions off of free will and they make their decisions off of

prior experiences, beliefs and outlooks on life without the help of laws or traditions” (p. 50). If the athletic director was an existentialist they would sit down and think long and hard about whether students should be charged to participate in sports. The athletic director would most likely think back to previous years, and look how the budget was handled and maybe even recall on past coaching memories to determine how it was handled based on the budget given. This person is not going to care what other schools do, or if other people feel they should not charge families for their child to play. In the end, the athletic director will base their decision on what they believe is the correct choice. Most likely if this athletic director has any head coaching or athletic director experience, they will realize that in order to get proper equipment, pay for coaches, pay for buses, pay for refs, and pay for facility usage fees that the extra income coming from students is extremely necessary to stay on budget.

This chapter discussed three ethical theories, and how they relate to students paying to participate in high school sports. The goal was to determine if forcing students to pay to participate helps football teams make it to the state tournament or not. Unfortunately, there was not enough information to truly answer this question. However, through the study of the three theories, one would conclude that if an athletic director believed in any of the three ethical theories they would most likely decide to charge students to pay to participate. All three theories require the athletic director to make a decision on which they will be judged, or being concerned with following the rules, or the promise as an athletic director, or using past experiences and free will to make this ethical decision. Based off the research of the three theories, one can determine that charging students to participate in sports is ethical. It is important for a principal or board of directors to review an athletic director’s personal statement before hiring them to ensure that the

athletic director ethical beliefs align with the school's beliefs. A personal statement is an important part of research and reflection.

## Chapter Seven: Personal Statement

Growing up I never thought of myself as a leader. I never really liked the spotlight, and did not really like making decisions for other people. I noticed that growing up I was almost always seen as the second in charge of the group. As I progressed through college, I started to break away from being second in charge and created my own path. I was not concerned with who followed and who did not and I was just me. From there I built a lot of new relationships and opened a lot of new doors. The relationship I built with my college professor really made the difference for me. My professor pushed me to believe more in myself and help me discover that confidence I never knew I had. He is the reason I am where I am in my career. He helped me get my first job, and from there it was one network after another until I landed the job I have now, which I got without any networking. I started believing in myself more, and noticed it was a lot easier for me to control a room or lead a group. These are all great milestones in my leadership career, and this chapter is meant to be a reflection and building block for my future. In this chapter I will discuss why I chose to pursue higher education in the sport management field, how this graduate program is going to help me achieve my goals, my future leadership aspirations, my five year plan, and a breakdown of how I am a skills approach and situational approach leader.

Sports have always been a passion of mine. Even thinking back to high school and getting asked the generic question of “what do you want to be when you grow up?” I always knew I wanted to be a coach or work in sports. In college, I started off pursuing the personal trainer field. After interviewing and meeting a lot of personal trainers, I figured out that route was not the right fit for me. I still had a strong passion for sports and movement, so I thought being a physical education teacher would be a remarkable job. That way I could teach, play different

sports all day, and after school I can coach. It was a win-win in my mind. My first coaching job was a defensive back coach for a varsity football team. It was amazing, but because I was teaching at an out-of-district school I asked to move down to the freshman team so I did not miss practice time. Since then I've been a freshman football coach, but also a varsity track coach and basketball coach. Sports drive me and that is what made me pursue higher education. I want to become a high school athletic director. If I become an athletic director I get to be around sports all day every day, and work with coaches from each team to try and better their programs.

According to Sharon (2013), there are nine essential reasons for people to pursue further education after getting their college undergraduate degree. One of the nine that fit me was that it opens up so many more doors in my future. Even if I do not plan to do anything right now, when I graduate something will come in the future and I will be ready for it. Also, an athletic director position requires you to have at least a Masters degree in Sport Management. Which brings me to the second point by Sharon (2013), this program allows me to network and get to know my professors and other students. This can be very beneficial since many professors already hold positions where they know a lot of people. Networking with professors can help me achieve my five year plan.

Currently, my goal is to continue on my current path. I am a physical education teacher and a two-sport coach. I plan to keep building experience, and wait for a high school athletic director job to open up around my area. I am in no rush to become an athletic director because I understand how time consuming the job is. I want to be able to be at home in the evenings to be with my family. Since family is so important to me, I have no plans moving my family for a job. I am grateful for this graduate program because it has taught me so much about sport management, and made me a better teacher and coach. According to Kouzes and Posner (2012),

“it is important to forge unity and not to force it upon the people you are leading” (p. 64). This is one important take away lesson that I learned from my leadership course. One cannot tell people to work together and expect that they will mold together and become a true team. I’ve seen it many times where a couple athletes do not buy in, and instead of encouraging unity I’ve tried to force it, and it backfires and ends up getting worse. I’ve learned that if you encourage and foster unity it gets built a lot faster, and helps allow for leaders to naturally rise underneath you and support you. People invest in you and your goals and buy into it themselves. Once you get a group to buy in on their own free will, you will see much better results than if you forced unity upon them. When I become an athletic director I feel like I would be prepared and ready to run a high school sport program. This program has taught me about budgets, hiring and firing staff, and overall the ins-and-outs of the sport management world. The definition of situational leadership according to Northouse (2013) is as follows:

Situational leadership focuses on leadership in situations. The premise of the theory is that different situations demand different kinds of leadership. To be an effective leader requires that a person adapt his or her style to the demands of different situations. (p. 99)

Because my jobs require me to wear so many hats this leadership style fits me best.

I currently teach two different physical education classes, a health class, a parenting class, adapted physical education, and I coach freshman football and varsity track and field. Each situation requires me to change my leadership approach. With my competitive physical education class I am in more of a management and lead by example leadership role. I start the game, and explain the rules and the game is started. I join in to add to the competitive nature of the class and help manage the rules. In my other physical education class, students would rather do written work than actually move, so each day is a new challenge, and in this class I use the

lead by example and motivator approach. Figuring out new ways to help the class buy in and motivate them is what I am stuck with in this class. In the parenting class, I am very easy going and talk to my class as adults with kids, a lot of discussing and hands on activities they can do with their kids. In health I am a strict but engaging leader. Due to my high flying group of students, I do my best to have engaging lessons while remaining strict and consistent with rules. When I am teaching adapted physical education I usually have one or two students at a time and I have to be engaging, organized, follow the rules and lead by example. Staying consistent and persevering is very important, because a simple task like catching a ball could take months for some students to learn. In football, I try to build a community and sense of trust between the players. It is important for the players to trust each other and have each other's backs. I also need to stay organized, and be able to coach kids up and teach them the game. When coaching track I am pretty laid back, and am there to mainly motivate the athletes. The head coach has allowed our program to view track as a laid back sport where athletes are expected to come and workout, but can do a lot of talking and breaks in between. My leadership role is to get them through their work out, and give as much energy as possible to make sure they are getting the most out of practice. I took the situational leadership approach assessment using the assessment developed by Blanchard, Zigarmi, and Zigarmi (1992, p. 5). After looking at the results I found that I am a good situational leader, because I was able to identify all the development levels and I only got one question wrong. I am able to adapt and mold to my situation and lead in each scenario.

The other leadership approach that best describes me is the skills approach. This approach was developed by Robert Katz. Katz (1955) "suggests that effective leadership depends on three basic personal skills: technical, human, and conceptual" (p. 34). Technical skill is knowledge

about and proficiency in a specific type of work or activity (Katz, 1995). Being a teacher and a coach, I need to be fluent in what I teach and coach. If I lose credibility among my students and athletes, then I have lost my leadership edge. According to Wager (2014), “credibility is the quality of being believed or trusted” (p. 873-875). “Credibility is also the foundation of leadership” (Kouzes & Posner, 2012, p. 64). I have many years of coaching experience and many years of playing sports at the high school and collegiate level. I also continue my education by attending trainings and workshops. If students or athletes have questions I can answer and direct them with confidence.

“Human skills are people skills, they are the abilities that help a leader to work effectively with subordinates, peers, and superiors to accomplish the organizations goals” (Katz, 1995, p. 35). With all my leadership roles changing throughout each day, I depend a lot on my people skills to help guide me. My people skills allow me to judge how my students or athletes are feeling, and then I can gauge where my energy level needs to be based on their energy level. I also do a lot to make them feel like they are in a trusting environment. I am a very easy going and understanding person, and I generally get along with everyone. It is against everything I’ve read, but I use a lot of jokes and sarcasm and get a lot of positive feedback from players and students because of it.

“Conceptual skills are the ability to work with ideas and concepts” (Katz, 1995, p. 38). This is a skill in sports I do well. I understand how strategies work in game play, and am able to make game time adjustments based off what I see as a coach. Opposing player personnel is one thing I started to try to pay more attention to last year. Looking at the other teams’ formations and where their best players are lined up to learn what plays they run out of certain formations.

After taking the skills approach assessment I found out some things that surprised me and

some things that I expected. On the technical skill score I received a high range score, but was on the lower end of the high range. This is about where I thought I would be. For my human skill score, I scored at the high range and was at the second highest mark possible. I thought I would be on the high range, but I was surprised I scored that high. What shocked me most was my conceptual skill score. I landed right in the middle of the moderate range. This is an area I could use more work and practice at.

Studying these two different leadership approaches and taking the assessments has really opened my eyes that I still have a lot to work to do and things to improve on. This gets me thinking what life could be like in the next five years. My plan for the next five years would revolve around learning and practicing. To kick start my plan I am going back to school immediately after completing this Masters program. I am going to get my Masters in Differentiated Instruction because I work with such a wide variety students and athletes. I really think this will help bring me to the next level in some areas I am falling behind in as a leader. When I teach at school, I deal with a majority of at risk teenagers that suffer from learning disabilities and other negative factors. When I coach, I deal with a mix of your average student athletes to the gifted student athletes. This Masters program will take two years to complete.

While I am working towards my second Masters degree I will continue to teach where I am at already, and continue to coach football and track. In 2016, I will have my true test at solo leadership for the football team I coach. For the past three I have been an assistant coach and defensive and special team's coordinator for the freshman football team. For half a season I was the interim head coach while the head coach was out due to surgery. The head freshman coach said he plans to retire, and will be putting me in charge to run the team. This offseason I plan to do a lot of work offensively because I need to prepare to run the offense.

One of my goals that I am actually starting this year, is to bring sports or after school activities to the high schools in my school district. I started a basketball team at my school three years ago, and we had two successful seasons and one season that did not end well. Right now, I am going back through all my practice attendance sheets, grades, and at school attendance for all my players, and going to compile this data to show administration and the superintendent that when kids are enrolled in after school activities they pass more classes and receive better grades. In 2014, I had two players that were college bound (one to play basketball and one not playing a sport). One made it and the other had his best friend gunned down by a gang, derailing him from his college goal. Before they met me college was never a thought in their minds. The school district I work in is mainly built on special education programs with a small alternative high school at each school. There are so many opportunities for the students with disabilities, and if I can engage a group of students to get excited about a sport, I can help turn these kid's lives around. With all the data I am compiling from the basketball team, I plan to create a portfolio with graphs and research supporting my findings. After that, I plan to submit it to my principal and superintendent. From there I would hope to be re-granted a small amount of money to start a basketball team up again, and start a soccer team soon. The 2014 basketball team was unsuccessful, and we had to forfeit a lot of games. Because of that season, the little funding I had was taken away. This is why I feel like if I can compile the data showing at risk students succeeding during the basketball season in school, I will be able to prove the importance of after school sports. From there I will continue collecting data and search for more funding, and hopefully the money and excitement will become big enough to be able to offer several different sports. I have big expectations for myself and a long road of hard work and determination ahead of me.

In conclusion, I have learned a lot through my journey and continue to never stop learning and growing to become a better leader. I will continue to use my skills approach and situational approach styles to lead. This Master's program has gotten me off to a great start for my five year plan. To this day I still feel I have a lot to learn and yet I continue to get positive feedback from staff, students, coaches, athletes, and parents that I am one of their favorites. Building a positive relationship helps me gain this level of trust fairly quick. I look forward to journey ahead of me and will never forget about the road I took to get there.

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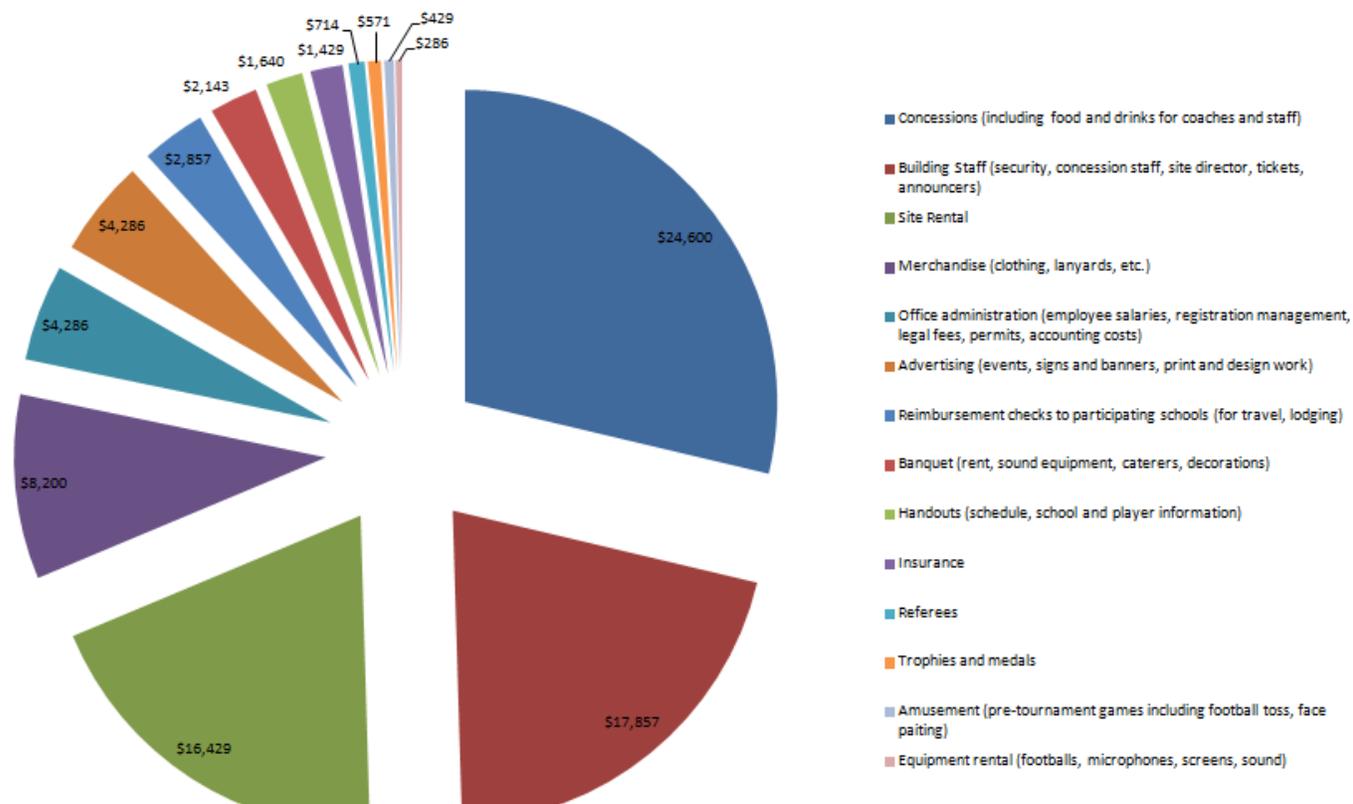
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## Appendices

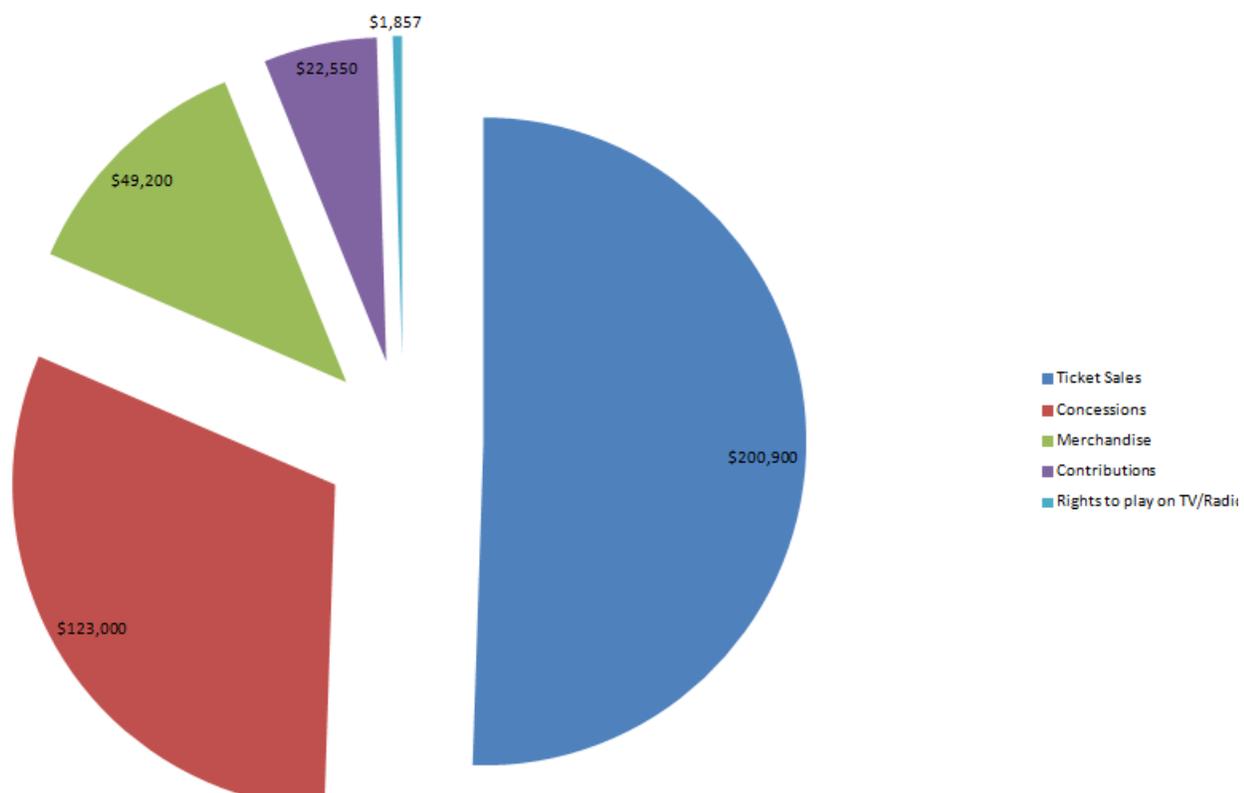
### Appendix A

#### 2015 Minnesota State High School Section 6A Prep Bowl Expenses by Dollar



## Appendix B

2015 Minnesota High School Section 6A Football Prep Bowl Revenue by Dollar



### Table

Table 1.

*Prep Bowl Attendance From 2004-2013*

Year	Attendance	6A Prep Bowl Winner
2004	27,001	Minnetonka
2005	26,448	Wayzata
2006	29,193	Eden Prairie
2007	32,430	Eden Prairie
2008	32,094	Wayzata
2009	24,444	Cretin-Derham Hall
2010	27,070	Wayzata
2011	28,711	Eden Prairie
2012	29,561	Eden Prairie
2013	34,404	Eden Prairie

*Note.* Adapted from *Football Yearbook & Record Book 2013-2014*, p. 174, 176-177, by Minnesota State High School League, 2014.

## Figures



SWOT Analysis for the Minnesota State High School Football Tournament

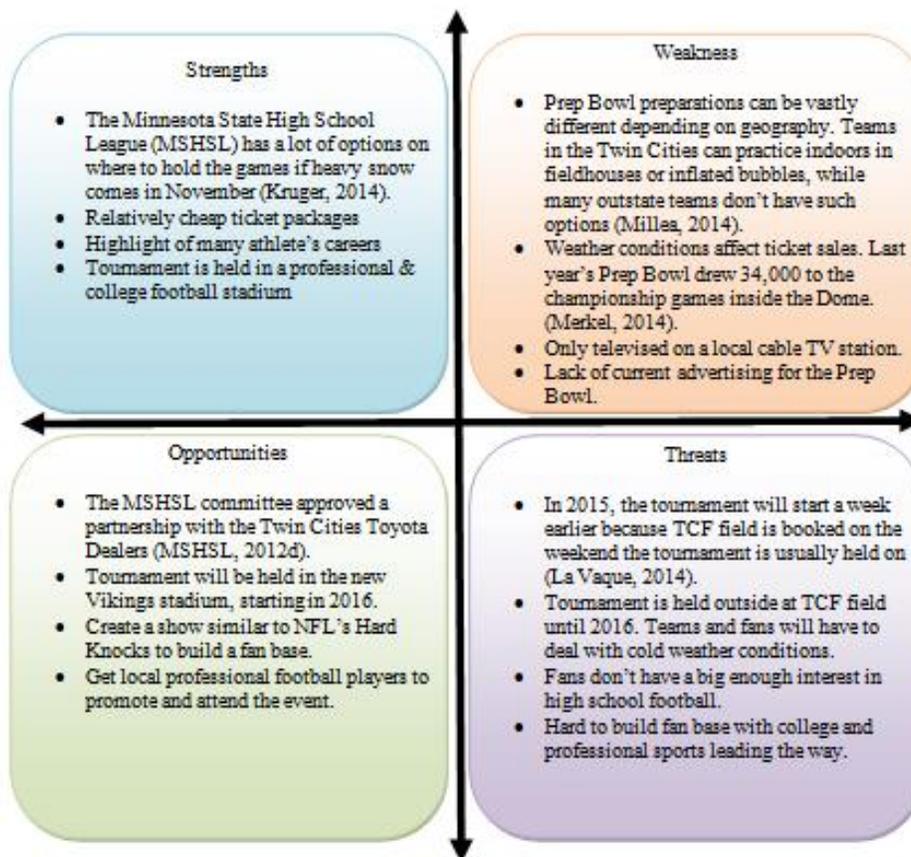


Figure 1. SWOT analysis for the MSHSL Prep Bowl. This figure illustrates strengths, weakness opportunities, and threats for the 2015 6A Prep Bowl.



*Figure 2.* A photo of the back service road. Note the orange cone is where the fence around the stadium ends. Steinert, J. (Photographer). (2015a, October). Back road with no gate [digital image]



*Figure 3.* A photo of the concessions at David Smith Stadium. Steinert, J. (Photographer). (2015b, October). David Smith Stadium concessions [digital image]



Figure 4. A photo taken of the TCF Bank Stadium concessions. Itinerant Fan. (Photographer). (2010). *TCF Bank Stadium photo gallery*. [Image of photograph]. Retrieved from <http://www.itinerantfan.com/photo-galleries/tcf-bank-stadium-minneapolis/>

Likelihood	Consequence				
	Insignificant	Minor	Moderate	Major	Critical
Almost Certain	Medium	Medium	High	Extreme	Extreme
Likely	Low	Medium	High	High	Extreme
Possible	Low	Medium	High	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Consequence	Description of Consequence	Likelihood	Description of Likelihood
1. Insignificant	No treatment required	1. Rare	Will only occur in exceptional circumstances
2. Minor	Minor injury requiring First Aid treatment (e.g. minor cuts, bruises, bumps)	2. Unlikely	Not likely to occur within the foreseeable future, or within the project lifecycle
3. Moderate	Injury requiring medical treatment or lost time	3. Possible	May occur within the foreseeable future, or within the project lifecycle
4. Major	Serious injury (injuries) requiring specialist medical treatment or hospitalisation	4. Likely	Likely to occur within the foreseeable future, or within the project lifecycle
5. Critical	Loss of life, permanent disability or multiple serious injuries	5. Almost Certain	Almost certain to occur within the foreseeable future or within the project lifecycle

Figure 5. Risk assessment tool used to assess how dangerous situations at the stadiums are.

Risk Assessment Template (2012, August). *Department of education, training, and employment*.



*Figure 6.* A photo of the steeple chase pit with no cover. The two white caution signs were added after the student fell in. Steinert, J. (Photographer). (2015c, October). Steeple chase pit [digital image]