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The Big Wish, Concordia College, 2015

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

“The Big Wish” – Concordia College 2015

**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

Bruno Surdo

St. Paul, Minnesota

October 2015

Dedications

I would like to dedicate my Capstone assignment to the people who supported me the most; my wife Megan Surdo and my father Len Surdo. You were my inspiration through this all and I thank you for the continuous support and encouragement throughout the past couple of years.

Abstract

The purpose of this Capstone project was to create an event centered on an existing event within the sports industry. The “Big Wish - Concordia College” is an event based off a wish granting experience through the Make-a-Wish Foundation along with a football game at Concordia College in Moorhead, Minnesota. Further research was conducted to identify how the Make-a-Wish Foundation grants wishes to children. Some of the findings indicated that a child must be between 2.5 – 18 years old, have a life threatening illness, referred by someone, and have not had a wish granted previously. Using the research shown through the wish granting process, the event was created and a child by the name of Jimmy Flowers was identified to have a wish be granted. Through the collaboration of the local Make-a-Wish Foundation, Concordia College, and the Student Athletic Advisory Committee at Concordia, the wish experience for Jimmy Flowers was able to be granted. This Capstone detailed the specifics of the “Big Wish - Concordia College” event, including items such as: a marketing and risk management plan, budget, ethical analysis, a plan for motivating employees, and a personal reflection.

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Chapter One: Organization Introduction

The Make-a-Wish Foundation (MAWF) was established in 1983 as an official national incorporation under the direction of Jack Stanford. According to the Make-a-Wish Foundation website (2014), the mission of the MAWF is to grant the wishes of children with life-threatening medical conditions to enrich the human experience with hope, strength, and joy. This is one of many charities that have a lasting impact on the lives of children and their families by enabling the charities to provide hope, but even more importantly providing families with a sense of relief. Clemency (2009) conducted research along the lines similar to the MAWF's mission statement. The author focused on the quality of life of the children whose wishes were granted and compared them to children who were not granted their wishes and how their quality of life was impacted. Clemency's (2009) research showed that the children and families who had a wish granting experience saw an increased outlook on life and relished the positive moment that it had on the family.

The purpose of this analysis was to determine which child gets selected to have their wish granted by the MAWF. The research conducted on the wish granting process was used to determine how a child's wish was granted. To develop this research, extensive exploration needed to be done on the selection process of wish granting, the benefits of charities like the MAWF, and analysis of wish experiences children and their families have gone through since the child had been diagnosed with a life threatening illness. By exploring these three variables and gaining further knowledge of the problem at hand, completing the wish event for a child in the Fargo-Moorhead community should be successful.

According to the MAWF website, the wish granting process is a four step project (2014). A referral by a family member, medical provider, or even the child will serve as the first step (Fowler, 2000). A key part of this referral is that a child may not have been granted a wish previously and must be between the ages of 2.5-18 years old (Fowler, 2000). Each child is then interviewed by volunteers to gather information about the chosen child and the family and hear the child's wish proposal (Fowler, 2000). Fowler (2000) explains, the MAWF needed to make sure the wish is probable given the complications of the disease the child suffers from the severity and the severity of the disease. The final step in the MAWF process is to use the grants and donations gathered to grant the wish.

Once a child has been selected by the MAWF to have a wish granted, the event is planned and executed through mostly volunteer efforts within the child's local community (Fowler, 2000). Once the event was completed, the MAWF conducted research focused on the impact created on the child and the family. According to research conducted by Schilling and Sarigiani (2014), children who had a wish granted saw an overall improvement in their health or found it easier to cope with the disease. The findings of the Schilling and Sargiani (2014) study were supported by the earlier research by Ewing (2009). In addition, Ewing (2009) found that the wish granting experience offered closure and provided the entire family with a positive experience in life that has been full negative experiences.

The MAWF is one of the wish granting organizations that Ewing (2009) alluded to within research mentioned above. According to the MAWF website (2014), the charitable organization is the leader in wish granting experiences and has granted well over 180,000 nationwide. With the help provided by volunteers, the significant impact an organization has on people whose wishes have been granted is demonstrated in the work piloted by Clemency (2009). Given the

strong support, resources, and the implementation process for wish granting, the local MAWF chapter in the Fargo-Moorhead has substantial preparation for granting wishes to children with the local community.

Chapter Two: Event Introduction

The students of Concordia College, a local liberal arts college in Moorhead, Minnesota, reached out to the MAWF's local chapter in Fargo, North Dakota. Concordia College informed the MAWF about wanting to help assist with a wish granting experience for a child in the Fargo-Moorhead area. According to Fowler (2000), it is rare for a school or company to be so proactive, as the MAWF usually does the asking once a wish has been requested by a child.

The MAWF local chapter found Jimmy Flowers who is a young boy battling Leukemia. Jimmy's wish is to be the honorary captain of the Concordia football team and Jimmy also wants to partake in pregame activities with the team. Jimmy wants to be on the field for the coin toss, receive a football signed by the team, and receive a jersey with his favorite number. Outside of the experience for the child, half of the proceeds from ticket, concessions, and memorabilia sales for the day will be given to the family as a donation to help with treatments. The students at Concordia would also raise money for the child, similar to the work done by other students at colleges similar to Concordia College (Steadman, 2011). The President of Concordia College will present a check to the family during halftime of the football game with the money raised by the students and the local community prior to the game.

On, October 31st, 2015 during Concordia College's football game versus St. Thomas University, Jimmy Flowers will have his wish granted. This wish will be made possible due to the partnership created by the MAWF, Concordia College, and volunteers from the Fargo-Moorhead community. The facility that will be used for "The Big Wish" - Concordia College is Jake Christianson Stadium, the home of the Concordia College Cobber Football team. This site makes the most logical sense because of Jimmy's wish to have a game day experience during a

Cobber football game during the 2015-2016 season. Given the fact that Concordia College owns the facility, it will not cost any additional funds to use (Appendix A) this particular wish event for Jimmy Flowers is being partnered with an existing Cobber football game in 2015.

Jake Christianson Stadium was built in 1966 in Moorhead, Minnesota and is located on the campus of Concordia College. According to the Concordia College website (2015), the stadium is rated one of the best football facilities in the Upper Midwest by players and fans across the region. “The Jake” is more commonly known by Concordia students because it was named after the legendary coach Jake Christiansen. According to the Concordia College website (2015), Coach Christiansen led the team to National Championship while only enduring one losing season in about thirty years of coaching. The stadium has recently had some major renovations with expanded parking lots, new locker rooms for the team, and a turf field surface. The seating capacity is also perfect for the event as it can seat more than 7,000 people in the stands with plenty of more seating and standing available throughout the stadium itself (R. Bergeson, personal communication, June 2015). The stadium has three concession stands available to fans on the south side of the stadium at very reasonable pricing. With plenty of additional space, merchandise for the MAWF will be sold in the stadium as well (Appendix C).

Most of the major duties for the site manager of Jake Christianson Stadium will be handled by the college, except for the wish experience itself. Each one of the wish experiences are tailored to Jimmy and need to be memorable in order to stay true to the mission of MAWF (Fowler, 2000). With an event of this magnitude, and with so many moving pieces, it is really important to establish high expectations for communication. As the leader of this wish event, there is a need to be effective in terms of communication with the family of the child, Concordia College, and the rest of the staff assisting (Anshel, 2013). Remaining consistent in the messaging

throughout the event, being respectful to those working on the event, and utilizing proper usage of nonverbal cues are all tools for effective communication (Anshel, 2013). Active listening has been extremely helpful in planning this event. It has been important to listen to what the school wanted to do, but also hear what Jimmy was hoping for in terms of an experience. Anshel (2013) showed that communication is what holds a successful company together; without it, there is too much left open for interpretation which can be highly detrimental to an organization.

According to Jones (2013), it is critical to have control and order over the event by establishing an organizational structure that is reliable, and fits the needs of the event. The type of structure used for the “Big Wish – Concordia College” event would be a combination of an organic structure and a bureaucratic structure. The benefit to using an organic structure is it allows for flexibility and teamwork to be a focal point among the team working on this event. The importance of having flexibility within this structure is to ensure people can adapt easier when a change to the event occurs (Jones, 2013). The aspects of an organic structure are perfect for wish granting, but the downside is there is not necessarily someone set in charge; this is where the bureaucratic structure comes into play (Jones, 2013). The benefit to having a bureaucratic structure, is the ability to have some authority among the team while allowing people to grow into new roles as they gain experience in the wish granting process (Jones, 2013). Utilizing this “hybrid” organizational structure will require a clear illustration of the chain of command and established top leadership, but also the assurance for people to still be flexible and work together as one.

Since the MAWF event is focused around another structured event, it makes sense to utilize the facility and its amenities to the fullest capacity. Seating will be at full capacity given the strong marketing plan for the “Big Wish – Concordia College”. Concessions will be heavily

utilized, parking will also be at full capacity, and left over space outside and inside the stadium will be maximized for the event as well. According to Rachel Bergeson the Associate Athletic Director and Director of Compliance at Concordia College, free standing bleachers will be brought in from the nearby soccer field; as well as, the baseball and softball fields to maximize the seating at Jake Christiansen Stadium (R. Bergeson, personal communication, June 2015) . The extra seating will allow for more guests, and keep those enjoying both events comfortable at the same time.

Focusing on other areas of Jimmy's wish, the touring of the facility will utilize the entire stadium from the press box to the locker rooms. Giving the tour will be Head Coach Terry Horan, someone who Jimmy wishes to play for some day. According to the MAWF website (2014), getting a tour from someone Jimmy admires truly embodies the mission of the MAWF and makes the experience even more enjoyable for Jimmy. The rest of the event will be utilizing the field itself. This is the main focus of the event given the wish of leading the team on the field and being an honorary captain for the game.

Given the information researched on how the MAWF funds their wish granting experiences for children, it is well known that expenses are surely limited (McWhirter, 2013). According to the MAWF website (2014), "The Big Wish - Concordia College" will not have many expenses because of the donations that will be provided through the partners of the event and the MAWF. The partners for the "Big Wish – Concordia College" will include The Make-a-Wish Foundation, Concordia College, and Student Athletic Advisory Committee (SAAC) at Concordia College. However, with wanting to make sure the event is well attended, expenses will be made to enhance the overall marketing for the event (Appendix A). The hiring of a social media consultant is the largest expense accounting for 58% of all of the expenses for the event.

Other sources of advertising such as: radio ads and paper flyers, accounted for 25% and 17% respectfully for the total expenses incurred during the event (Appendix A).

According to Alexis Grant (2012), a social media consultant with at least five years (recommended) of professional experience would cost anywhere from 45-80 dollars per hour. Radio advertisements will cost around 500 dollars per week (per station) in a town the size of Fargo (Prosser, 2013). Targeting multiple audiences will result in the use of three stations for this event. According to research found on PsPrint's website (2014), the final expense of paper flyers will cost only 3 cents per flyer because of the high volume of flyers going to be printed. The flyers will be passed out at grocery stores, major retail stores, and the mall in order to hit key hot spots throughout the community (Appendix B).

With many of the expenses covered by donations through the partners for the "Big Wish – Concordia College" this event will still generate a lot of revenue (Appendix C). According to the MAWF website (2014), the average event costs about 7,500 – 10,000 dollars per event. The costs of these events are funded by donations through the Make-a-Wish Foundation (McWhirter, 2013). This particular event will generate 36% of its revenue from donations alone. Ticket sales and concession sales will bring in 32% and 19% of the revenue respectfully. The wild card here is the revenue generated through memorabilia sales for the Make-a-Wish Foundation at 16% of the total revenue generated by the event (Appendix D). Overall, this event has the making to do very well from a financial standpoint given the low cost and high return on investment it is predicted to generate.

Furthermore Bergeson stated it to be important to choose a site that is appropriate for the event (personal communication, June 2015). Appropriate seating capacity is critical, an adequate number of rest rooms are needed, and most importantly the facility needs to safe and up to code (R. Bergeson, personal communication, June 2015). Knowing the research conducted in the interview with Bergeson (2015), Jake Christianson Stadium fits perfectly; as it meets the needs and demands for a wish experience of this magnitude. In line with the MAWF website (2014) this event will only be successful if the mission of the Make-a-Wish Foundation, to instill hope, joy, and strength in the lives of the Flowers family, are reached. By understanding the complexity of successful organizations and effective leadership, it is important to utilize the research conducted to make a lasting impression on a Jimmy's life within the Fargo-Moorhead community.

Chapter Three: Marketing Plan

Now that the event “Big Wish - Concordia College” has a location and specifics are known, it is important to begin marketing for the event (Pedersen, Parks, Quarterman, & Thibault, 2011). Pedersen et al. (2011), suggested that having a well-developed marketing plan is a critical component to the overall success of an organization. Furthermore, the marketing plan must remain true to the MAWF’s core values and mission from across the organization (Weiner, 2012). According to the Make-a-Wish Foundation’s website (2014), MAWF has done a great job at staying true to their core values and with every wish granted they truly bring the strength, hope, and joy to each child and everyone involved in the wish granting process. Through the research and guidance of Pedersen et al. (2011), an effective marketing plan has been developed to enhance the success of the overall event.

Purpose

The purpose of the marketing plan for the “Big Wish - Concordia College” is to help promote the event. As Weiner (2012) indicated, when developing a marketing plan it is imperative that it aligns to the mission and speaks to the values and goals of the organization. According to the Make-a-Wish Foundation’s website (2014), the mission of MAWF is centered on increasing the quality of life by granting wishes to children who have a life threatening illnesses through their core values of strength, hope, and joy. Weiner (2012) would suggest that, knowing the values of the MAWF will be an important component of reaching key target audiences amongst the local Fargo-Moorhead community.

Product

As reported by Pederson et al. (2001), products for a sporting event can be the sport itself, participants and even teams. The product for the “Big Wish - Concordia College” is Jimmy’s wish event itself, and the football game surrounding the event. Given the definition above, athletes, the volunteers from the MAWF, Jake Christianson Stadium and Jimmy Flowers would also be the products for this event. All of these products would be the core products for the event (Pedersen et al., 2011). Pedersen et al. (2011) stated besides core products, each event in sports will have core extensions that are associated with the overall event experience and could be specific details associated with the product or ancillary items. Based on that understanding the core extensions for the “Big Wish - Concordia College” will be each little event that makes up Jimmy’s wish (ex. Tour of locker room, coin toss, leading team on the field, etc.).

Project Market

According to Pedersen et al. (2011), it is important to assess the past and current market climate when developing a market plan. Looking at the SWOT Analysis that was created (Appendix E), it will be critical to examine the strengths and weaknesses surrounding the event. When creating the SWOT Analysis, there were three strengths that were identified: human resources, process, and the mission. According to the Make-a-Wish Foundation’s website (2014), finding volunteers is critical to the success of the wish granting experiences and as an organization this has been something that has never been a concern. As Fowler (2000) stated, the process for wish granting is very efficient and locating a child interested in having a wish granted is manageable. Weiner (2012) affirmed that the mission of the MAWF is very distinctive and compassionate, it allows the MAWF to separate themselves from their competitors.

Another component of the SWOT (Appendix E) that is valuable in identifying market climate is the weaknesses of the event. Using the SWOT Analysis for the event, the weaknesses have been identified as physical resources, flexibility, and awareness. According to the local chapter of the Make-a-Wish Foundation (2014), the location of the Fargo-Moorhead region is sometimes a challenge given the population and children wanting more extravagant wishes further away. Flexibility is a key component of the MAWF, but this event is so detailed and specific that challenges could occur if Jimmy changes his mind at all regarding the various components of Jimmy's wish (Fowler, 2000). Bergeson stated "this event will be the first of its' kind in the Fargo-Moorhead region, and given the magnitude creating enough awareness will be crucial" (personal communication, June 2015).

Position

Taking the market climate into account, finding appropriate avenues to reach the local community will be crucial to the overall success (Pedersen et al., 2011). In essence, positioning the event is providing a brand for consumers to associate it with (Pedersen et al., 2011). For the "Big Wish - Concordia College" event, using the existing logos of the MAWF and Concordia College would be the most appropriate given the familiarity of each organizations brands. Conforming to the ideology of the MAWF's website (2014), using pictures of Jimmy Flowers himself would create a compelling brand around the event.

Pick Players

Given the market climate has been established, and the right brand has been identified, choosing the appropriate target audience is imperative (Pedersen et al., 2011). Fortunately, utilizing the three partners Concordia College, Concordia's SAAC, and the local MAWF will be

extremely helpful. According to Jay Moran (2005), the Athletic Director at the University of Bridgeport, utilizing SAAC to help target Concordia's campus and the surrounding other colleges will be key. Jay Moran (2005) stated "the power of the college students should not be taken for granted, and students are extremely influential and have the power to make a difference with minimal effort" (para. 6-10).

In an interview with Scott Ellingson, Dean of Admissions for Concordia College, expanding the target audience will easily be attained by the presence of Concordia College (personal communication, January 2015). Since Concordia is a larger organization than SAAC, it would have a bigger reach (S. Ellingson, personal communication, January 2015). As stated by Ellingson, Concordia will allow the target audience to go beyond the local metropolitan area and hit all of Minnesota, North Dakota, and Montana because of Concordia's primary recruiting markets (personal communication, January 2015). Working with Concordia to target their prospective students and alumni will benefit not only the event but Concordia as well.

In agreement with Weiner (2012), the MAWF has national recognition, but for this event it is not necessary to stretch marketing efforts that far. Clemency (2009) suggested, the message and prolonged benefits with helping with a wish granting experience can be life changing. Marketing the attitude and outlook on life based on the author's research it is a beneficial asset to use for marketing messages for the event.

Package

As stated by Pederson et al. (2001), packaging core products with some complementary items adds to the depth of the event. Being cognizant of the target audience for this event, it was important to package the core product (the game and Jimmy's wish granting experience) with

something else to garner more interest. Given Jimmy's wish was packaged with another core product (the football game), it was determined that it would not be necessary to package with anything else. Weiner (2012), would agree with the decision not to package anything else with the event given the strength of the MAWF and its' core values.

Price

As the marketing plan is coming together, it is critical to provide the target audience the price to attend the event (Wysong & Flores, 2008). Bergeson stated the cost of attendance to a Concordia Football game is four dollars for students through college age and seven dollars for adults (personal communication, June 2015). Concordia students and faculty will get free admission with a valid student or faculty ID (R. Bergeson, personal communication, June 2015). According to the Make-a-Wish Foundation's website (2014), there is no cost for a wish experience event, because the cost for the event is offset through donations.

Promotion

One of the biggest components to the marketing plan is the promotion of the event itself (Wysong & Flores, 2008). The "Big Wish – Concordia College" will be promoted through these mediums according to guidance from Pedersen et al. (2011): advertising, publicity, promotional activities, and personal selling. Each type of promotion will be further discussed in the subheadings below.

Advertising: For the "Big Wish - Concordia College" event, two forms of advertising will be used: social media and radio advertising. The social media advertisements used for the event are Twitter (Appendix F) and Instagram (Appendix G). In addition to the social media platforms, the radio advertisement (can be heard in Appendix H) from Big 98.7. Ellingson

insisted that, aside from BIG 98.7, BOB 95 FM and MPR (strong ties to Concordia College – share a facility on campus) are two prominent radio stations in the local area (personal communication, January 2015).

Publicity: Publicity for the “Big Wish - Concordia College” will be handled through the advertisements mentioned above. Utilizing the “Big Wish – Concordia College” event partners to get the word out played a significant role. Given the packaging for the event, the football game generated more buzz than anticipated.

Promotional activities. Through the help of the MAWF, the organization is willing to create special promotional items to sell before and during the day of the event. All of the proceeds will be given to Jimmy as well. Some of the promotional items will be t-shirts, winter hats, car decals, and key chains. Each promotional item will have the logos of all the partners of the event surrounding the words “Jimmy’s Wish”.

Personal selling: Personal selling will be seen during the day of the event selling tickets for entrance to the football game. One of the partners SAAC, will play a pivotal role in personal selling when the organization is asking fellow students and faculty of Concordia College for donations for the event.

Place

According to Pedersen et al. (2011), the place of the event refers to the location of the event. Information related to the place component of the marketing plan can be accessed from chapter two. In chapter two, it was determined that the “Big Wish - Concordia College” would be taken place at Jake Christianson Stadium located right on the campus. According to Bergeson, the event will begin around 11 in the morning for Jimmy Flowers, with kickoff beginning at 1pm

(personal communication, June 2015). As stated in the pricing section, tickets will be purchased at the gates. Contrary to the suggestions found in Pederson et al. (2011), given the capacity of the event; tickets will not be available for purchase ahead of time in order to keep the processes similar amongst other football games at Concordia College.

Promise: Evaluation of Strategy and Tactics

Now that a marketing plan has been established, it is important to evaluate and make adjustments if need be (Pedersen et al., 2011). Morello (2014) believes that, there are seven steps to effectively evaluating a marketing plan: ROI, sales numbers, customer response, expansion, partner response, salespeople, and competitor response. Examining the seven steps in Morello's (2014) article, focusing on ROI, Customer Response, and Partner Response will be the most effective.

Furthermore with ROI and customer response, these are interchangeable in this marketing plan. The biggest outcome to be attained from the marketing plan is the attendance at the event and the revenue generated through attendance and donations. Both of these have some intangible ways to evaluate the effectiveness, mostly with the increased awareness it generates for the local Make-a-Wish (MAWF) chapter and for the Flowers family.

Meanwhile partner response is going to be the primary evaluation method of assessment as there are many partners involved in the event. The direct partners as mentioned before in chapter two are Concordia College, the Student Athletic Advisory Committee (SAAC) at Concordia, and the local chapter of MAWF. Ellingson (2015) suggested evaluating the direct impact this event on Concordia's enrollment numbers and applications for the year can prove that marketing was effective (personal communication, January 2015). The amount of donations

collected by Concordia's SAAC will prove that the marketing was effective given the increased awareness for the event and Jimmy's wish (Moran, 2005). The final piece is the local MAWF, and how they benefit from the marketing plan. The Make-a-Wish Foundation's website (2014), shows there is a strong connection with partners on a national level; and adding local partners would only enhance the efforts of the organization.

As a result of this marketing plan, awareness for the Flowers family and the MAWF is created. As referenced by Clemency (2009), it is important to surround the event around the child having the wish being granted to abide by the mission statement of the MAWF. Measuring the success of the marketing plan will take time; however, measuring the success can be immediately recognized through an increase in social media presence for all of the partners involved in the event. Morello (2014), believes having immediate benefits and success over time is what allows an organization (or event in this case) to sustain success.

According to Fowler (2000), with an event tailored around benefiting the family of a sick child, the message of trying to create a sense of emotion is easily achieved. People are drawn to causes that they can have strong emotions towards because they feel the most satisfaction knowing they are making a huge impact on people's lives (Clemency, 2009). With proven success through the MAWF's current marketing plan and sticking true to their core values and mission, this marketing plan will be successful (Weiner, 2012). As Clemency (2009) put it, with the hope and joy of an event like this provides a community, it generates so much more strength for the child and the child's family to keep fighting and enjoy the time left together.

Chapter Four: Employee/Volunteer Planning

In today's society, managers are charged with a difficult task: pleasing all their employees' wills and desires (Heathfield, 2014). For a manager to be successful, the manager must possess certain sets of skills that are both task-oriented and relationship-oriented (Friedman, 2013). It is imperative a manager knows how to utilize the skills they possess and must be cognoscente of multiple people both inside and outside the organization (Heathfield, 2014). The event planner for the Make-a-Wish Foundation's "Big Wish - Concordia College," is no different. According to Heathland (2014), working with people outside of the organization can make the job at hand for coordinators very challenging. According to the MAWF website, understanding how to effectively utilize their skills to work with a variety of people can really make or break a wish for a child (2014). The event planner must be someone who is adaptable and possess many task-oriented and relationship-orientated skills to be successful (Friedman, 2013). Fowler (2000) remarked that each and every wish experience they grant through the foundation will be magical for the children and families.

Hence it is important to possess a certain skill set that is task-orientated (Friedman, 2013). Friedman (2013) goes on to say that that being organized and detail-oriented are essential to managing an event. Being organized allows the event planner to delegate tasks that need to be accomplished and are time sensitive (Friedman, 2013). Fowler (2000) agreed with Friedman's statement because it is helpful to create a set structure of tasks that need to be completed to make sure the wish can be granted on time for the child and family. Being detail-oriented is important in this role, as well, because it allows for the event planner be creative and help shape the wish experience for the family and establish a vision for employees to follow. According to Friedman (2013), managers who possess task-oriented skills do a great job at maintaining high levels of

optimal efficiency. Heathfield (2014) goes on to explain that, this is extremely beneficial because it allows an organization to accomplish tasks quickly and effectively, which leads to the overall success of the organization.

Being the event planner for this upcoming event, Friedman (2013) suggested that possessing certain skills that are relationship-oriented would be ideal. These skills are important for building culture and creating a working environment in which people feel appreciated for their hard work (Friedman, 2013). Heathfield (2014) suggested that being supportive, and having a positive attitude are particular traits that separate the great leaders from the good leaders. According to Friedman (2013), possessing these kinds of skills allows for an organization to have energized employees and allows them to feel like they are making a difference among the organization. According to the mission of the Make-a-Wish Foundation, having employees and volunteers feel this way is important because the mission of the foundation embodies a magical experience for the child and their family (2006). Relationship-oriented skills are beneficial when it comes to working with people who are giving back to others in the community, because it allows them to have a similar feeling as stated above (2006). According to Heathland (2014), showing employees a sense of value and compassion will keep the motivation, work ethic, and moral up within the organization.

Although task and relationship-oriented skills are great for managers to possess and utilize in an organization, it is important to utilize both in order for an organization to be successful over a long period of time (Friedman, 2013). Friedman states it is important to combine both types of skills and create a hybrid skill set because different approaches work better in specific situations and certain employees may need motivation through different outlets (2013). As an event planner, a hybrid approach in motivating employees will be closely related

to sustaining the high level of efficiency within an organization, and in essence is more sustainable (Heathfield, 2014). This will allow for the event planner to be effective in keeping employees engaged, motivated, and ultimately retaining them within the organization (Heathfield, 2014). Heathfield (2014) showed that, as a manager, trusting employees and allowing an opportunity for growth is paramount if an organization is going to flourish.

Furthermore, the University of Colorado Human Resources Department (n.d.) references, there are several ways to enhance the work environment within an organization, all of which can be located in the department's HR Guide. Being an event planner, there is a strong correlation to many of the ideas listed in the HR guide to the skills listed in the hybrid model stated earlier. The University of Colorado Human Resources Department (n.d.), would suggest some of these skills from the HR Guide to be: creating a work environment that is open and trusting, encouragement through innovation, aligning the goals of the organization to those of the employees, and establish a structure that is fair, but outlines clear expectations. By incorporating these motivational ideas from the HR guide and molding those skills into the hybrid approach mentioned above, it embodies the principles set forth by Heathfield (2014). Heathfield's (2014) point is by effectively maintaining employees who are motivated and working at a level of high efficiency will provide the greatest success for an organization hoping to make a difference for not only the organization, but the community as well.

Chapter Five: Risk Management Plan

In Chapter Two, the location for the “Big Wish – Concordia College” was determined. To gather further information about Jake Christianson Stadium and interview was conducted with Rachel Bergeson who is the Associate Athletic Director and Director of Compliance at Concordia College. Throughout the interview, research was gathered to better assess the facility’s risk management plan. The research gathered through the interview was used to aid in developing a risk management plan for the “Big Wish - Concordia College.” Before details of the risk management plan are provided, some important insight on the interview will be provided.

Aside from Jake Christianson stadium serving as the facility for this event and the football team, it also serves other purposes (R. Bergeson, personal communication, June 2015). Bergeson stated that Jake Christianson Stadium is a soccer field, hosts track and field events and occasionally can be transformed into a softball field if need be (personal communication, June 2015). “Knowing the different events that the facility can be used for, helps with developing a risk management plan”, Bergeson stated.

Similarly being prepared for the unexpected is important when dealing with risk management (Cotten & Wolohan, 2013). Bergeson (2015) mentioned that the playing surface needs to be roped off to protect players and coaches, an ambulance needs to be onsite for the event, and limiting the entry points to only two locations helps to manage the flow of the fans. Extra security is only needed for larger football games such as for Homecoming or Family Weekend and of course any other rival game on the home calendar (R. Bergeson, personal communication, June 2015). Bergeson suggested that, similar to many Division III athletic

programs, bag checks are not a big concern and are not performed at Concordia College because the size of the crowds are not large enough and monitoring the crowds for risks are easier to manage (personal communication, June 2015).

According to the Concordia College website (2015), Concordia has made some major strives to update the stadium and keep the overall majority of the stadium up to date. Some of the recent upgrades have been the additions of railings in the bleachers, brand new field surface and track, and little odd and end pieces of equipment (R. Bergeson, personal communication, June 2015). Speaking specifically about regular maintenance for a moment, Bergeson eluded to continual repairs to the track, yearly rolling and cleaning of the field turf, replacing or fixing to the fence outside of the facility, and general cleaning of the grandstands and areas of the facility (personal communication, June 2015). The rest of the interview focused on touring facility to identify certain risks that was used to develop the risk management plan for the “Big Wish - Concordia College” and will be mentioned later in the report.

Through observations while walking around the facility and the interview with Bergeson, extensive identification of risks were documented. One of the risks that was gathered through the interview and viewing the stadium with Bergeson was the railings in both grandstands at the facility only going halfway up (Appendix I – Risks 1 &3). According to Cotten and Wolohan (2013), this would be deemed a safety hazard and the type of treatment would be reduction of risk. Moving forward, an over whelming risk was spotted and mentioned in relation to the fence surrounding the facility. Along the base of the fence on the North side of the stadium a hole developed and allowed access to students to get into the stadium while no event was in session (Appendix I – Risk 2). This type of risk falls into the categories of facility, supervision, and safety (Cotten & Wolohan, 2013). According to Cotton et al. (2013), the immediate treatment for

this risk is to eliminate the risk. The next two risks identified, were related to the facility itself. One of them is the track surrounding the football field, has a seam popping and could cause a player, coach, or media personal to get hurt (Appendix I – Risk 4). This particular risk is a facility, safety, and participation hazard and should be treated retention because it is a smaller risk and does not pose an immediate concern (Cotten & Wolohan, 2013). The final facility related risk is the press box being below code and very tight and narrow (Appendix I – Risk 5). Cotten and Wolohan (2013), would classify this risk as safety and facility and should be treated by eliminating the risk.

Furthermore, the next four risks identified have a similar classification of the hazards and how each of them should be treated. The game clock on the field has no padding (Appendix I – Risk 6), and located in the west end zone there is a hill and railing but is not currently roped off to protect the children playing on the hill during events (Appendix I – Risk 7). The steeple chase on the track is full of water all the time and is not roped off or covered (Appendix I – Risk 8), and football practice equipment is left out in the open at all times (Appendix I – Risk 9). All four of these risks are classified as a safety hazard and would fall under the retention side of treatment because they are low risk and have never been an issue before (Cotten & Wolohan, 2013). The final risk can be the biggest cause for concern given the nature of the event with MAWF. According to the Make-a-Wish Foundation's website (2014), an undeniable risk for sure is if Jimmy Flowers falls into relapse or gets sick while attending the football game (Appendix I – Risk 10). Cotten and Wolohan (2013) shows that, this risk would be classified as a health/medical hazard and should be treated as a transfer because of the immense liability it could have for the college.

With risks now identified, the next step in creating a risk management plan is to decide what kinds of actions are needed to minimize the risks that were identified (Cotten & Wolohan, 2013). Each risk needed to be evaluated by the staff of Concordia College's athletic department and determined which risk is a higher priority. Cotton et al. (2013) would suggest that Risk 1 and 3 (Appendix I) can easily be prevented by adding railings all the way up the grandstands. According to Bergeson, Risk 2 (Appendix I) is a major liability because if a student were enter the stadium and get injured the college would be found liable and should be replaced immediately (personal communication, June 2015). Given the nature of Risk 4 (Appendix I) and that is minor, Cotton et al. (2013) would recommend that the risk be monitored and be replaced in the future. Bergeson advises Risk 5 (Appendix I) be taken care of immediately and is a major concern given the heavy traffic and it serves as the only entrance to the press box (personal communication, June 2015).

Bergeson was not too worried about Risks 6 through 9 (Appendix I) given how minimal likelihood of them occurring (personal communication, June 2015). Based on the research from Cotton et al. (2013), adding padding would alleviate Risk 6 (Appendix I) and Risk 7 (Appendix I) can be avoided by roping off the area surrounding the railing and hill just like the college does to the playing surface. Risk 8 either needs to be roped off or covered during games events when it is not being used to prevent from injuries or a small fan from drowning (R. Bergeson, personal communication, June 2015). Cotton et al. (2013), would advocate that Risk 9 (Appendix I) should be cleaned up or tucked out of the way from spectators to prevent young fans from getting hurt or playing on the equipment while the game is occurring. According to the Make-a-Wish Foundations website, Risk 10 (Jimmy Flowers relapsing) is a common concern for the organization and as an organization take all necessary precautions to prevent the risk from

happening. As stated earlier in the chapter, Concordia already has medical personal on site with an ambulance. The Make-a-Wish Foundation (2014) would be responsible in partnership with Concordia College to make sure all personal are aware of Jimmy's condition and that it is monitored throughout the event as precautionary.

According to the MAWF (2014), the "Big Wish - Concordia College" is going to be a great event filled with fun and a great cause centered behind it. It is extremely important as a sports manager and even an event planner to think about risk management and have a plan in place to help alleviate any potential liabilities during the event (Cotten & Wolohan, 2013). The goal with risk management is to think about everything that could occur and establish a plan that will counter or prevent the risks from occurring by having the risks fixed prior to the event (R. Bergeson, personal communication, June 2015). According to the mission of the Make-a-Wish Foundation (2014), it is important to do everything possible to allow the event to go on without deviating from the goal of the event: To provide Jimmy Flowers with a sense of joy, and allow his wish to be truly magical.

Chapter Six: Ethical Analysis

The Make-a-Wish Foundation is one of the most successful charities that truly enhances the lives of those they affect through the wishes the organization grants (Clemency, 2009). According to Michael Dickens (2010), the MAWF uses the wishes the organization grants to serve more as a publicity stunt than anything else; because the wish serves only as a short term pleasure. The “Big Wish - Concordia College” is centered on the wish of a young boy battling leukemia named Jimmy Flowers. Jimmy’s wish is to be the honorary football captain at Concordia College football game during the 2015 season along with a few other details alluded to earlier in Chapter 2. As Michael Dicken’s (2010) indicated, even charities such as the MAWF are subject to ethical questioning. The purpose of this chapter was to take a deeper look into what the foundation of ethics is and then expand into how there may be some ethical dilemmas surrounding the “Big Wish - Concordia College” event.

Ethics can be defined as what is morally right or wrong (Simon, 2010). Experts such as, Malloy and Zakus (1995) concluded three specific ethical theories that will help people comprehend the true meaning of ethics: teleology, deontology, and existentialism. Teleology advocates the position that decisions can be judged as good or bad based on their outcomes or consequences alone (Malloy & Zakus, 1995). In another way, teleology is based upon morals and what will happen following a specific action. Malloy and Zakus (1995) stated teleology is based on the decision that will or might result in the greatest amount of pleasure or least amount of pain for an individual. A practical example of teleology would be animal testing. Malloy and Zakus (1995) suggested that, although the topic itself is controversial, it has a teleological approach because the outcome can be considered desirable; therefore being good. A teleological example for the “Big Wish- Concordia College” would be the idea of giving half of the proceeds

from the game to the Flowers family. Similar to the example above, the outcome is desirable; therefore being good, but could still be controversial.

Deontology proposes that right decisions are made by certain universal principals of conduct, duties, or rules (Malloy & Zakus, 1995). In other words, deontology is based on a principle set of rules/laws that ultimately determines what is right or wrong. For example, a bully at a school picks on Joe's friend. Joe stands up for the friend and Joe and the bully get into a fight. The teacher sees Joe and the bully fighting and sends the boys to the principal's office for discipline. According to the Mallory and Zakus (1995), the principal in this situation would use deontology and give the bully (in the wrong) a suspension but not Joe (in the right) because Joe was standing up to bullying. An example of deontology surrounding the "Big Wish – Concordia College" would be any penalty given during the football game. The referees officiating the game would use the games set of rules to determine what is right or wrong on any given play.

Existentialism is the last theory that Mallory and Zakus (1995) mention and state this theory as more of a revolt against traditional philosophy. Existentialism rejects teleology for its pleasure seeking qualities and deontology for its rule based approach because it does not hold people accountable for their actions (Malloy & Zakus, 1995). Instead, existentialism can be identified by the expression of free will and being accountable for the decisions we make. For example, Billy chooses to go to a party with some friends and partake in some drinking. After the party, Billy gives a ride to some friends and gets pulled over and gets a DUI. Mallory and Zakus (1995) would suggest that Billy needs to take responsibility and not blame others because Billy made the decision to drink and drive. In terms of existentialism relating to the "Big Wish – Concordia College" event it does not have a place. As Mallory and Zakus (1995) referenced, existentialism rejects pleasure seeking qualities and rule based approaches. The "Big Wish –

Concordia College” event is surrounded by pleasure seeking qualities and rule based approaches given the football game, but does not deal with decisions that need a sense of accountability.

Moving beyond some of the ethical concepts presented above, further research was conducted on Michael Dicken’s statement; even charities are subject to ethical questioning. The MAWF is one of the most glorified charities because its mission is to make children happy by granting them extravagant wishes (Dickens, 2010). The biggest complaint regarding the MAWF is the fact that they could be using the money they raise to truly help the overall human experience by donating the money to medical research (Dickens, 2010). Dickens (2010) made a strong case about being able to raise some money for medical research, which in turn could help prevent children from getting sick in the future. The MAWF spent an average of \$7,362 for each wish granted to a sick child and a total of \$135 million in the year 2009 alone.

Taking into account Dickens’ stance on the MAWF, Dicken’s is still missing a key point when he claims all the wishes do is create temporary relief for the children and do not create long lasting relief (2010). According to Clemency (2009), the wishes granted sometimes are really the last memory a family has with their dying child. This memory creates an opportunity for the family to put aside the sadness and grief for a short period of time, create a better state of mind, and ultimately develop a much happier outlook for the child and the family moving forward (Clemency, 2009). Using the ethical theories researched through the work of Mallory and Zakus (1995), Michael Dicken’s uses more of a teleological approach to this ethical issue regarding the MAWF. On one hand the MAWF feels the outcome of creating happiness for children is desirable and good, where Dickens feels the outcome is hindering other organizations from raising funds to aid in long term suffering.

Examining further research into the ethical dilemma centered on the MAWF, a story about a girl who was denied her trip to Disney World by her own father was discovered. This girl was four years old and a recent survivor of leukemia (Marshall, 2012). The girl had gone through the entire MAWF process, except for the final signatures from both parents granting permission for the wish to take place (Marshall, 2012). The father opted not to sign the documents because in the father's eyes the girl did not meet the criteria set forth by MAWF. The dad argued that the MAWF grants wishes to children who are terminally ill and that the girl was not terminally ill and should no longer qualify for the wish to be granted (Marshall, 2012). Mallory and Zakus (1995) would argue that the story referenced above would have an existentialism approach. The reason being is the dad made a tough decision to not allow the girl to attend Disney World because it would be a disservice to terminally ill children whose wishes would not be granted if it was granted to the family. According to Simon (2010), making ethical decision can be the toughest decisions to make, and they may not be well received by others.

Teleology, deontology, and existentialism approaches are common ethical theories used by people to help illustrate their ethical positions (Mallory & Zakus, 1995). Ethical issues are never easy, but as long as people are confident in their rationale and can provide support for their beliefs, people are more apt to respect other opinions, making it easier to engage in thoughtful conversation (Simon, 2010). The research conducted surrounding ethical behaviors pertaining to the MAWF were thoroughly noted. According to Clemency (2009), the organization still embodies its' mission and is well-respected to eyes of many today.

Chapter Seven: Personal Statement

As my Capstone and time in my Master's program comes to end, it is important to take a step back and reflect. Leadership is something that continues to evolve. Reflecting is arguably one of the best strategies a leader can do, and those who can be honest enough with themselves will grow the most (Kouzes & Posner, 2012). Reflection and forward thinking are should be done multiple times throughout your life and should not be limited (Kouzes & Posner, 2012). It is important to think about life experiences or events and reflect on how those instances shape who you are as a person. What can you learn from those experiences? What about those events were so impactful? Trying to better oneself should be a goal in life; because without the desire to grow as individual, what do we have left to live for in this world today?

As I alluded to above, reflecting on life events and experiences are extremely important to help us grow as individuals. One of the biggest decisions I made in the last few years was to further my education and pursue my Master's degree in Sports Management. For the longest time, I told myself I did not want to do anymore school. I had been so burned out and was confused about what I wanted to be in life after I completed my Bachelor's degree. After a year of working for my Alma mater I began listening to my heart and knew it was time to take that next step in my life. That was the point where I decided further my education and pursue a Master's degree.

For the longest time, my wife had been trying to get me to think and reflect on what I wanted in life. I knew I had a passion for my sports as it has always been a part of my life. I knew it was critical for me to find a degree that would allow me to follow my passion of sports everyday but also provide me the opportunity to continue my work in higher education. After researching my options, I decided that a Master's in Sports Management from Concordia

University was the right plan for me. The program was setup to allow me to gain a plethora of information on various avenues in the field of sports, while giving me freedom to explore multiple positions.

As a result, many aspects of leadership in our lives take time to develop and allow us as individuals to witness personal growth within ourselves. It is why it is imperative as young leaders to not only reflect but to be more forward thinking and set goals for where we want to be in the future. Through this course I have found that providing a path for those around you to grow, thinking ahead to the future with a plan, and remaining credible are the quintessential concepts of leadership (Kouzes & Posner, 2012). Many experts in the field of Leadership would tend to agree with Kouzes and Posner, but may exhibit modifications to the approaches above or have some slight variations. For example, effective communication is regarded as an approach all leaders should possess and use to their advantage (Northouse, 2013). Wesse and Beard (2012) upon completion of their study would place leadership in five areas used by effective leaders: being a part of a team, ensuring a shared vision, effective communication, emotional intelligence, and adaptability. As mentioned before, parallels can be seen among these experts on leadership and emotional intelligence is one of the common approaches used specifically in sports management (Schneider, 2012). Understanding these are not the only approaches used by effective leaders, it is important to identify what approaches play into my strengths as a leaders and which areas I will need to grow to be an effective leader in sports.

In order for a leader to be effective, one needs to embody certain essential characteristics. According to Kouzes and Posner (2012), here is a list of characteristics that are admired by people across the world: honest, forward-thinking, competent, inspiring, intelligent, broad-minded, fair-minded, dependable, supportive, straightforward, cooperative, determined,

courageous, ambitious, caring, loyal, imaginative, mature, self-controlled, and independent. However, the top four characteristics that essential leaders must have are honesty, forward-thinking, competent, and inspiring (Kouzes & Posner, 2012). These four qualities of a leader are all big concepts detailed in their “Five Practices of Exemplary Leadership.”

Furthermore three of the four characteristics (all except forward-thinking) all resemble a leader being credible (Kouzes & Posner, 2012). According to Kouzes and Posner (2012), “credibility is the foundation of leadership” (p.37). This makes so much sense to me because I would never follow a leader who I cannot believe can be trusted. Forward thinking plays a vast role in the vision of a leader, without it how can we be sure that the leader we are following has a plan for where we are going (Kouzes & Posner, 2012). Having confidence in the leader is imperative, without it we might as well just walk in a circle; which puts us in a continuous cycle with no direction moving forward.

Incidentally what sums up the three concepts above comes from the First Law of Leadership: “If you don’t believe in the messenger, you won’t believe in the message” (Kouzes & Posner, 2012, p.38). This first law shows us young leaders how important it is to have credibility. Kouzes & Posner (2012) remarked that, credibility creates a domino effect of positives and ultimately is what drives moral and culture within a strong and successful organization.

Thus reading through the book “The Leadership Challenge” and reflecting about myself, I would say that there are three approaches that I embody in my life. The three approaches I would like to focus on are modeling the way, fostering collaboration, and encouraging the heart (Kouzes & Posner, 2012). Each one of these practices/approaches defines who I am as a leader.

For example, Kouzes and Posner (2012) discussed modeling your way as affirming shared values and finding your voice. To me, this is simply summed up by leading by example. If I can show people how to do something and they see that it is effective, most likely they will try to do the same thing. Fostering collaboration was an approach that I found myself nodding my head to over and over again. This is probably my strongest approach when it comes to leadership. According to Kouzes and Posner (2012), fostering collaboration is about building trust and facilitating relationships. To me both of these are so dependent on each other if collaboration is going to be effective.

Therefore three of my strengths found through the Strength Finders and The Hogan assessment are all centered on this idea of building relationships and are Empathy, Positivity, and Developer. These strengths allow me to build the trust with people early on in our relationship and allow me to foster our relationship moving forward. The final approach encouraging heart focuses on recognizing contributions by showing appreciation towards individual's successes and by celebrating values and victories by creating a great environment to be in (Kouzes & Posner, 2012). I am a firm believer in leaving a place better than how I found it. My former workplace developed a very bad culture and people did not like coming to work. I took it upon myself to build a better working environment by using my strength of being positive and giving credit to my colleagues for a job well done. Doing the little things for people by including them on lunch plans, saying good morning to them every day, and showing that I cared has meant the world to my colleagues and in turn makes me feel good knowing I made a difference through my heart!

Now that I have a firm understanding of who I am as a leader today, it is important to identify what kind of leader I want to be in the future. In order to accomplish that effectively, I

need to be realistic and utilize the approaches I see in myself but also ones that will allow me to be effective as a sports manager. Trying to plan for beyond five years is honestly not practical in my opinion because you are not allowing yourself to adapt to the current needs and demands of those around you. Kouzes & Posner (2012) suggested, that a good leader can identify these needs and find ways to enhance their leadership skillset in order to remain relevant and effective.

For instance, five years from now I want to be fully invested into the field of sports and be on my way to accomplishing my goal of being a leader in an athletic department. I want to be innovative with new ideas, hire coaches that can empower their athletes to want more than just being an athlete. I want to learn from the best in the industry. Learning from leaders who will empower me to grow and enhance my personal skills are mentor relationships I wish to seek. In order for me to reach these aspirations, I need to enhance my skill set in emotional intelligence and forward thinking. Overall, I feel that I have a good foundation to be successful. Given my age it is important for me to strive for and enhance the way I approach both of these goals if I want to reach my goals five years from now.

Upon reflecting, I found that if I want to be effective as a sports manager and leader in the industry every day I need to ask myself these four questions: what impact did I make today/this week on others, what did I say or do today that made a difference for me as a leader and for others, how well am I listening, and as a forward thinker where do I believe my organization will be best direct and what influence am I making? Each one of those questions is extremely important for allowing for personal growth and reflection over the course of the next few years. There are certainly other assessments to utilize throughout the next five years, but these four questions embody more of what I am trying to accomplish during this span of time.

Utilizing these four questions will help me grow personally as a stronger leader in the two areas listed above: emotional intelligence and forward thinking.

In addition according to Wesse and Beard (2012), emotional intelligent leaders understand themselves, their strengths and also areas of challenge. Emotions play a pivotal role in becoming an emotional intelligent leader, but identifying how their emotions impact those around them is critical (Wesse & Beard, 2012). This idea plays a significant role in using my leadership style of being a transformational leader. The reason for this is it allows me to have a better sense on how to inspire those I am working with to strive for performance beyond expectations (Wesse & Beard, 2012). The overall importance to keep in mind, is it allows me as a sports manager to not only have the sense of knowledge and expertise, but allows me to be more humble and approachable all while being the same person (Schneider, 2012). It allows me to garner the relationships with those I work with and can be more in tune to their needs (Schneider, 2012). I strongly feel the first three questions above relate so much to emotional intelligence. Knowing this will help keep me more accountable and grow each day as the leader I aspire to be.

Similarly according to Schneider (2012), a sport manager who has the ability to incorporate emotional intelligence into an overall approach to managing the sport organization is a stronger leader who, through the ability to understand one's own and others' emotions, will be able to take the best possible managerial actions. Utilizing emotion as intelligence, from the standpoint of a sport manager, includes processing the emotional standing of those affiliated with the sport organization. Schneider (2012), summed up many of the thoughts and the importance of how I need to incorporate my leadership plan relating to emotional intelligence moving forward.

Moreover using forward thinking is a great skill of mine as mentioned earlier and should be an area of focus for all leaders looking to grow. The final question of how forward thinking impacts my organization is very important for me. It is critical for me to continually to reflect on in order to build on this approach to leadership in the future. I have always been a firm believer in thinking big picture, but it is important to not get over zealous. When I think of forward thinking, I think of a vision that I as a leader have. Having a vision allows a leader to share his goals for the organization, themselves, and those around them. This enables the leader to have some credibility and allows for those around them to buy into what the leader is focused on moving forward. Without a plan or vision from a leader it is similar to driving a car with no control of the steering wheel; no control and no guidance moving forward.

Undoubtedly reflection is one of the best tools a person can do to help them become a better leader. It allows people to process what has happened, why it has happened, and what was learned from all of the experiences we encountered. Being a leader is all about knowing who you are as a person and the qualities and characteristics of who you are. It provides a leader with the groundwork in how to develop a plan to aid in their growth throughout the future. It is imperative for a leader to strive to better themselves everyday by building upon their strengths and working towards dealing with challenges you encounter along the way. By reflecting, identifying your leadership approaches/characteristics now, and in the future will make these questions above seem obsolete. As a leader we have the power to inflict change, so go and do it... empower those around you and strive for greatness!

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Appendices

Appendix A

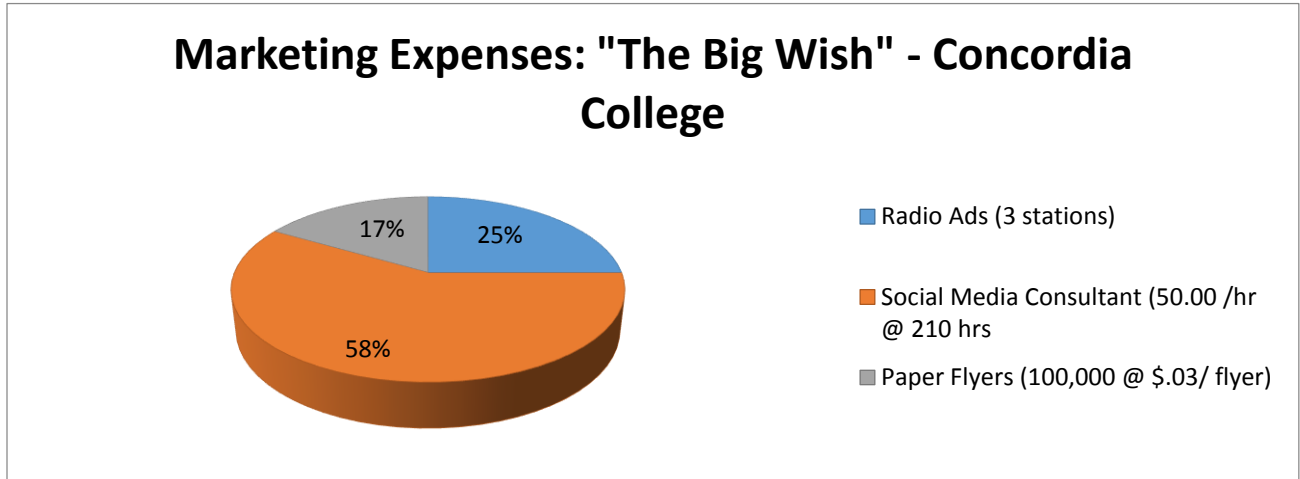


Figure 1. Marketing Expenses: "Big Wish - Concordia College"

Appendix B

Table 1

Expenses for "Big Wish - Concordia College"

Expenses	Cost
Radio Ads (3 stations)	\$4,500.00
Social Media Consultant (50.00 /hr @ 210 hrs)	\$10,500.00
Paper Flyers (100,000 @ \$.03/ flyer)	\$3,000.00
Total Cost	\$18,000.00

Appendix C

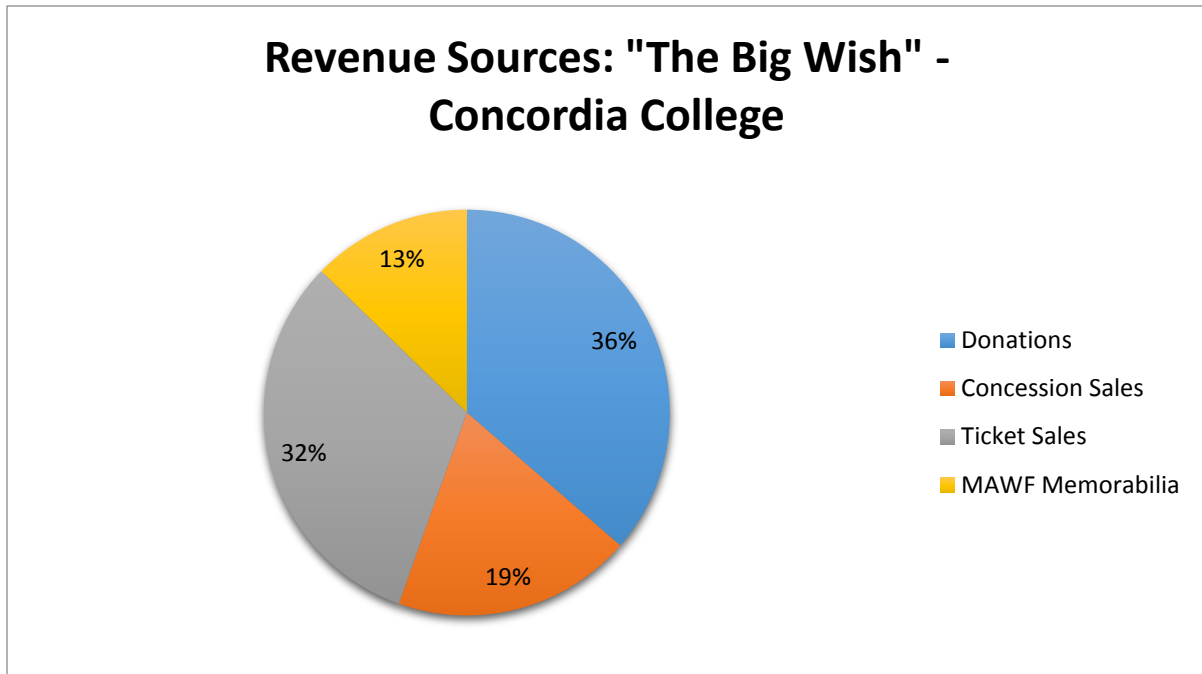


Figure 2. Revenue Sources: "Big Wish – Concordia College"

Appendix D

Table 2

Revenue for the "Big Wish – Concordia College"

Sources of Revenue	Revenue
Donations	\$20,000.00
Concession Sales	\$10,500.00
Ticket Sales	\$17,500.00
MAWF Memorabilia	\$7,000.00
Total	\$55,000.00

Appendix E

Table 3

SWOT Analysis

<h3 style="text-align: center;">Strengths</h3> <ul style="list-style-type: none"> • Human Resources — Volunteers make it easy to carry on large events, while keeping cost low. This allows for more moving pieces surrounding the event with the extra helping hands available. • Process — MAWF is well known for its structure which allows them to make sure wishes are granted in a timely manner. By partnering with them, finding a child whose wish fits this event is more manageable (Wish, 2014). • Mission — MAWF has a very distinctive and compassionate mission statement that separates them from other wish granting organizations (Weiner, 2012). "Granting wishes to sick children and providing them with strength, hope, and joy" (Wish, 2014). 	<h3 style="text-align: center;">Weaknesses</h3> <ul style="list-style-type: none"> • Physical Resources — Location can be a factor, because most children wish for more extravagant wishes. This could impact the number of children who are interested in a wish granting experience similar to this event (Wish, 2014). • Flexibility — The fact that my event is so detailed, it does not leave room for much wiggle room to make adjustments. The event is to be organized by one of the local colleges and MAWF, but a child may want to be a captain for another sports organization. • Awareness — This is the first event of this magnitude the Fargo-Moorhead area has put on. Creating enough buzz surrounding the event is going to be key!
<h3 style="text-align: center;">Opportunities</h3> <ul style="list-style-type: none"> • Funds — The ability to generate donations to achieve success in the wish granting process has been proven. Given the image the MAWF portrays, donations are abundant (Wish, 2014). • College Students – the abundance of college students in the Fargo – Moorhead area are known for their volunteer efforts and dedication to serving the community. • Growth — this event has the ability to generate further interest in volunteer work; based on the event location and working with college age students (Wish, 2014). 	<h3 style="text-align: center;">Threats</h3> <ul style="list-style-type: none"> • Volunteer Organizations – With the abundance of philanthropic organizations, the amount of volunteers could be limited. There are currently 69 organizations for people in the Fargo-Moorhead area to volunteer (Volunteer Match, 2014). • Weather – The time of year is important for this event. The best time of the year is during football because it generates for publicity and revenue, which benefits the child more. • Health — The child's wellbeing needs to be accounted for. The child can only partake in the event if they are healthy at the time of the event (Wish, 2014).

Appendix F

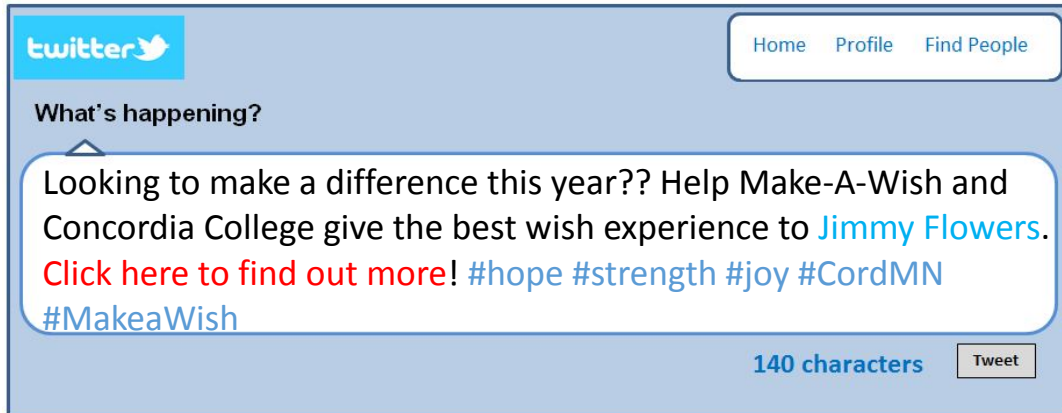


Figure 3. Twitter Advertisement

Appendix G

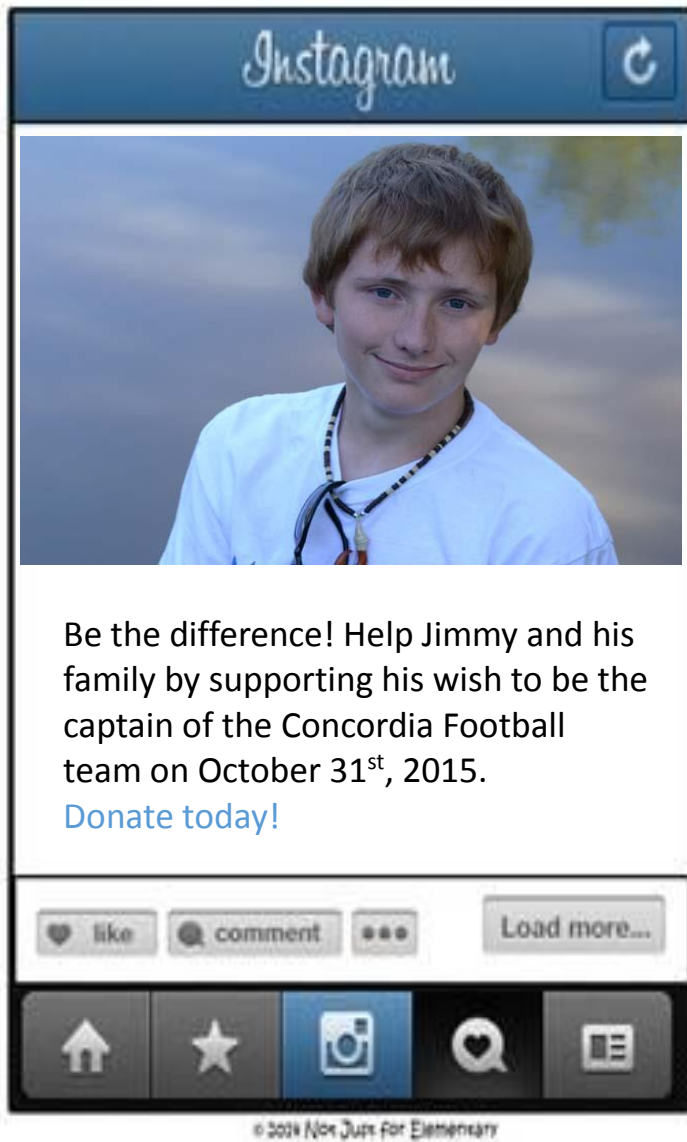


Figure 4. Instagram Advertisement

Appendix H



Figure 5. Big 98.7 Radio Advertisement

Appendix I

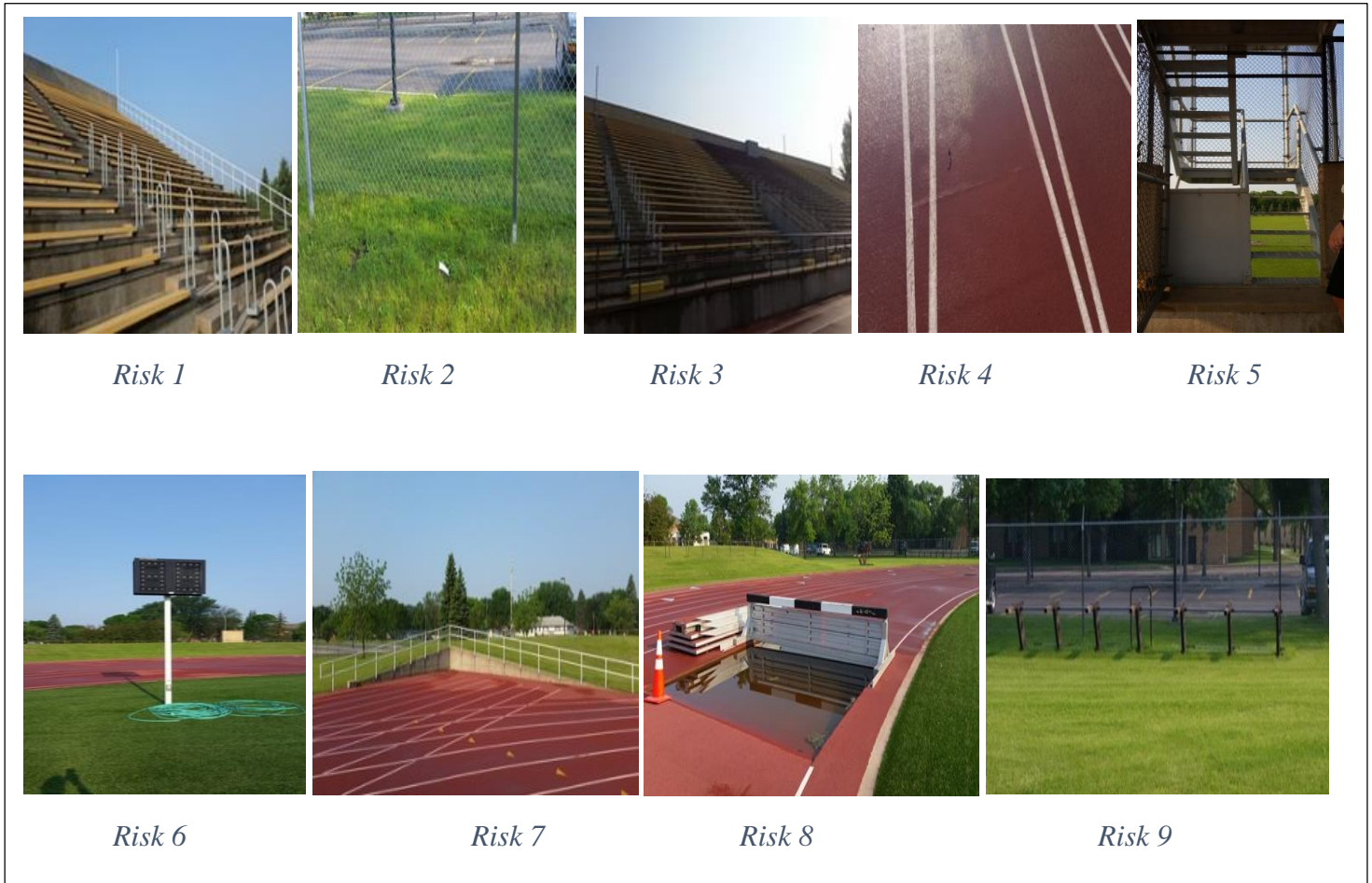


Figure 6. Photos of Risks at Jake Christianson Stadium