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# Wisconsin Interscholastic Athletic Association Boys State Basketball Tournament

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

**Wisconsin Interscholastic Athletic Association Boys State Basketball Tournament**

**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  
Kassie McGettigan  
St. Paul, Minnesota  
June 2016**



## **Dedication**

My parents. For their endless love, support, and encouragement.

## **Abstract**

The Wisconsin Interscholastic Athletic Association (WIAA) is a member of the National Federation of State High School Associations, and is a small, non-profit organization. The WIAA's boys state basketball tournament, the most attended event hosted by the WIAA, has a long standing history in Wisconsin sports and is always looking to improve the event each year. The purpose of this thesis was to gain an in depth understanding of the event's history, budget, marketing, risk management, and human resource management. Recommendations were made for risk management issues and a marketing plan was laid out. A recent ethical dilemma surrounding the event is also explained. This event is essential to the WIAA and the surrounding Madison community, and leaves a lasting impact on those who attend the event.

*Keywords:* boys basketball, high school, WIAA

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## Chapter One: Organization Introduction

The National Federation of State High School Associations (NFHS) reported 541,479 participants in high school boys basketball nationwide out of an all-time high 7.8 million total sport participants (NFHS, 2015). “Data shows that interscholastic athletics are an important part of high schools around the country. In addition, spectator interest of high school athletics is also at an all-time high. For example, in 2011 there were 500 million spectators” (Cianfrone, James, Pitts, & Byon, 2015, p. 91). The NFHS has the authority over rules and competition for interscholastic sports, and the Wisconsin Interscholastic Athletic Association (WIAA) is a member of the NFHS. The WIAA oversees the athletic programs for its 511 high school members and 43 junior high members across Wisconsin, and provides state championships for 24 sports (WIAA, 2015). Taking pride in declaring it as the first organized high school athletic association in the country, the WIAA has history dating back to 1895 (WIAA, 2015). This history has formed a purpose for the association.

As first developed in the late 1890s and early 1900s, but since modified, the WIAA’s purpose is:

... to organize, develop and control an interscholastic athletic program that will promote the ideals of its membership and the opportunities for member schools’ participation...to emphasize interscholastic athletics as a partner with other school activities in the total education process, and to formulate and maintain policies that will cultivate the high ideals of good citizenship and sportsmanship...to promote uniformity of standards in interscholastic athletic competition, and prevent exploitation by special interest groups of the school program and the individual’s ability. (WIAA, 2016, para. 2)

This member-driven association has 24 annual tournaments that celebrate the athletes and their successes achieved during the season. The boys basketball tournament, along with other revenue generating tournaments, provides the resources to sponsor other tournaments that do not have the revenue to run on their own.

The boys state basketball tournament, the most prestigious event that the WIAA sponsors, has been taking place since 1905 and has showcased the best basketball players in the state, many of who have gone on to play collegiately and professionally. This is one of the main reasons that fans come back year after year. Many patrons make this tournament a tradition every year to attend and spend a weekend with friends and family.

The Greater Madison Visitor and Convention Bureau (GMVCB) considers this one of the best sporting events in the state of Wisconsin (Adams, 2014). It impacts athletes, coaches, schools, families, and communities for a lifetime. The high school event draws fans, families, and friends to Madison from throughout the state with over 80,000 people attending the championship each winter (WIAA, 2015). The GMVCB estimates the economic impact of the WIAA's boys state championship is almost \$7 million for the City of Madison and Dane County area (Adams, 2014). This impressive number is not the only event having an impact on the local economy as there are 13 tournaments held in Madison over 26 days.

There are four teams from each of the five divisions that qualify for the tournament. The divisions break out the 511 schools who are members of the WIAA, with the largest schools in division one and the smallest schools in division five. The event is held at the Kohl Center at the University of Wisconsin-Madison. This annual event displays the exceptional high school basketball teams in the state of Wisconsin. The culmination of the boys basketball season is highlighted at this event by the WIAA and the GMVCB. As the most highly attended event for



the WIAA, the boys basketball tournament is the best example of high school athletics for Wisconsin sports spectators.

## **Chapter Two: Event Introduction**

The boys state basketball Tournament has a rich tradition within Wisconsin sports since its inception in the early 1900s (WIAA, 2015). The history goes back to 1905 at Lawrence College of Appleton, and this event is known as the first high school basketball tournament in the United States (Otte, 1997). Lawrence College conducted the tournament until the 1916 school year when it joined with the athletic directors of the Wisconsin Normal Schools (WIAA, 2015). The WIAA took over the tournament operation for the 1919-20 school year (WIAA, 2015), and it blossomed into the showcase that it is today. It has been held in different facilities and seen extreme changes in the budget, but is still the highlight of the month of March for many Wisconsin basketball fans.

This event is held on the University of Wisconsin-Madison's campus every year, except for one year when it was held in Wisconsin Rapids (WIAA, 2015). In Madison the event has seen three different locations. In the beginning the event was held at the Red Gym, which is still standing in Madison today. From there it was moved to the UW Field House for the majority of its lifetime. Then in 1998 the university opened the Kohl Center, a nationally recognized facility, and welcomed many of the WIAA events because of its seating capacity of 17,230 ("Facilities-The Kohl Center,"2016). The tournament's atmosphere dramatically changed because of this move, resulting in an increase of attendance from 81,951 in 1997 to the all-time record of 100,672 in 1998 (WIAA, 2015). This facility is located at 601 West Dayton Street in Madison, Wisconsin. It is in the heart of the university's campus and easily accessed by all visitors throughout the state. The Individual Wrestling and Boys Basketball events are both hosted at the Kohl Center, and bring in the most revenue for the WIAA.

This event has budget history dating back to the 1925 tournament. That year, the revenues total to \$3,800.30, which included ticket sales and program sales (WIAA, 2015). The expenses are made up of travel allowances for competing teams, awards, printing programs, entertainment, officials, and labor, which totaled to \$2,965.61 (WIAA, 2015). These numbers are miniscule to the million-dollar budget for the 2015 tournament (WIAA, 2015) (See Appendix A). The largest revenue stream for the WIAA is the boys state basketball tournament and more specifically the ticket revenue. This event funds a lot of other events that do not bring in any ticket revenue to offset the expenses. There is a very dedicated season ticket population that comes to this tournament every year. If the WIAA could not rely on them, this tournament would not bring in enough revenue to sustain itself. The crowds that accompany their local teams vary too much from year to year in order to be able to rely on them to keep this tournament within the budget. There have been many years that this event sells out, and this shows with almost a million dollars' worth of ticket sales.

The second-largest revenue source is the television receipts. This represents the money that is paid to the WIAA to have the broadcast rights for the three day tournament. For the 2015 tournament this amount totaled \$50,000 (WIAA, 2015). Television coverage began in 1960 and surprisingly increased attendance, not the opposite, which was a concern with going in this direction (Otte, 1997).

The last significant revenue stream is program sales. While it is not the largest revenue for the event, it holds a big part in the fan experience. This amount includes the sales of the programs and the revenue from the program advertisements inside. There are about \$8,000 worth of advertisements inside the program that vary from hotels to restaurants to gym floor

companies (WIAA, 2015). With the large sum for revenue, the expenses are surprisingly only about a third of that amount.

This event brings in the most income for the WIAA but is the middle for overall expenses. The major expenses for this event are running meet, participant travel, and wages. The majority of the expenses are lumped into the running meet category (See Appendix A). This category includes a lot of things that pertain to the running of the event like rental of the Kohl Center, wages, food, hotel stay and apparel for workers, signage and other advertising, basketballs and other equipment, security, athletic trainers, and any other miscellaneous expenses pertaining to the event.

The biggest portion of the running meet category is the rental payment for the facility. The University of Wisconsin Madison charges the WIAA 10% of total ticket sales as a rental fee. This fee was about \$100,000 in 2014 (WIAA, 2015). While this charge is significant, it is one of the best venues available and its history with the event is important and long standing.

The next major cost is participant travel. The WIAA provides participating schools with a reimbursement of their travel expenses occurred during the tournament. The association reimburses for hotel rooms, meals, and mileage. While this reimbursement might not cover all of the costs incurred to the school, the WIAA tries to provide relief for the major expenses. The final major expense is the wages for workers. The workers that are hired for this event include ticket sellers, ticket takers, announcers, statisticians, team hosts, event managers, and program sellers. With the event lasting three days, and each day lasting approximately 14 hours, these wages can add up quickly.

Many sporting events consider their bottom line to be the revenue generated on-site less the expenses of operating the event, but a more accurate determination is the economic impact of

revenue generated off-site (Turco, 1997). As stated before, in 2014 this event brought about \$7 million dollars to local hotels, restaurants, and stores (Adams, 2014). Most of this money comes from hotel taxes and sales tax, so the city of Madison really benefits if the teams playing in the tournament are from out of the local economy. The guests from out of town also spend more money at hotels and restaurants compared to guests who can stay at home and still attend all three days of the event.

When an event of this size is able to provide significant economic impact to the community, it will maintain and attract sponsors (Turco, 1997). If the event is able to secure longstanding sponsors, then the impact of the expenses will not be as great. With sponsors and a great economic impact, this event will be able to continue for many years and most likely stay in the state's capital, also known as the championship capital (WIAA, 2015).

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

In 2011, about 170 million people attended high school basketball events nationwide (Cianfrone, Zhang, Pitts, & Byon, 2015). Marketing can be an added benefit to an event to spread the word to other fans who are not already invested in the event. The marketing plan for this event is unique because every community in Wisconsin with a high school basketball team knows about this event when its team qualifies. Resulting in the WIAA marketing this event to consumers who are not aware of the event, and are still willing to attend when their team is not participating. This chapter will focus on the ten P's of marketing, and how this marketing plan can improve the attendance and sponsorship of this event.

#### **Purpose**

The purpose of the marketing plan is to bring awareness to this event and highlight interscholastic sports involvement in youth development. This plan aligns with the WIAA's mission statement, which is to govern interscholastic athletics to enrich the educational experience and provide equitable participation for all interested students (WIAA, 2015). More specifically, the marketing plan will include increasing overall attendance, generating corporate relationships for sponsorship, and involving social media. These objectives tie into the mission and values of the WIAA, which will help continue to make the boys state basketball tournament a success. As explained in *Contemporary Sport Management*, "when the goals and objectives are achieved and are aligned with the mission of the sport organization, the marketing plan is deemed a success" (Pedersen, Parks, Quarterman, & Thibault, 2011, p. 67).

#### **Product**

The WIAA prides itself in being the first high school athletic association in the United States (WIAA, 2015). This is one of the many reasons why the WIAA likes to set its event apart from all others. The product of this event is the highest quality high school basketball, and a fun environment for communities to come together for a single cause. There are other benefits that come with attending this events, such as touring around UW-Madison, visiting the State Capital building, and walking around the city. This event can be a lifelong memory for the athletes participating, so it is important to have as many fans there as possible. It has been reported in *Sports Marketing Quarterly* that ticket sales represent the most important source of local revenues for most sport teams (Smith & Roy, 2011). As such, if marketing can increase ticket sales, then the whole event will benefit.

### **Project Market**

A SWOT analysis, which stands for strengths, weaknesses, opportunities, and threats, is a framework that can help companies re-evaluate their positions and utilize data to create an action plan for the future (Goodrich, 2015). A SWOT analysis looks into both the internal and external influences on an organization (Goodrich, 2015).

This analysis presents the strengths, weaknesses, opportunities, and threats presented to the WIAA and the boys state basketball tournament (see Appendix B for a graphical representation). The WIAA has a 120 year history in Wisconsin and has only increased in popularity over the years (Otte, 1997). This tournament just celebrated its 100<sup>th</sup> event, which is one of the strengths of this event. (WIAA, 2015) This shows the longevity of the event, which hopefully means one hundred more years. There are growing numbers within Wisconsin for both girls and boys basketball, with current number of participants is 15,228 compared to the

year before at 14,606 (NFHS, 2014). The community support from the city is tremendous as the economic impact on the city of Madison effects the community for months after the tournament is over.

Holding the tournament in the same city every year can be a strength or a weakness. Hosting this event in the city of Madison for the history of the event could weaken the excitement around the event. In 1998, when the event moved to the new Kohl Center the attendance jumped 20,000 people (WIAA, 2015). This consistency is also reflected in the teams that are competing. Teams like Germantown and Dominican have been to the state tournament the past four years (WIAA, 2015), and fans may not want to come back to see the same teams over and over again. This may be reflected in recent dropping attendance numbers, for example the attendance in 2014 was 85,505 and 81,643 in 2015 (WIAA, 2015). Another potential influence to dropping attendance numbers is broadcasting the event across the state. The WIAA events have been televised around the state since 1960 (Otte, 1997). At first it was not affecting attendance, but over the years the attendance is sometimes low when bad weather occurs because fans are not willing to drive when they can watch the games at home.

Unlike the strengths and weaknesses, the opportunities for this event are endless. Social media is one opportunity that the WIAA has not been very active in using, and there is a lot of room to grow. Advertising is another thing that is lacking for the WIAA. Since the majority of the fans attending are there because their local team is playing and would not be there otherwise, the WIAA can tap into this in order to increase attendance. For example, this past year there was a three-point shooting contest held that brought a new excitement to the event (WIAA, 2015).



These types of halftime events could bring in new companies and fans looking for more than a high school basketball game.

The threats that are effecting this event include decreasing levels of fan attendance. The attendance has dropped from 93,000 in 2009 to 80,000 in 2014 (WIAA, 2015). This is a huge concern for the WIAA given that the event is the largest source of income to provide for all of the other state tournaments (Otte, 1997). The decrease in fans could be due to attendance at different WIAA events since there are five other state tournaments during the same time as boys' basketball (WIAA, 2015). Another factor of decreasing attendance could be club sports. Club sports are becoming more popular, not only in basketball, but other sports that have their club season during the winter. In conclusion, this event has a lot of great things going for it, but it can be improved in many ways to benefit the WIAA.

### **Position**

The best positioning in the market for the WIAA is through price. Since this event is competing with other major basketball tournaments during the month of March, such as the National Collegiate Athletic Association (NCAA), they have to position themselves correctly to insure fans know about the event. Pricing an event is very important and there has been a lot of research surrounding this topic. Smith and Roy (2011) state that pricing an event is multi-faceted, and not only do fans purchase tickets, but they spend money on parking, food, and merchandise. If the fans think that they are able to afford the event year after year, they will make a commitment to the event (Smith & Roy, 2011). This will have a return effect to the event revenue in multiple ways. If the attendance is consistent it may result in attention from sponsors and potentially increased rights fees and sponsorships (Smith & Roy, 2011).

## **Pick Players**

Finding the target market for this event is fairly easy. The season ticket holders that will support this event no matter who is playing are the primary target market for the WIAA. The target market should mainly be these fans with additional focus on the local fans of the participating teams. The only hard part about this strategy is that the participating teams are not determined until the Saturday before the event. Smith and Roy (2011) conducted research a marketers' struggle to find the value of marketing and sponsorships in a sport setting. Marketing can work, but it can be costly if not done properly. The article links this problem of marketing to a conceptual framework of consumer attitudes and brand loyalty. The significance of this study was to provide marketers an explanation to why fans keep coming back to support their favorite teams and how they can attract new fans (Smith & Roy, 2011). Sporting events are very unique in that marketers are promoting an event that has not taken place yet and the outcome is unknown.

## **Package**

The WIAA has to put together a package that will differ from all of the other March basketball games going on. Everything from parking, food, and after game entertainment are all important factors in the package. Another unique trait of this event is the amount of games played over the three days. The 15 games that are played allow the fans to watch the semifinals and finals of each division within a few days of each other. This is unlike other tournaments happening at the same time because those games are sometime a week apart. One suggestion for this event is a family package that could give a discount to a family who is attending. The cost of attending this event can hinder families from taking their young children. If the WIAA put

together a package that included tickets, parking, and concessions at a discount for families of four or more to purchase, and attendance would stay consistent. This would allow those families to create memories and the children could continue to attend as they get older.

## **Price**

The price of this event is one of the most important factors that the WIAA focuses on (WIAA, 2015). They pride themselves on being a family friendly event, and by providing less expensive tickets at \$10 for two games (WIAA, 2015), families will be able to come and enjoy the event without costing them an extreme amount of money. The cost of all of the other amenities, like hotel rooms, meals and fuel, will bring the cost of attending the event up significantly for out of town guests. The WIAA works with the GMCVB to give discounted hotel rooms to fans who state they are with the WIAA. The GMCVB also works with restaurants to provide specials during the three days of the tournament to bring more people into their facility.

## **Promotion**

Promoting the event means communicating information about the product to the target market. The target market was previously defined and will be the focus of the promotions section. The five topics of promotion discussed below are advertising, public relations, personal selling, media relations, and sponsorships.

**Advertising.** The WIAA does not have a strong advertising presence and this could be one of the reasons that attendance has seen a slight decrease over recent years (WIAA, 2015). Advertising can only benefit an event and it can be done for little to no cost. One of the best ways to advertise is through social media because there is no cost. The WIAA recently hired a

social media and graphics coordinator. This position allows the WIAA to have a stronger presence on Facebook, Twitter, and other platforms to ensure a positive message is being communicated about their events. There are no other advertising methods for the WIAA other than in-arena signage during their events.

**Public relations.** Since this event is held in Madison every year, public relations with the patrons of Madison is very important. If the relationship with Madison was not positive, the tournament might have to be moved. The GMCVB takes a large part in preparing the community for this event. All of the hotels and restaurants are made aware of the event and most of them provide a discount or other benefit to fans of the WIAA tournament. The WIAA also strives to not disrupt the Madison's population by hiring police to keep traffic under control and not taking over all of the parking near the Kohl Center that the employees who work downtown use.

**Personal selling.** Personal selling is a unique communication that the WIAA uses to secure sponsorships with companies who relate to the product that the WIAA is producing for the public. It is important to the WIAA to have sponsorships because it brings in added revenue to support all of the sport tournaments that are held throughout the year. The WIAA goes above and beyond when securing sponsors by always meeting in person and show off the events before signing any agreement. Another use of personal selling is encouraging the season ticket holders to tell their friends what a great event this is. In return the attendance is hopefully increased.

**Media relations.** Media relations are very important to the WIAA and all of the events that they host. The media provides free advertising of the event as long as the message is positive. In order to keep the message positive, the WIAA keeps a positive relationship with all media outlets. The members of the media get exclusive access to press releases and team rosters

before anyone else. They also are the only ones allowed into media conferences following each game at all events.

**Sponsorship.** The WIAA takes pride in its long standing sponsorships with Marshfield Clinic, Rural Mutual Insurance, Wisconsin Department of Transportation, and the Green Bay Packers as seen in tournament programs. Most of these organizations also have advertisements as in-arena signage and in-game announcements. The WIAA also considers chocolate milk the official beverage of the tournaments in conjunction with the Wisconsin Milk Marketing board. These sponsorships provide necessary moneys for the WIAA to host the state tournaments that do not bring in enough revenue to run on its own.

### **Place**

Place is another key component to the WIAA's success with this event. Kohl Center is in a central location, and the event is during a busy sport season of the year, March Madness. This gives it great placement within the market to compete with all of the other sporting events happening in the month of March. Also, the fact that this event has been on the University's campus for almost all of its history allows fans to reminisce on their traditions with the event.

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

The promise of the event is that it will always be a good show, because it is a good event for all ages and the achievement of the mission statement. These promises can be achieved because of the evaluation at the end of the event. Some of the evaluations include comparing ticket sales to previous years, consumer feedback during the event, and responding to any major complaints that come after the event is over. One thing that the WIAA strives to do is to make

sure that next year's event is better than the last. This can include adjusting timing of the event, bringing in more vendors, or providing better parking. Each event is evaluated at the end, and notes are made by tournament staff for future tournament improvements.

In conclusion, this event will only benefit from these improvements and marketing strategies. The WIAA has word of mouth marketing strategy. Based on the research done, a new strategy that the WIAA can develop would be social media marketing. The research shows that ticket sales are a large portion of any sport organizations revenue, and marketing can eat up most of that income. Social media marketing has proven to be the most cost effective marketing strategy. This would be a great place for the WIAA to start its new marketing strategy without requiring too much financial commitment, and can be used for other expenses like hiring quality employees to run the event.

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

Motivating and retaining high performing employees is difficult in today's high-paced society. It is even more difficult to find good leaders within this group of employees. The boys' state basketball tournament is led by the WIAA's full time staff along with staff from the University of Wisconsin, seasonal staff from the WIAA, and countless workers and volunteers from the Madison area. There are many skills that the leaders of this event have to possess to make sure that the event is run as best as possible.

There has to be an equal mix of task-oriented leaders and relationship-oriented leaders. There are so many different people who have to come together to make this event work, so everyone does not have the same skill set. Task-oriented leadership theory is where a leader is motivated by accomplishing tasks and defining roles (Morley, 2015). This differs from relationship-oriented leadership theory which is defined as a leader influenced by interactions with others (Morley, 2015). There are many skills that are needed to be an effective leader of any WIAA event. The textbook outlines many skills of managers, and include resourcefulness, compassion, decisiveness, and flexibility (Noe, 2008, pg. 422), and many of these skills can be applied to the boys' state basketball tournament. The following skills could be added to this list, as this event has many different aspects that staff has to cover and control.

The task-oriented leaders have to be able to delegate (Noe, 2008). One person is not necessarily able to achieve the same outcome as a larger group of people. At this event the leader can delegate tasks like ticket sales, team hosting, statistics, and award ceremonies, just to name a few. When there are thousands of people coming to watch the games, there is a lot going on in the background to get them in the door and to put on a great event for them to watch. To be an effective delegator the leader has to be able to understand the strengths and weaknesses of all of

their workers. If tasks are broken up between workers, employees may not feel overwhelmed and will be more motivated. This will also ensure that high quality employees will stay around in order to work for future events.

Another skill of task-oriented leaders that will keep employees motivated is building positive productivity. The leader needs to be able to keep employees driven, otherwise they will become bored and not work efficiently. To keep the workers motivated the leader can visit each worker to ensure that he or she does not have any negative issues and has been given proper breaks during work time. Productivity is important to any WIAA event because they only happen once a year, and they are three days long. That is, there is no time to procrastinate on any tasks. If employees feel driven and productive they will likely feel that they are a part of the event and will want to make it the best one yet.

Relationship-oriented leaders are all about the people and putting them first. One very important skill for this type of leader is listening. The leader has to listen to the workers as well as the patrons who are attending the event. Then, the leader should take the provided feedback and put it to good use. While this positive feedback is informative, the more important feedback is the negative comments. Negative feedback allows the event leaders to take a step back and make improvements to the event that they could not see before. A great leader will be able to handle any type of criticism that may come from attendees of the event or employees. The employees should not be afraid to work together with the leader or other employees to handle these issues.

The event manager who is relationship-oriented should also know how to encourage teamwork. No event can be run by one person, and the leader must understand that people have to be able to work effectively together. To encourage teamwork the leader has to show by



example, and bring a team together by explaining that everyone has different backgrounds and experiences that will make everyone better off. This collaboration of members will render the best results. However, working as a team will also bring conflict, and the leader can show how to properly resolve any conflict that arise. If there is not a lot of conflict then the work environment will be a positive influence on employees.

A positive work environment will not only be beneficial to the event but it will encourage employees to return next year. The leader can foster a positive work environment by keeping the patrons happy who are paying to attend the event. If the fans are upset with something they are going to take their feelings out on anyone they encounter. The leader can give the workers the power to make effective decisions in order to make the customer happy. One example of this would be allowing workers to help fans find a new seat if they are not happy with their current seat. A positive work environment is something that everyone can benefit from and should be something that the leader takes pride in.

Overall, these skills are very important to any type of leader at any type of event. The leaders of the WIAA events have been able to pass down their qualities to the next set of leaders, and this is one of the reasons why the boys' state basketball tournament has been happening for the past one hundred years. It is the WIAA's hope to see this event continue for many years to come with the help of high quality employees who resolve issues and keep fans happy and safe.

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

### **Introduction**

With the help of all of the employees and volunteers, event managers have to manage the amount of risk that is exposed to the attendees and the athletes competing. This risk management plan was conducted at the Kohl Center on the University of Wisconsin-Madison Campus. One of the facility managers is Nancy Bee, and her title is Assistant Director of Events for the University of Wisconsin-Madison.

### **General Facility Information**

The Kohl Center was constructed in 1998 and replaced the university's field house, which opened in 1930. Since the Kohl Center opened, it has been nationally recognized facility because it is one of the largest on-campus ice arenas (Facilities-The Kohl Center FAQ, 2015). This facility is located at 601 West Dayton Street in Madison, Wisconsin and is in the heart of the university's campus. The WIAA takes pride in hosting two of its twenty-four state tournaments at the Kohl Center. The individual wrestling and boys' basketball events are both hosted at the Kohl Center.

### **Purpose of Facility**

The Kohl Center is the home of the University of Wisconsin-Madison men's and women's basketball teams, along with the men's hockey team. The building is named after the U.S. Senator Herb Kohl, who was a graduate of the university. He was given this honor after donating \$25 million towards the project (Fish, 1996). Other contributors were Albert Nicolas and his wife Nancy Johnson with a \$10 million donation, and the Kellner family with \$2.5 million donation (Fish, 1996). These gifts were combined with \$2.9 million in individual

donations, \$7.9 million from the sale of premium seating tickets, and \$27 million in state bonds, which will be paid back with operational revenue from hosting events over the next 30 years (Fish, 1996). The total cost of \$76 million included no public tax dollars.

### **Recap of Interview with Facility Manager**

Bee was very complete with her answers about the facility because of her long involvement with the facility and the university (personal communication, February 10, 2016). Most of the questions were focused around the potential risks of the facility, and are covered with each individual risk below. Other questions included what other events are hosted at this facility, the history of the facility, the costs and construction of the facility, and the staff that is brought in for events. Bee talked very positively about the staff that works the events at the Kohl Center (personal communication, February 10, 2016). This staff included members like herself who work events and are in the office daily preparing for events, and are very familiar with risk management before the events. During the events the staff includes student workers and hired security to work the concourse and assist with patrons. The staff receives risk management training since they are the ones who are walking around during events, and can control situations before they get out of hand. They have the authority to remove unruly fans, contact janitorial services about spills, and keep rowdy student sections off of the court. Bee stated that these workers have annual training on risk management, and weekly training based on the type of event that week (personal communication, February 10, 2016).

### **Assessment of Facility**

This facility is recognized as one of the top venues in college athletics (personal communication, February 10, 2016). The Kohl Center seats 17,230 for basketball events, and

uniquely designed with two overhanging balconies to provide good sight lines for all fans in order to feel close to the court. The Kohl Center is well known for its fan environment and has many attendance records to prove that. The basketball team had a streak of 143 consecutive sellouts between 2003 and 2011 (personal communication, February 10, 2016). For its hockey events, this facility is the second largest on-campus rink in the nation.

Not only does the Kohl Center provide a great experience of athletic competition, it also serves great food, showcases local artists, and provides a history of the university's athletic programs over the years. Normal facilities have concession stands with pop, hot dogs, and popcorn. The Kohl Center stands out from other sport facilities with build your own pasta, BA Burrito, Cousins Subs, Babcock Ice Cream, and the new Supper Club (personal communication, February 10, 2016). Once guests are in the door, the first thing that they see is the Mendota Wall. It is considered one of the best entrances into a sporting facility (personal communication, February 10, 2016). The Wall, located at the main gate, is a magnificent and colorful blown-glass artwork created by world-renowned artist and UW graduate Dale Chihuly (Facilities-The Kohl Center FAQ, 2015). The history of UW-Madison athletics is on display in the concourse, and is a great place for fans to learn about the history of Wisconsin athletics.

### **Standards of Practice**

The standards of practice for athletic facilities as defined by the Division of Capital Asset Management and Maintenance (DCAMM) include many different topics including security, maintenance, health and safety, emergency management, and accessibility (DCAMM, 2014). These standards are created to require all buildings to have uniform care and performance (DCAMM, 2014), and sets a benchmark for facilities to maintain and provide the best practices

(DCAMM, 2014). The standards of practice for each risk found at the Kohl Center are described below.

### **Observed Risks of the Kohl Center**

During the tour of the Kohl Center and attendance of the men's basketball game, the following risks were observed. These risks vary from the concourse to the playing surface and can be a risk to fans, players, and anyone else who has access to the facility. Some of these risks should be addressed so they can be corrected right away, while other risks need to be inspected regularly to avoid becoming a larger risk.

**Main entrance.** The main entrance of the Kohl Center is off of Dayton Street in Madison, and about 90 percent of the attendees enter through these doors. During the warmer months there is no risk of slipping, but during the winter patrons shoes are often wet from the snow and slush from the roads. There are no mats or rugs on the floor which could prevent patrons from slipping. The hazardous risk here is wet floors, and can be classified under medium frequency and could have critical loss. A patron could fall and hurt his or her hip, or someone could fall into another person. A recommendation for this risk would be to place mats down so patrons have somewhere to wipe their feet when entering the facility. The mats would be a low cost solution that the facility could invest in to have mats at all entrances of the facility. On game days or other events when the floor is abnormally wet, wind fans could be placed at the doors to quickly dry the floors for patrons. Again this investment would be needed at all entrances, but the wind fans could be used in other locations if there is a spill or condensation on the playing surface. This is a minor risk that can be easily corrected.

The DCAMM lays out many different standards about cleaning the floors of a facility. There are standards for the materials used, training of staff, and communication of staff

(DCAMM, 2014). The most important ones include training and communication of staff. It describes that ongoing training shall be in place and communication of any spills or wet floor must be taken care of within 15 minutes of first notice (DCAMM, 2014).

**Playing surface.** During basketball games the basketball court is set up on top of the layer of ice on the facility's floor. Since hockey and basketball events are going on during the same season, the facility managers feel that it is unreasonable to remove the ice before every basketball game. This results in the basketball court being a few inches higher than the subfloor. A small step on-to the court is a risk to the players, coaches, officials, event staff, and any other patron that has access to the playing surface. This low frequency risk would create moderate loss and is a safety concern. This tripping hazard could affect a player running off of the court to grab a ball while forgetting about the small step when hustling back on the court. The best recommendation is to warn all patrons of the step with yellow warning tape. This inexpensive solution would alert all patrons and event staff as they step onto the court for the first time. Other recommendations include creating a small ramp or eliminating the step by incorporating the basketball court into the subfloor. The facility would have to invest more time and money into these solutions, but they would be for the long term risk reduction and would create a solution to the problem.

The standards of practice for tripping hazards aligns with the Americans with Disabilities Act (ADA). Not only does this instance not follow ADA regulations, it violates the DCAMM standards of wayfinding. Routes should have a clear walkways that include routes, ramps, and steps (DCAMM, 2014). This risk might not apply to all patrons in the facility, but it is something that can lead to injury which could add to the liability on the facility and its staff.

**Smoke machines.** During the player introductions right before the game, there were smoke machines placed on the court, and went off for each of the starting players on each team. While these machines set this facility apart from others that are not showcasing the players like this, the machines are a risk to the air quality in the facility. Without proper ventilation the smoke or vapor could affect the players, coaches, officials, or other patrons sitting close to the playing surface. This health risk is low frequency because the machines must follow industry standards. The low loss risk could be patrons sitting too close to the machines with preexisting health conditions, and unawareness that the machines would be there. An easy recommendation would be to eliminate the machines. The smoke may enhance a fan's experience, but the machines are not necessary for the event to go on.

The facility has a standard of indoor air quality that it must maintain for all patrons according to the DCAMM (2014). This standard reads as follows: "the approved health and safety policy for each facility shall address specific hazards at that particular facility"(DCAMM, 2014, p. 89), and may include indoor air quality among many other standards (DCAMM, 2014). This is one risk that can be completely removed, and the facility and overall event will not be affected.

**Condensation.** As described before, the facility is used for basketball and hockey events all winter. Since the ice is underneath the basketball court, condensation could form on the floor if the HVAC system is not properly controlled. Condensation or other forms of liquid are a risk on the basketball court if the climate is not correct. This is a facility risk that would result in low loss and would be considered low frequency. Event managers are encouraged to watch the HVAC system closely before and during events, while also checking the court frequently for any wet spots and have wind fans ready to dry the court if needed. This would give another use

for the wind fans if they were purchased to dry the floors at the entrances. The chance that this would happen before an event is very unlikely, but it is better to be prepared for something like this instead of ignoring it until it does happen.

The standard of having the HVAC system maintenance yearly should be no surprise to any facility. When there is a risk of the ice melting for a hockey event or condensation forming during a basketball event, the facility maintenance staff has to be ready and have documentation that they have taken the proper preventive steps (DCAMM, 2014).

**New concession stand.** In early December 2015, a new concession stand was unveiled by the Greater Madison Convention and Visitors Bureau, bringing a new type of stadium food to the Kohl Center. This concession stand features popular types of Wisconsin foods that are not normally found in this type of facility. The risk involved with the new concession stand is that these foods are abnormal concession stand foods. The menu includes pot roast, smoked salmon, fish fry, and other Wisconsin favorites (personal communication, February 10, 2016). This health risk could have medium frequency, but would be low loss. Once the stand has been running for a year, the frequency could be dropped to low. While the liability of concession stand food on the facility is unknown, the staff could shift liability to the vendor providing the services. The Kohl Center receives its concession stand vendors and food from Levy Restaurants based out of Chicago, IL. A recommendation would be to give the liability of undercooked food or other food safety risks in a concession stand to Levy Restaurants. This would remove any risks associated with concession stands from the Kohl Center and the University. The risks of undercooked food or employee cleanliness are a part of the DCAMM standards, and employee cleanliness is regulated by the cleaning materials and signage to make employees aware of policies (DCAMM,



2014). These standards related to food safety also align with the U.S. Food and Drug Administration (FDA) (DCAMM, 2014).

Overall, the amount of risk at the Kohl Center is similar to other facilities of its size and use. Once these risks are addressed others may, but the staff at the facility can go through the same process. This is why this nationally recognized facility will continue to host high caliber events, and one of the reasons why the WIAA continues to host its most pivotal event at this location with little frequency of safety or ethical issues.

## Chapter Six: Ethical Analysis

Ethical dilemmas occur every day around the world, and just as often in the sport industry. This chapter will discuss a current issue with the WIAA's boys' state basketball tournament. While there are a few ethical dilemmas surrounding this event, the issue of competitive equity is the greatest debate. This debate has been going on for many years, and there is no resolution in sight. This analysis will use the three ethical theories of teleology, deontology, and existentialism to understand the proper course of action to help correct competitive equity between schools of different sizes (Simon, 2010).

There are four teams from each of the five divisions who qualify for the tournament. The divisions break out the 511 schools who are members of the WIAA, with the largest schools in division one and the smallest schools in division five. The ethical dilemma facing this event is competitive equity between the schools in each division, and more specifically the public and private schools. This dilemma was started when the Wisconsin Independent Schools Athletic Association (WISAA) closed its doors and its members were welcomed to join the WIAA. There are small rural public schools that have to compete against private schools in the same division because the schools' enrollments are similar. Currently, the regulation of competitive equity for the WIAA is that schools are divided into divisions based on their enrollment numbers. The size of the district is not the same, even though the enrollments are similar. The private schools normally have students from a large urban area, and have a better opportunity to have the best athletes unlike the rural public schools. This problem may be centered on basketball, but it can affect all sports supported by the WIAA. When the WISAA schools joined in 2000 this dilemma was considered, but the membership wanted to see what the competition was like initially. Now 16 years later, the problem has only grown.

This is an ethical dilemma because some people feel that it is not right that some schools have the opportunity to bring in better athletes than others. Private schools have the advantage to bring in any student that they can, while public schools are limited to their school districts and have to accept all students regardless of family income and special needs. There has been a lot of debate over this topic for the last few years, and nothing has been resolved because the schools who are the members of the WIAA cannot come to an agreement on the topic. There are many other state associations who are dealing with this same problem by adding multipliers and success factors. California has spent nine million dollars over the last few years trying to find a solution to the same dilemma the WIAA is facing (WIAA, 2015). Other states, like California, have been challenged legally and politically so this is clearly a national dilemma.

This problem seems to have also traveled into other areas of sport. Robert Simon (2011) stated that “the idea of competition in sports as an unrestricted war of all against all seems grossly inaccurate” (p. 25). Simon also talks about the quote from Vince Lombardi, “winning is not the most important thing; it’s the only thing” (Simon, 2010, p. 67). Looking into this dilemma from different perspectives may shed light on a possible solution.

The three ethical perspectives that will be applied to this dilemma are teleology, deontology, and existentialism. Teleology is the approach that states decisions can be good or bad based on the consequence, and can also be explained by having the greatest amount of pleasure for the individual or group (Malloy, 1995). When this theory is applied to the current situation at the WIAA, there will not be one group that will be happy with any decision that is made. There will always be someone who is not pleased with the outcome.

Next, the deontology approach states that right decisions are made because of principles and rules in place that are universal (Malloy, 1995). This theory currently represents what is

going on with the teams in the WIAA. There are rules in place that put each school in a division based on its enrollment numbers. The divisions have been in place for many years, and stayed the same when the WIAA allowed the private schools in Wisconsin to join the association. Based on this approach, anyone who is arguing that this rule should be changed is acting unethically.

Lastly, the existentialism theory is a revolt against tradition (Malloy, 1995). It does not agree to the teleologist approach or deontologist approach because they are dehumanizing and absolves human's actions (Malloy, 1995). Actions taken by someone who is existential are totally responsible for their own actions, unlike the other two theories. One would think that this theory would be the best for the current situation at the WIAA because everyone involved would be responsible for their actions. If a new policy is created and everyone agrees to it, then no one can come back and fight it because it is not working in their favor.

The best course of action at this time is to continue with the current way the divisions are aligned. There have been many ideas provided as solutions including multipliers, reducers, success factors, and breaking apart the schools into public and private again. With all of these ideas, there is a type of punishment for one group. It is unethical by all three theories to exclude a certain group of people based on one ruling. With no action on the current rules, people will need to understand that some teams will be better than others in any given year. In order for the future of Wisconsin high school sports to be positive for the students, the adults need to look back to how sports affected their life and pass that enjoyment to the youth.

## Chapter Seven: Personal Statement

“The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly” Jim Rohn (Hebert, 2014).

I feel that this quote perfectly sums up leadership; it is a balancing act. As Northouse (2013) laid out, there are many different approaches to leadership and you have to pick which one works best for you and your followers. This paper summarizes my road to Concordia’s Master’s program and my leadership roles within the Wisconsin Interscholastic Athletic Association.

The number one question you get when you are young is, what do you want to be when you grow up? I never really had an answer for that question, but I do remember growing up around sports. I recall many summer nights spent at the softball diamond watching my mom play with all of her friends. I knew that I wanted to do that when I grew up, and I started playing sports at a very young age and I absolutely loved it. I played a variety of sports including: softball, soccer, basketball, tennis, swimming, track, and volleyball. I continued my love of sports in high school where I was a three sport athlete. I can remember always being outside shooting baskets or playing catch with my dad. I strongly believe that the lessons learned from sports made me into the person that I am today.

Fast forward to applying for college, I still did not know what I wanted to major in. However, I did know that if I had the chance to play volleyball I was going to take it. I received an offer to play but I still did not know what I wanted to major in. I decided that once I took a few classes I might be able to figure out what I wanted to do. After really enjoying my time in the business classes that I was in, I learned about the new Sports Management program the university was creating. I knew right then that this is what I was supposed to do. I enjoyed every

class that I took and was grateful that my university created that program just in time for me to be involved in it. During my years of classes I knew that being able to give back to the industry that shaped me as a person would be rewarding for me for the rest of my life. Looking back, I do not think I could have ended up anywhere else that would be as gratifying. I hope that I can look back in 40 years when I am ready to retire and feel the exact same way.

Fast forward to graduation, I was in a similar dilemma with not knowing what I wanted to do after college. After sending out countless applications, the WIAA came into the picture. The position fell perfectly into my love of sports and enjoyment of finances and business. I always felt that a graduate degree would help my professional career but I needed some time away from school. So after a year of working I knew it was time to start looking into Master's programs.

I chose to pursue my graduate degree because I feel that it would set me apart from others in my field. As I would like to continue to advance within the WIAA or continue my career elsewhere. It will also provide me to stay up-to-date within my field with current events and changing procedures. I chose sport and recreation management as my focus because I want to stay within this field for my career. I could have gone for my Master's in Business Administration, but I thought that staying in the sports focus would benefit me more. And I truly think that it has.

This program was much more than I expected. Even though I took some similar classes during my undergrad, I was pleasantly surprised that these classes went more in-depth and covered more information in the short seven weeks that I could have ever thought. I think that one thing that set Concordia in front of all of my other program options was the faculty. Knowing that most of them are still working in their chosen field really stood out to me. This

provided me with the insurance that I would be learning about the most current topics within the industry. I think that this is very important because the field of sports is constantly changing, and I want to obtain the most updated information. I also knew that I did not want to be stuck in a classroom for hours being lectured at. The interaction with my cohort was another added bonus to my time with this program. Finally, I think that the Capstone project is going to be the culminating event to a great two years of hard work.

I thought that this capstone project was a great taste to what I want to do with my career. Event management is something that I truly enjoy so this project allowed me to get a taste of what I could be doing on a daily basis in the future. I can use this project as a reference for future job applications to prove that I know how much preliminary work goes into an event. Most people do not realize the amount of work that goes into an event of this caliber, and that everything does not always go as planned. The leadership roles that are needed for these events are very important to the outcome.

My current leadership role within the WIAA is varied; it depends on what events are happening. On an ordinary day I would not consider myself in a leadership role, and I do not think that anyone else in the office does either. This is one thing that I would like to change. During tournament time I do feel that I am in a leadership role because I have to lead my staff that is selling tickets and taking tickets at the doors. I lead them by making sure they know what teams are playing for each session, informing staff of items that are prohibited, and making sure everyone is receiving a proper break.

In the office, I am the youngest employee by about 15 years. To say that I do not have a lot of respect when I walked in the door was an understatement. I would like to say that I have proved many people wrong, but there are still a few that I need to change their mind. I think that

I can do this by enhancing my leadership role within the office. This could include being more outspoken at meetings and letting my opinion be heard. I know that I complete my work to the standards that are set for me, but I would like others to know where I stand within the organization. Reflecting on my current leadership position and examples of leadership within my organization can help me develop my leadership skills more.

The impact that others have on me are giving me examples of bad leadership. I truly believe in not emphasizing my own point of view at the expense of others. My results after taking the Style Questionnaire was that my relationship style is much higher than my task style (Northouse, 2013). This questionnaire also stated that I have country club like management tendencies (Northouse, 2013). I feel that this means that I like to make people happy at all times. This is very true about my leadership skills right now. I think that this could be a bad thing or a good thing. Making people happy is very important, but it could also lead to people walking all over me. I think that this is an area that I can work on to achieve my goal to be a better leader.

The morals that I was raised on guide my decisions and actions as a leader. I was raised in a home where hard work and loyalty are some of the most important things in life. Also creating long lasting and meaningful relationships. There are many times in my line of work that I have to make rash decisions to fix a problem. Sometimes my decisions are not perfect, but the best thing you can do from bad decisions is learn from it.

I feel that relationships are very important for a leader, and I was raised to create positive relationships with others inside and outside of your field of work. Sometimes you have to create relationships with people that you do not like or do not work well with. I think that the best way to get over this adversity is to put your differences aside while you work together. After reading this question I remembered one of the leadership assessments from our textbook Leadership



Theory and Practice (Northouse, 2013). The least preferred coworker measure looks at your personality and how you work with others. This assessment confirmed to me that I am a very independent worker, and I feel in the middle of the least preferred coworker scale.

I love to encourage others as a leader, whether it is in the work place or on the volleyball court. I try to make sure that any time anyone does anything for me I thank them in person. I think saying thank you can get overused very easily so I try to make sure that the person knows how much I appreciate them and their work.

After reflecting on my current leadership I have come up with the following plan. My five year leadership development plan culminates with respect from my co-workers and an overall feeling of leadership in my daily tasks. I do not know if I will still be working at the WIAA in five years. So not taking that into consideration I think these steps will have me achieve my leadership goals: work on effective communication, foster co-worker involvement and conflict resolution, and start connecting and networking outside my organization

I feel that in five years, I will have the self-confidence to believe in myself that I am an effective leader. I will do this by asking my co-workers for advice, reflecting on my daily actions, and reading about current issues within the sports industry. I also would like to join a group of young professionals in my area called Ignite. I would have already joined this group but they meet on Tuesday nights so it directly conflicted with this program. I am really looking forward to this and I think it will broaden my skills and network. While everything might not go as planned, I think that as long as I feel that my leadership has improved then I think any outcome is going to be positive for me. The leadership theories that I think directly relate to me at this time are situational theory and trait theory.

The leadership theory that I most relate to is the situational theory. There are many different approaches to leadership and the situational approach is one of the more widely recognized (Northouse, 2013). This approach to leadership was developed by Hersey and Blanchard (Northouse, 2013), and I think that this theory is used most often in sporting events because the event staff never knows what kind of situations may arise and they have to be ready for anything. This theory states that to be an effective leader requires a person to adapt to different situations resulting in varying leadership styles.

The leaders that most impact and define my current leadership skills are my co-workers. They push me everyday day to be the best that I can and lead me by example. So of the skills that I see on a daily and weekly basis are effective communication, problem solving skills, intelligence, self-confidence, determination, and integrity. Most of these traits are found in major leadership studies (Northouse, 2013).

In sports it is all about teamwork and I think that this should also be seen in the workplace, “leaders never get extraordinary things accomplished all by themselves” (Kouzes & Posner, 2012, p. 51). A study conducted in China showed that authentic leadership from supervisors positively affected employee creativity (Hao, Zhi-Chao, & Tian-Chao, 2016). Also, the study showed that an atmosphere of team trust allows team sharing and creativity (Hao, Zhi-Chao, & Tian-Chao, 2016). I have seen this play out not only in my sports teams while growing up, but more recently with my team of co-workers at the WIAA. Recently I made an impact on others in my office with good communication. During the weekends some staff do not have direct access to their email. So when something major happens I make sure to call them to inform them instead of sending an email. This way they are not surprised when they read their email Monday morning.

In conclusion, I am very thankful to have been able to have this experience. I feel that my view of my leadership is consistent with how others perceive me. Every once in a while someone will send an email to my boss with kind comments about me and my work. He will then forward these on to me so I know that what I am doing is leaving an impact on others. While this is nice, I would expect him to do the same thing if someone disagreed with how I was doing something. Finally, another quote by Nelson Mandela that leaves an impact on me, “sport has the power to change the world” (Hebert, 2014, p. 23) I know that it has changed my world, and I want to be apart to change other’s worlds.

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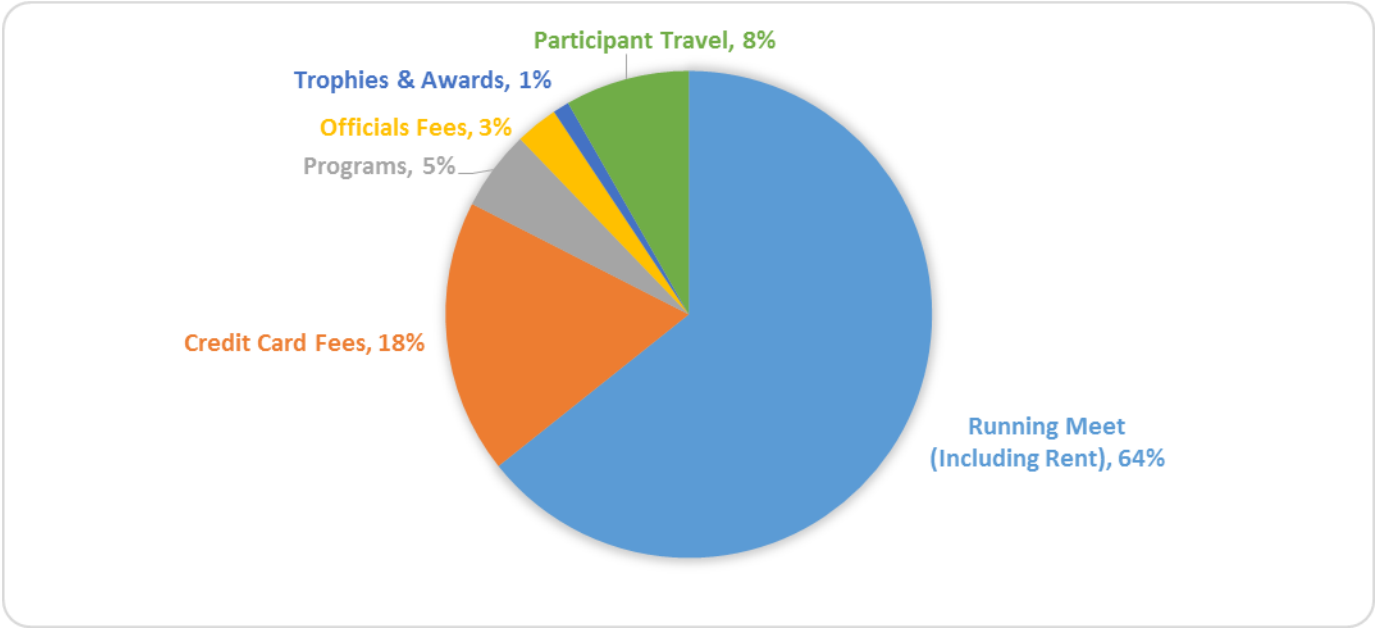
## Appendix A

## WIAA Boys State Basketball Budget

Ticket Sales	955,275.00	90.35%
Program Sales	31,408.50	2.97%
Television Receipts	50,000.00	4.73%
Radio Receipts	3,330.00	0.31%
Royalties	17,312.42	1.64%
Total State Receipts	1,057,325.92	

Running Meet (Including Rent)	219,297.19	64%
Online Ticket Sale Fees	62,069.25	18%
Printing of Programs	18,117.90	5%
Officials Fees	9,679.18	3%
Trophies & Awards	3,701.50	1%
Participant Travel	28,198.00	8%
Total State Expenses	341,063.02	

Appendix B  
WIAA Boys State Basketball Expenses



Appendix C  
SWOT Analysis Graphic

### Strengths

- 100 Year History
- Growing Participation Numbers
- Community Support

### Weaknesses

- City of Madison
- Same Teams Competing
- Televised around the state

### Opportunities

- Social Media
- Marketing
- Halftime events

### Threats

- Decreasing fan attendance
- Club Sports
- Other State Tournaments