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EVALUATION AND FORECAST OF ATHLETIC RECRUITING AND  
SUBSIDIZING IN THE CANADIAN INTERCOLLEGIATE  
ATHLETIC UNION (CIAU) UNIVERSITIES

by

Brian S. Walters

A Thesis  
submitted to the Faculty of Graduate Studies  
through the Faculty of  
Human Kinetics in Partial Fulfillment  
of the requirements for the Degree  
of Master of Human Kinetics at  
The University of Windsor

Windsor, Ontario, Canada

1979

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DEDICATION

To my father  
whose spirit provides  
the impetus in all my  
endeavours.

ABSTRACT

EVALUATION AND FORECAST OF  
ATHLETIC RECRUITING AND SUBSIDIZING  
IN THE CANADIAN INTERUNIVERSITY ATHLETIC UNION  
(CIAU) UNIVERSITIES

BY

Brian Walters

Athletic recruiting and subsidizing is an area of increasing concern to those associated with Canadian university athletics. Of particular concern to the athletic directors is the lack of regional and national guidelines expressed through the various governing bodies. Over past years various committees have been established to examine this controversial matter. Recently a felt need was expressed by the Canadian Association of University Athletic Directors (CAUAD) who requested the University of Windsor SIR/CAR Research Task Force to research which athletic recruiting and subsidizing practices are occurring and which are desirable in Canadian university athletics.

The media has expressed support for athletic scholarships, citing the high calibre of athletes produced under the American model. The public and press have voiced concern about the number of Canadian athletes going to American universities.

Canadian athletic directors have suggested media positions

do not reflect the true trends of athletic recruiting and subsidizing practices and policies. Research conducted (Totzke, 1966) showed several factors affected an athlete's decision to attend university in the United States. One of the more significant ones seemed lower entrance standards.

Athletic directors have also presented ethical and moral questions concerning athletic recruiting and subsidizing. Some have forwarded the opinion that financial assistance stains the purity of an athlete. Others have expressed support for the awarding of financial aid to athletes. One athletic director projected the division of intercollegiate athletics into two sections— one that did not recruit or subsidize and one where there was a more active attempt to recruit athletes and where subsidizing was a legitimate purpose.

The government has thrust support behind athletic scholarships in an attempt to improve Canada's status in international competition. Under their game plan the injection of financial aid will come largely through the private sector. This development has created a need for role definition of the types and function of financial support given by agencies not directly associated with the universities.

Research into athletic recruiting and subsidizing has received little attention in Canada. There have been only three extensive studies published on recruiting and financial aid. James Donlevy's (1971) "Financial Feasibility of Selected



Formats of Athletic Scholarships in Canadian Universities", Doug Hargreaves (1973-74) "Athletic Scholarship REport": and the "Matthews Report" (1974).

Currently Three Master's these are being conducted on athletic recruiting and subsidizing at the University of Windsor. This study used audio interviews (SDFI) and a written opinionnaire from the SIR/CAR research methodology to examine athletic recruiting and subsidizing practices and policies in men's football, basketball and hockey at the university level. Results of the audio interviews indicated recruiting was increasing and desirable while subsidizing would remain at current levels and was undesirable. The written opinionnaire indicated recruiting was increasing and desirable with subsidizing remaining the same although a split in terms of its desirability emerged.

The most significant recommendations centred around recruiting and subsidizing regulations. The CIAU membership expressed desires for recruiting and subsidizing rules to be more clearly delineated in Canadian university athletics.

## ACKNOWLEDGEMENTS

The writer wishes to express his appreciation to Dr. Richard Moriarty, chairman, for his guidance throughout the course of this thesis and for his knowledge and expertise on the practical side of the recruiting and subsidizing problem in his capacity as an athletic director and on the theoretical side as a researcher.

I would also to thank Dr. P.J. Gallasso for contributing his philosophical insights concerning athletic recruiting and subsidizing and Dr. J.C. Powell for his expertise and encouragement throughout the statistical phases of the thesis.

A special appreciation is extended to Dr. R.K. Barney for his insights as the Athletic Director of the University of Western Ontario. Further thanks is extended to him for the thoroughness of his literary correction.

Finally, I wish to express gratitude to Mike Baillergeon for assistance with specific elements of the computer program.

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CHAPTER 1  
EVALUATION AND FORECAST OF  
ATHLETIC RECRUITING AND SUBSIDIZING  
IN THE CANADIAN INTERUNIVERSITY ATHLETIC UNION  
(CIAU) UNIVERSITIES

This study by using three independent scales, (1) existing trends, (2) expected trends, and (3) desirability: evaluates and forecasts athletic recruiting and subsidizing attitudes and beliefs in universities of the Canadian Interuniversity Athletic Union. Analysis is also provided for the five associations of Canada: the Atlantic Intercollegiate Athletic Association (AIAA), the Quebec University Athletic Association (QUAA), the Ontario University Athletic Association (OUAA), the Great Plains Athletic Conference (GPAC), and the Canada West Athletic Association (CWAA).

This investigation followed the IDEA research strategy: Identification, Delineation, Evaluation and Action. Identification focuses on the felt need for the study and the statement of the problem. Delineation deals with research and development and the research model employed. Evaluation includes data collection and analysis procedures. Action lists conclusions and recommendations and suggests areas of future study.

Identification

Athletic recruiting and subsidizing is an area of increasing

concern to those associated with Canadian University athletics. Of particular concern to the athletic directors is the lack of regional and national guidelines expressed through the various governing bodies (Chapman, 1977). Over past years various committees have been established to examine this controversial matter. Recently a felt need was expressed by the Canadian Association of University Athletic Directors (CAUAD) who requested the University of Windsor SIR/CAR Task Force to identify existing and expected trends in athletic recruiting and subsidizing policy and practices and to evaluate their desirability (Minutes of Annual CAUAD/CIAU, May 1976).

The media has expressed support for athletic scholarships, citing the high calibre of athletes produced under the American model (Law, 1970:2). The public and press have also voiced concern about the number of Canadian athletes going to American universities (Van Vliet, 1970:6).

Canadian athletic directors have suggested media positions do not reflect the position of athletic recruiting and subsidizing policies and practices (Van Vliet, 1971:7). Research conducted (Totzke, 1966) indicated several factors affected an athlete's decision to attend university in the United States. One of the more significant ones seemed to be lower academic entrance standards and Grade Twelve entrance from Ontario.

Athletic directors have also presented ethical and moral questions concerning athletic recruiting and subsidizing. Some have forwarded the opinion that financial assistance stains the purity of an athlete (Anderson, 1977). Others have expressed support for the awarding of financial aid to student athletes (Kadatz, 1977; Kehoe, 1977). One athletic director projected a division of intercollegiate athletics into two sections, one that did not recruit and subsidize, and one where there was a more active attempt to recruit athletes, and where subsidization was a legitimate enterprise.

The Federal Government's position on the matter, expressed by Mrs. Iona Campagnolo, Minister of State, Fitness and Amateur Sport, has supported athletic scholarships in an attempt to improve Canada's status in international competition. Under that game plan, the injection of financial aid will come largely through the private sector (Campagnolo, 1977). The creation of these business sponsors will generate a need for the role definition of the types and function of any financial support given by agencies not directly associated with the universities.

#### Statement of the Problem

The purpose of this study was to obtain the attitudes and beliefs of CIAU athletic directors for men's sports and men's football, hockey and basketball coaches. More specifically, an

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attempt was made to distinguish differences in recruiting and subsidizing attitudes and beliefs of universities in the five CIAU associations. The effects of the structural relation of athletes to physical education and the size of the university, on the recruiting and subsidizing attitudes and beliefs was also investigated. Respondents were asked on audio interviews and subsequently written questionnaires to express their opinion on trends in recruiting and subsidizing that exist (1966-67 to 1976-77), that are expected to occur (1976-77 to 1986-87), and to comment on the desirability of the practices and policies identified.

#### Definitions

~~Recruiting~~ The identification, seeking out and encouragement of prospective students to come to a particular university based on athletic prowess.

~~Subsidizing~~ The awarding of money or kind to a university athlete on the basis of:

1. athletic ability, or
2. athletic and academic ability, or
3. need and athletic ability, or
4. academic and athletic ability plus need-

~~Loans~~ Money given to the student based on need. The source of money is an external agency such as the bank and is

distributed through the Awards Office of the university.

Partial repayment or no repayment is inferred.

Scholarships - Monies given to a student based primarily on academic performance. The administration of funds is through the Awards Office of the university or some CIAU recognized external organization.

Modified Delphi - A group process utilizing audio interviews and/or opinionnaire responses in an attempt to elicit consensus amongst individuals in order to improve the quality and reliability of group decision making. It features anonymity and controlled feedback through opinionnaire and statistical group response. (Dalkey, 1969:32).

Existing: 1966-67 - 1976-77

Expected: 1976-77 - 1986-87

Size: Small: 0-5,999

Medium: 6,000-14,999

Large: 15,000 and above

Type 1 - The intercollegiate program(s) is organized as a function of the physical education department with the same person serving as the director for the physical education section and intercollegiate athletics.

Type 2 - The intercollegiate athletic program is organized

as a function of the physical education department with the Director of Athletics responsible to the Director or Dean of Physical Education.

Type 3 - The intercollegiate athletic department is organized as a separate and autonomous department with a co-ordinated relationship to the physical education department in such areas as staffing, facilities, and equipment usage.

Type 4 - The intercollegiate programme is organized as a separate and autonomous department with no administrative relationship to the physical education department, including the prospect that no physical education department exists.

Third Party Scholarship - An athletic scholarship involving the athlete and another individual or group outside the university such as industry or government.

#### Delineation

A review of literature on athletic recruiting and subsidizing in Universities and Colleges shows that although extensive studies have been conducted in the United States, research concerning athletic recruiting and subsidizing practices and policies on the Canadian scene have been limited.

One of the earliest studies concerning American college athletics was conducted by the Carnegie Foundation in 1929.

Outlined in part of the study were various types of recruiting and subsidizing practices occurring at that time (Carnegie, 1929). Hanford, in his "Need for and Feasibility of a National Study of Intercollegiate Athletics" expressed concern about rising costs in American college athletics. A look into excesses surrounding the recruiting of promising athletes as well as abolition of full-ride grants-in-aid was recommended (Hanford, 1974). Atwell in another study examining the "Financial Dimensions of Intercollegiate Athletics," also expressed concern on the escalating costs associated with American college athletics. Financial aid was second only to wages in the expenditures involved in athletic administration. Recruiting, according to Atwell, was not a major financial burden but was considered an ethical and moral problem area (Atwell, 1974).

There have been only three extensive studies published on recruiting and subsidizing in Canada.

1. "The Financial Feasibility of Selected Formats of Athletic Scholarships in Canadian Universities" (Donlevy, 1971).

Donlevy in a comprehensive study compared American and Canadian policy and practices in recruiting and subsidizing and concluded that athletic scholarships were not economically feasible in Canada.



2. "The Athletic Scholarship Report" (Hargreaves, 1973). The Hargreaves study surveyed CIAU athletic directors concerning their attitudes of awarding financial aid to athletes. The timing of this study was significant since it followed shortly after the introduction of third party scholarships by the Federal Government. Keith Harris re-evaluated this study using university personnel in universities of the OUAA as his sample. (Harris, 1974).
3. "Athletics in Canadian Universities" (Matthews, 1974). The Matthews Report provides the basic reference points and alternate models for the administration of university athletics. A major part of the report dealt with an evaluation of policies for subsidization and recruitment.

#### Research Model

~~The research methodology for this investigation was the Modified Delphi Technique which incorporates an organizational audit and communication feedback. It follows the theoretical premise that achievement of consensus by a group of "experts" on questions, will lead to an accurate forecast of future events. The 'Delphi' Technique developed by the Rand Corporation has been extensively used in forecasting trends in business (Dellecq 1975:2). This technique has had limited use in the Sports/Athletic field.~~

Phillip Nault's masters thesis "Identification of Priority Futurities in Canadian Amateur Hockey" (1976) was one of the earliest attempts to apply the Delphi technique to an athletic organization. He used this approach to examine the administrative futurities of the Canadian Amateur Hockey Association. His conclusions projected future amateur hockey policies and programmes for the year 2000, based upon their probability of occurrence, desirability and anticipated impact (Nault, 1976).

More recently, Robert Hedley completed a masters thesis at the University of Windsor using the 'Delphi' Technique for "An Evaluation and Forecast of Future Directions of the Ontario Federation of School Athletic Associations (OFSAA) (Hedley, 1977). The purpose was the formulation of policy and practice by the Legislative Assembly of OFSAA.

A review of literature concerning recruiting and subsidizing formed one source of identification of significant factors in the present study. A second source of factor identification was obtained through the Semi-Directed Focused Interview (SDFI) and ~~Check-off opinionnaire founded upon the SIR model~~ (Moriarty, 1976). ~~The SDFI and Check-off Opinionnaire formed the first round of~~ opinion concerning athletic recruiting and subsidizing in the CIAU.

The second round of the 'Delphi' Technique involved the construction of a written opinionnaire of items extracted from the audio interviews and check-off opinionnaires. Responses to a five point Likert scale -  $+2$  = greatly increased,  $+1$  = moderately increased,  $0$  = remains the same,  $-1$  = moderately decreased,  $-2$  = decreased, allowed for parametric analysis of selected independent variables on the attitudes and beliefs towards athletic recruiting and subsidizing. Existing and projected (1966-67 to 1976-77 to 1986-87) and desirability provided the three independent scales on the written opinionnaire.

#### Evaluation

The population of the study included all of the athletic directors for Men and Men's football, hockey and basketball coaches in the forty-seven universities of the CIAU. These universities are divided into five league/association; Atlantic Intercollegiate Athletic Association (AIAA) = 10 universities; Quebec University Athletic Association (QUAA) = 6 universities; Ontario University Athletic Association = 16 universities; GPAC = 5 universities; and Canada West Athletic Association = 6 universities.

A sample of twenty-one Directors of Athletics for Men and Executive Secretaries of some of the regional associations was interviewed at the CIAU meetings in Ottawa on December 12 and 13,

1977. A sample of Men's football, basketball and hockey coaches was also interviewed to identify significant recruiting and subsidizing issues. The responses of the athletic directors, football, hockey and basketball coaches provided items for development of the subsequent written opinionnaire.

#### Dependent Variable

The dependent variables in this study were attitudes and beliefs of the CIAU athletic directors for men and men's football, hockey and basketball coaches regarding trends in athletic recruiting and subsidizing and the desirability of the various policies identified.

#### Independent Variables

The independent variables in this study were the five CIAU Associations in the role of the respondent, the structure of the physical education/athletic departments and the size of the university.

#### Significant Questions To Be Examined

Audio Interviews based on SIR model areas of ultimate goal, conflict or obstacles, significant events such as task, structure and control, significant individuals and groups and their traits, situations and behaviours, social stress, constituent strain and recommended changes and some specific items (see Appendix) conducted. Important questions elicited were:

1. Is there a significant difference in the attitudes and beliefs regarding athletic recruiting and subsidizing in universities of the associations of the CIAU?
2. Do athletic directors and coaches have different athletic recruiting and subsidizing attitudes and beliefs?
3. Is there a discrepancy between the probably and desirable recruiting and subsidizing practices and policies?
4. Does the structure of the athletic department vis-a-vis physical education department affect athletic recruiting and subsidizing attitudes and beliefs?
5. Does the size of the university affect the athletic personnel's recruiting and subsidizing attitudes and beliefs?

Listed below are the operational null hypotheses and alternate hypotheses for the significant questions investigated.

1.  $H_0$ : The athletic recruiting and subsidizing attitudes and beliefs of athletic directors and coaches of the five CIAU Associations on the three scales are the same.

$H_a$ : There is a difference in athletic recruiting and subsidizing attitudes of athletic directors and coaches of the five CIAU Associations on the three scales.

2.  $H_0$ : The athletic recruiting and subsidizing attitudes and beliefs of universities structurally different in the relationship of physical education to athletics in the five CIAU Associations on the three scales are the same.
- $H_a$ : There is a difference in athletic recruiting and subsidizing attitudes and beliefs of universities structurally different in the relationship of physical education to athletics in the five CIAU Associations on the three scales.
3.  $H_0$ : The athletic recruiting and subsidizing attitudes and beliefs of small, medium and large universities of the five CIAU Associations on the three scales are the same.
- $H_a$ : There is a difference in athletic recruiting and subsidizing attitudes and beliefs, of small, medium and large universities of the five CIAU Associations on the three scales.

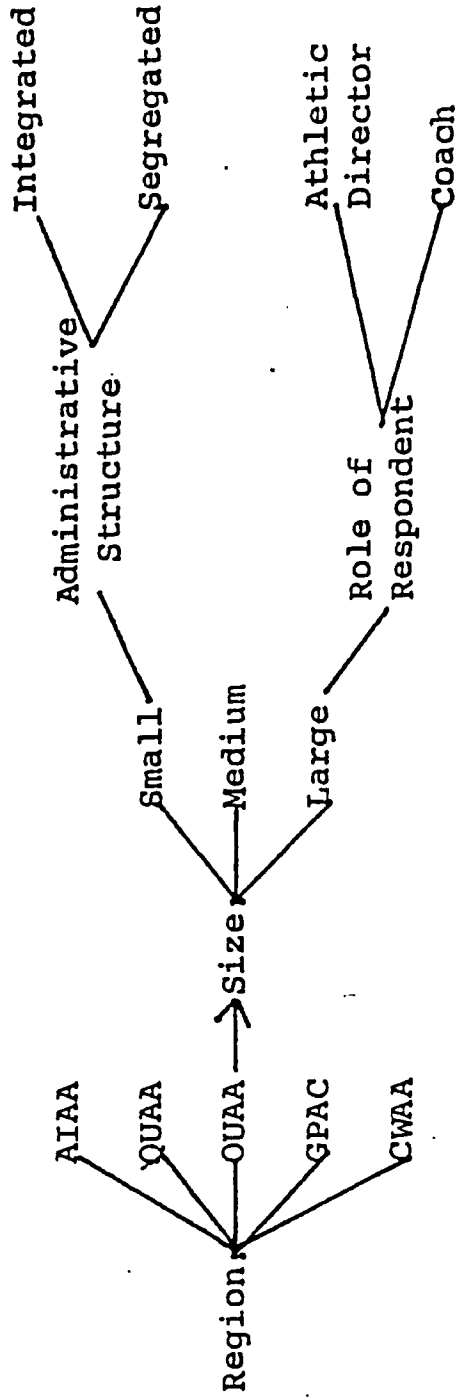
(See Page 14 for Research Design)

#### Limitations of the Study

1. The controversial nature of athletic recruiting and subsidizing may have prohibited some universities from responding.

RESEARCH DESIGN

Independent Variables



Dependent Variables

- Past to Present Trends in Athletic Recruiting and Subsidizing Attitudes and Beliefs
- Present to Future Trends in Athletic Recruiting and Subsidizing Attitudes and Beliefs
- The Desirability of the Athletic Recruiting and Subsidizing Attitudes and Beliefs

2. Some of the athletic directors and coaches were not involved in the past.
3. There are four leagues for football since four universities of the Canada West Athletic Association and one from the Great Plains Athletic Association form the Western Canada football leagues.

#### Delimitations of the Study

1. Opinions of the athletes were not surveyed to assess athletic recruiting and subsidizing attitudes and beliefs.
2. Not all men's intercollegiate sports were included as part of the sample.
3. University administrators above the Director of Athletics were not surveyed i.e., Deans of Physical Education, University Vice-Presidents and University Presidents.

#### Data Analysis

The following statistical procedures were employed to analyze the collected data.

1. Audio interviews were analyzed and evaluated to identify and indicate the frequency of response for each audio interview item. The more frequently mentioned items became written opinionnaire questions.
2. The verbal opinionnaires were analyzed using the Statistical Package for the Social Sciences (SPSS) to obtain frequencies



and identify significant differences.

3. Overall frequencies to questions on the written opinion-naires were tabulated.
4. Cross tabulations (SPSS) were used to test the homogeneity and independence of the variables to the questions on all three scales.
5. Analysis of Variance was employed to determine significant differences between the selected variables. Means of existing and expected beliefs and the desirability of recruiting and subsidizing practices and policies were compared.

#### Action

This evaluation and forecast will enable university athletic administrators to distinguish more clearly causes and effects of athletic recruiting and subsidizing in the CIAU. The observational data base developed will allow university athletic administrators to discern what is, what will be, and what is desirable in athletic recruiting and subsidizing at the inter-collegiate level. As decision-makers, administrators may prevent undesirable practices from developing.

Future studies of athletic recruiting and subsidizing should include a larger population including all men's athletic coaches and female athletic personnel as well as athletes.

Decision-makers will be able to act with increased alternatives and options available. A Canadian athletic policy may be created eliminating some of the abuses of the American system.

Chapter-two will form a more in-depth look at research and development of athletic recruiting and subsidizing in Canadian and American universities.

In Chapter-Three, the SIR/CAR and method for Delphi Survey Research is presented.

Chapter Four will outline the results of the Semi-Directed Focused Interview (SDFI) and Check-Off opinionnaire on Recruiting and Subsidizing.

Chapter Five outlines the procedure and results of the written opinionnaire which was distributed to a larger population of athletic personnel in CIAU universities. Frequencies are reported along with crosstabulations for past, future and desirability. Significant differences on the probable/desirable scale and Analysis of Variance results on the independent variables are also presented.

Chapter Six provides a summary, and recommendations of this study as well as future areas to be examined in athletic recruiting and subsidizing.

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Interviews

Chapman, G., Athletic Director, Acadia University. A personal (SDFI) interview conducted December 12, 1977.

Kadatz, D., Athletic Director, Calgary University. A personal interview conducted December 13, 1977.

Kehoe, G., Athletic Director, St. Francis Xavier University. A personal interview conducted December 13, 1977.

## CHAPTER II

### CANADIAN-AMERICAN RESEARCH AND STUDY

This chapter outlines the athletic recruiting and subsidizing research completed in Canada and the United States. The information synthesized not only traced the development of recruiting and subsidizing in both countries but also contributed identification of items for the written questionnaire of the present study. A diagnosis of this written questionnaire as incorporated into the Modified Delphi research strategy will be presented in Chapter Five.

Research into athletic recruiting and subsidizing in Canada and the United States has varied markedly in both nature and scope. Besides differences in the number of studies conducted, differences in the foci of such studies has been apparent.

In the United States research into athletic recruiting and subsidizing has evolved from a philosophic to pragmatic focus. Recent studies have analyzed actual athletic recruiting and subsidizing programs have also become dominant themes in research conducted into American intercollegiate athletics.

In Canada research into athletic recruiting and subsidizing has been predominantly of a philosophic nature to date. Attitudes concerning the acceptability of recruiting and subsidizing dominated the literature at the expense of research examining actual practices and their financial implications.

Canadian Intercollegiate Study/Research on  
Recruiting and Subsidizing in University  
Athletics

The ideals and policies associated with recruiting and subsidizing in Canadian intercollegiate athletics may have developed from an underlying philosophy based on British tradition. Savage has suggested:

At the English speaking Canadian universities. . . a natural adherence to the English tradition of games and sports, the recollection on the part of members of the staff of undergraduate days at Oxford and apparently a predilection for scholarships on the part of undergraduates all served to keep athletes in a position different from that which they were coming to occupy in the United States (Savage 1929:224).

Policy statements and research in Canadian athletics have emanated from the combined forces of such underlying philosophy as noted above, and the observation of the American scholarship system. The following survey provides a chronological overview of research and discussion of athletic recruiting and subsidizing on the Canadian athletic scene.

Report to the Ontario-Quebec Athletic Association  
on Athletic Scholarships (O-Q AA)

In the "Report to the Ontario-Quebec Association for Athletic Scholarships" (1971), athletic scholarships were defined as any method by which money, goods or services were provided for the student in return for, or in anticipation of, his services as an athlete.

The sample of this investigation included all universities of the O-Q AA and 600 Ontario high school physical education department heads. University personnel were surveyed to determine their positions on athletic scholarships while physical education heads received questionnaires to elicit:

1. their feelings on athletic scholarships;
2. their estimations of the number of students accepting United States scholarships, and
3. their determination of the reasons for the acceptance of these scholarships.

Survey results and popular opinion indicated media people and a sizeable majority of high school physical education department heads advocated the adoption of athletic scholarships.

They felt:

. . . the granting of athletic scholarships would keep our good athletes from going to the U.S. and suggested that by stemming the drain it would raise the calibre of both our National and Olympic teams as well as raising the calibre of athletics in Canadian universities (McLarty, Galasso, Prince, Totzke, 1967:3).



Opinions expressed by university respondents indicated that because of Canadian philosophies of athletics, as well as problems of administration of scholarship programs and their considerable costs, athletic scholarships were not feasible for the O-Q AA, either philosophically or in their practicality of operation. At the time of the study financial help in the form of school loans and student aid was noted to be much more available than in the past. Long summer recesses in Canadian universities also allowed students to earn money to support their educational costs.

~~The study's conclusions indicated that too dissimilar a situation was prevalent between the United States and Canada to impose the American scholarship plan on Canadian universities. The committee saw too many abuses in the program of scholarships and felt policing mechanisms adopted failed to effect the desired controls (McLarty, Galasso, Prince, Totzke, 1967:3). In reference to keeping athletes at home the following points were made:~~

1. many Canadian athletes in the United States had admission deficiencies for Canadian universities, and
2. there would always be students wanting to go to the United States.

One reason for this latter attitude was the widespread publicity given by public media to athletes recruited to United States universities. The trend of Canadian athletes going to foreign schools was evidenced by an increase of athletes

contacting American schools and circulating their athletic qualifications. The committee felt:

. . . The O-Q AA as a body should take a strong stand against athletic scholarships and firmly assert the principle and philosophy behind the stand (McLarty, Gallasso, Prince, Totzke, 1967:4). P

Canadian Association of Health, Physical Education  
and Recreation Scholarship Panel

The philosophic position of Canadian athletic associations has been traditionally opposed to the concept of athletic scholarships. The introduction of the Fitness and Sport Directorate scholarships in 1961 and Hockey Canada Awards in 1966 had raised questions concerning students getting paid for athletic prowess. Views of leading personnel in Canadian athletics on this controversial matter were expressed at the National Meeting of the Canadian Association for Health, Physical Education and Recreation held at Waterloo in 1971 (Moriarty, 1971).

M.T. Regimbal

Maurice T. Regimbal, Director of Athletics at Laurentian University in Sudbury maintained that some form of financial aid to athletes was already available in a number of Canadian universities. Thus, a legitimate base for offering athletic scholarships existed for the following reasons:

1. The tradition always existed,
2. The plans of universities to set-up aid to athletes have not been seriously contested,
3. The Task Force on Sport recommended aid to young people with athletic ability, and
4. To be competitive some universities need some form of financial aid.

Mr. Regimbal proposed that universities set their own athletic scholarship stands by stating:

. . . let's give all universities the privilege of setting up programs of aid if they feel it is necessary to reach the objective that they set (Moriarty, 1971:6).

#### Lou Lefaive

Lou Lefaive, Director of Sport Canada, supported athletic scholarships to offset money lost through loss of work because of the training and competitive demands of top athletes. Six-hundred grants-in-aid were offered to post-secondary students of national and international calibre in 1971. This financial aid was considered acceptable because the grant neither directs as to what institution the athlete should attend nor that the athlete had to compete in intercollegiate competition (Moriarty, 1971:7-9).

#### Maurice Van Vliet

Maurice Van Vliet, Dean of Physical Education at Alberta and president of the CIAU, opposed Canadian athletic scholarships citing the following reasons:

1. there was enough financial aid from government and university sources;
2. they were not feasible financially,
3. they would not stop athletes from going to the United States because American institutions can offer more resources, money, facilities and competition,
4. they would encourage American players to come to Canada, and
5. they would deter the academic credibility of the staff in physical education and athletic departments.

If a Canadian athletic scholarship policy was adopted, Van Vliet's recommendation was that third party scholarships have the best chance of enabling us to avoid the evils of recruiting and commercialization (Moriarty, 1971:11).

#### Donald MacIntosh

Donald MacIntosh, Director of Physical Education at Queen's University in Kingston, opposed athletic scholarships on ethical grounds. He felt the commercialization of sports was threatening the scope of athletic programs and the philosophy of education at the university level. Accordingly, he felt the CIAU should make policies controlling their threats to regulate universities which did not abide by CIAU policies (Moriarty, 1971:9).

#### Earle F. Zeigler

Earle F. Zeigler, Dean of Physical Education at the

University of Western Ontario, and formerly chairman at University of Michigan and Illinois, acted as a reactor. He initially stated that upon announcement of Fitness and Amateur Sport Athletic Scholarships he felt Canadians would not repeat the abuses found in the United States. To him recruiting student athletes was not abusive until it involved unethical practices to get a young athlete to attend a particular institution. He further stated that Canadians could learn from the American experience but warned implementation of the American system in Canada would make a travesty of Canadian espoused educational ideals (Moriarty, 1971:12). "Under-the-table" financial aid was especially impossible to control. Concerning government involvement to improve Canada's international image, he cautioned that government support should be withdrawn if American practices became apparent. With Canadian athletics so close to the ideal, the fact that any Canadian could have the opportunity for a university education regardless of their social stratum should be protected.

In summation Zeigler explained:

If Canada is to continue to move ahead in the area of athletics and sports, primary concern should be to provide the finest type of coaches who will follow the highest standards in making competitive sport a force for good as it has the potential to be in our society (Moriarty, 1971:16).

## Scholarships Anyone

Henry Jansen in his article "Scholarships Anyone" (1971) pointed out that Molson provided Hockey Scholarships at the University of Manitoba from 1966 to 1971, to a number of Manitoba students "of high character who had academic qualifications and who demonstrated hockey ability" (Jansen 1971:1). The scholarships provided an opportunity for these students to cover their tuition fee for the first year. Recipients were surveyed to evaluate their educational achievement and hockey participation.

### Educational Achievement

In 1966, ten scholarships were awarded in Manitoba. Two recipients received an average below B- and one voluntarily withdrew from the program. That year's overall average was a C+. Eight of the ten recipients went on to obtain a degree. The next year saw one out of ten award winners withdraw from the program with the rest receiving a C average or better. Their average grade was a B and eight of the winners subsequently graduated.

In 1968 two of the ten recipients voluntarily withdrew from the program. Two others received less than a C average with the remaining six students obtaining a C+ average.

The following year (1969) all ten recipients remained

in the program with only one student below a C average and the remaining ones achieving a C+ average.

In 1970 ten more awards were given. Four of the students received below a C average and the overall average was a C.

The last year of the Molson's Award program saw seven out of ten recipients voluntarily withdraw from the University. "Of the three remaining students one obtained below a C while the other two had a C+ average" (Jansen, 1971;3).

### Hockey Participation

A questionnaire was distributed to award winners to inquire about their hockey participation. Approximately 60 percent of the recipients returned the questionnaire. Only seven players played with a university team, three played with the junior varsity and four played on the varsity team. Three others played for Winnipeg Jets, four with the Winnipeg Monarchs, while the remainder played intramural hockey or did not participate at all.

All students indicated they would have attended university regardless of whether or not they received a scholarship. All but one student indicated they would have continued to play hockey regardless of the award.

The study's conclusions indicated that the aims of the Molson's hockey program were not being met.

Too many students did not continue their education or play in a competitive hockey program. (Jansen, 1971:5).

The Molson Hockey program was terminated in the province of Manitoba in 1972.

Report on the AUCC/CIAU Study of Athletic Programs  
in Canadian Universities

Athletics in Canadian Universities published by A. W. Matthews (1974) for the Association of Colleges of Canada and the Canadian Intercollegiate Athletic Union attempted to provide reference points and alternative models for the administration of athletics that were efficient and acceptable. Athletic recruiting and subsidizing was outlined in the report.

Not all recruiting practices were considered something to be condemned out of hand. Acceptable recruiting policies included utilizing information offices to give details of program offerings, attendance at high school career days by university members and special on-campus information programs for high school students. Undesirable recruiting practices included university athletic officials initiating contact with the athletes outside normal publicity procedures, or offering money or kind to entice to an individual to attend a particular university. The solicitation of athletes to become more competitive or to commercialize the program were also opposed. Recruitment of non-Canadian athletes to play on Canadian university teams was a particular concern:

When it becomes apparent that some university teams are comprised predominantly of non-Canadians then it becomes questionable whether this has come about



through the normal routine of student enquiries and university resource (Matthews, 1974:51).

The recommendation of the study involved consideration to be given to the development of a Committee of Executive Heads of the AUCC to establish guidelines eliminating the soliciting of non-Canadians by or on behalf of members of the university athletic departments. As an alternative, the CIAU should consider establishing a minimum Canadian content rule as the preferred method of limiting the extent of non-Canadian participation on teams in a given sport (Matthews, 1974:54).

The study also dealt with the concept of athletic subsidizing of university athletes. Matthews stressed that individual universities as well as the organized conferences had traditionally opposed the concept of athletic scholarships. The term athletic scholarship has invariably been used in Canada to denote any form of monetary assistance provided to a student athlete, i.e., scholarship, bursary or grant in aid based in whole or in part on athletic ability. Financial assistance denotes monies provided by a university out of its usual source of award funds or out of funds budgeted for athletics. In athletic subsidizing athletic administrators must discern the provision of special awards to student athletes against the background of financial aid to students in general. In deciding to establish an athletic scholarship program certain questions should be examined:

1. Is the purpose of the financial aid to assist the individual to enter a university or to continue his studies?
2. Can a need be established for the offering of athletic awards?
3. Is the purpose of the award to help the university to have a better team?
4. Is the purpose of the award to prevent the loss of athletes to United States colleges (Matthews, 1974:75)?

Athletic philosophy in Canadian universities opposed the creation of a system where the student athlete is encouraged and expected to serve the university. The question of need was to be viewed against the present situation where universities offer a variety of scholarships, bursaries and loans. After investigation, the claim that high school athletes were prevented from entering university due to lack of funds was considered "an argument overstated" (Matthews, 1974:77). Where this problem exists, third party grants-in-aid are suggested as the most appropriate application.

#### Athletic Scholarship Report

"The Athletic Scholarship Report" by Doug Hargreaves (1971) surveyed views concerning the acceptability of financial aid in Canadian intercollegiate athletics. From the sample of responses from Canadian University Athletic Administrators' consensus was secured on the following areas:

1. Loans reserved for students exclusively were not acceptable; however, students who participate in intercollegiate athletics cannot be denied access to loan funds available to other students, provided similar conditions are met. Coaches were prohibited from originating, co-signing or being involved in the loan process.
2. Bursaries in which athletic ability was the exclusive criterion were unacceptable. Grants-in-aid in which athletic participation was a consideration were unacceptable, except where they were awarded to students already attending the university as recognition of their contribution to extra-curricular activities, athletics and student affairs. The latter were acceptable provided the student had completed a minimum of two full academic years. They may be renewed in continuing years. In this sense the bursary is not considered a recruiting device.
3. Scholarships reserved exclusively for students who participate in intercollegiate athletics were unacceptable except for third party scholarships approved by the CIAU. Approved third party scholarships were restricted to Sports Canada and Hockey Canada. All other organizations, groups or individuals were unacceptable third parties, i.e. alumni, local or national businesses or friends of the university.
4. The waiving of tuition fees and/or providing of residence fees for athletes was considered unacceptable. This practice, however, may be utilized for legitimate on-campus jobs or acceptable bursaries and scholarships.

#### Alumni Activities

5. Alumni activities and alumni organizations affiliated with the university must be governed by university policy including CIAU legislation regarding bursaries and scholarships. Alumni loans, bursaries and scholarships were considered unacceptable. Acceptable alumni functions included acting as agents for ticket sales, supplying athletic equipment, improving facilities, acting as contacts for locating athletes, hosting and entertaining university teams

at dinners, banquets or other social occasions. Alumni may be involved with athletic departments as members of a club to provide season's tickets, fitness classes and discounts at retail stores. The involvement of alumni outside of the above would jeopardize participation in CIAU championships and suspension from competitions involving CIAU member institutions.

6. Travel funds provided by the university for team accommodation, transportation and meals when traveling were considered acceptable. It was unacceptable to provide prospective athletes from high school overnight accommodation and/or articles of clothing during campus visits, for third parties to finance the entertainment of prospective student athletes and/or for universities to publicize a student athletes' decision to attend a particular university.
7. Meals provided for athletes while traveling as a member of a university team, in pre-season prior to the opening of school or winter vacation were acceptable. Universities could also legitimately offer pre- and post-game meals for home games and provide one or more meals for special events such as championships or tournaments. Pre- and post-practice meals may be provided when practice interferes with normal meal hours, but fifty percent (50%) or more of the cost must be financed by the athletes. Training tables on a semester or yearly basis outside the regular season was not sanctioned.
8. Employment in cases where pay met minimum wage standards, where pay did not exceed the rate paid for similar work performed in the community and available to any qualified student, were considered legitimate. Jobs not used to induce athletes and paid through the university department hiring the student also were acceptable. The athletic departments were not to be involved in the locating of off-campus jobs for students.

Conclusions indicated support for some form of financial aid.

Canadian University Athletic Administrators wished to recognize and adopt athletic scholarships along specific guidelines (Hargreaves, 1974:51).

### Financial Feasibility of Implementing Selected Formats of Athletic Scholarships

"Financial Feasibility of Implementing Selected Formats of Athletic Scholarships in Canadian University" by James Donlevy (1975) investigated the financial feasibility of adopting specific forms of athletic scholarships. Two types of grant-in-aid formats and a freshman scholarship program were costed. The type one scholarship was the all-inclusive format involving payment for tuition and fees, room and board, books and incidental expenses. The type two scholarship was a partial scholarship entailing the payment of tuition fees and a basic book allowance. The freshman athletic scholarship format was a modified partial scholarship in which tuition grants to first year student-athletes were awarded (Donlevy, 1975:8-19).

The study's conclusions indicated that the establishment of athletic scholarships produced excessive costs in addition to the actual athletic scholarship.

These costs included coaches salaries, recruiting expenses and administrative staff costs along with the cost of equipment and travel for various intercollegiate teams (Donlevy, 1975:163).

With all revenue and expense factors considered the establishment of athletic scholarships would produce deficits in all universities. Donlevy concluded that any format, as previously defined, could not be initiated and sustained without the university involved operating yearly on a deficit budget of considerable magnitude (Donlevy, 1975:165).

A Working Paper Toward a National Policy  
on Amateur Sport

Iona Campagnolo, Minister of State Fitness and Amateur Sport, in "Toward a National Policy on Amateur Sport" (1979) stated that in 1961 with the passing of the "Fitness and Amateur Sport Act," the federal government had committed itself to an ongoing involvement in sport. Five million dollars were allocated to sport in 1961 and by 1976, thirty-one million dollars were spent on sport, physical fitness and recreation (Compagnolo, 1978:5). In commenting about inter-collegiate athletics Iona Campagnolo stated that Canadian universities possessed all the resources necessary to produce good athletes.

Canadian universities have professional coaches, young athletes, excellent facilities, dormitories and food services, support staff and the services of physiotherapists, doctors, sport scientists and librarians. But at many universities a shortage of funds has held back the development of inter-collegiate sport. We propose

universities be given assistance to subsidize the salaries of coaches contributing to national team programs. In return for this financial assistance, we would ask that the universities commit themselves to excellence in their sports programs, coordinating them with those of the community and expand training and competitive opportunities (Compagnolo, 1978:24).

The proposal calls for a distinct change in the role of intercollegiate athletics in Canada.

American Intercollegiate Study/Research on  
Recruiting and Subsidizing in  
University Athletics

Intercollegiate athletics have been coveted as an essential part of the American educational system. Article One, Section 2, of the National Collegiate Athletic Association's (NCAA) Constitution states:

The competitive athletic programs of colleges are designed to be a vital part of the educational system. A basic purpose of this Association is to maintain intercollegiate athletics as an integral part of the educational program and the athlete as an integral part of the student body (NCAA 1973:5).

In accordance with this philosophy, athletic scholarships were institutionalized. A system of financial aid subject to complex rules and regulations developed as "pay for participation in intercollegiate athletics" (NCAA, 1973:8).

The tradition of recruiting and offering financial aid to athletes has had a long history in American Intercollegiate

Athletics. Practices were evident as early as 1896 and of a greater magnitude than at the time of the first major research study (Savage, 1929).

### American College Athletics

"American College Athletics" by the Carnegie Foundation (Savage, 1929) examined American university athletics in general, paying particular attention to the recruiting and subsidizing of athletics in the United States (and a limited analysis of Canada). The study was based on first-hand personal examination of correspondence, accounts and other documents at all institutions visited, through the cooperation of college officers, athletic officials and alumni.

Recruitment was defined as the solicitation of athletes to attend a college or university for the purpose of increasing an institution's prestige (Savage, 1929:224). Before 1917 recruiting practices were primarily conducted by enthusiastic undergraduates and by athletes themselves. After 1917 recruiting became more businesslike and was developed by experienced recruiters and businessmen. About 1919 there was assistance readily available in the East, South and on the Pacific Coast to promising athletes, especially in the areas of intercollegiate football.



In the United States at this time there were many needy athletes.

The football players and to some extent, other athletes, come from families whose means do not permit them to pay all of the expenses of a college course. The presence of the impecunious athlete in American schools, his desire to secure the advantages of a college education, and his unwillingness to distinguish between proper and improper assistance combined to produce a fertile field in which to sow the tares of commercialized exploitation and subsidies (Savage, 1929:227).

By 1929 in the Midwest, the South and on the Pacific Coast there was a bidding war for athletes. Contacts were made by correspondence and personal visits by university personnel, alumni and fraternities. Athletic progress was also monitored at high school athletic tournaments. Results also indicated the lack of recruiting at a number of institutions.

Recruiting policies seemed wholly or partially based on the integrity of college athletic officials and college officers (Savage, 1929:229).

Athletic recruiting had reached the proportions of nationwide commerce. It had had detrimental effects not only upon the character of the student but also "the influence upon the nature and quality of American higher education has been no less noxious (Savage, 1929:240).

Subsidies were defined as: Any assistance, favour, gift award, scholarship or concession, direct or indirect which advantaged an athlete because of his athletic ability and which set him apart from

fellow undergraduates (Savage, 1929:240).

Subsidizing to some degree was found to be present in 81 of 112 colleges studied (73 percent). Some institutions disclosed the operation of "slush" funds of between \$25,000 and \$50,000 (Savage, 1929:255).

There were four primary forms of subsidies according to the report.

1. Procurement of employment in part-time positions;
2. loans or subsidies because of athletic ability by individuals, and alumni with repayment dubious;
3. scholarships, i.e., Cecil Rhodes Scholarships; for scholastic emphasis and "leadership" qualities being a significant factor in the scholarship; and
4. subsidies in kind, favour or service such as free meals, professional tutoring or being "cared for" by alumni, and free tickets to scalp at games (Savage, 1929:264-265).

The subsidizing of athletes in American universities was documented in several institutions based partially or wholly on athletic ability. Given these practices, concerns of professionalism of amateur athletics had been expressed.

Opinions indicated:

There is no valid reason why even the most worthy athlete should receive any consideration, favour, assistance or attention that is not available upon the same terms and with the same readiness to the general body of undergraduates (Savage, 1929:267).

## Financial Analysis of Intercollegiate Athletics

Recent studies in recruiting and subsidizing in the United States have focused on financial analysis. Dr. M. H. Raiborn (1970) in "Financial Analysis of Intercollegiate Athletics" distributed questionnaires which were returned by 227 members of the NCAA (42 percent of the membership). His examination broke down intercollegiate athletic programs in terms of expenditures and revenues generated.

### Revenues

Revenues for intercollegiate athletic programs varied markedly by the type of institution. His taxonomy of colleges ranged from the Class A type which had a strong football program to the Class E type which did not compete in football and were not major competitors in basketball. Revenues in Class A institutions helped finance only two-thirds or less of the total athletic program expenditure. Revenues generated equalled: \$2,000,000 from gate receipts, \$200,000 from television and radio, \$100,000 from post-season bowl games, \$200,000 from private gifts and other incomes from student fees and rental of facilities. Athletic programs in large institutions was determined to cost approximately \$2,000,000 to \$3,000,000. Smaller institutions generated most of their

monies from the institutional budget or student activity fees. Revenues generated were determined to be in the \$20,000 range.

<u>Athletic Revenues</u>	<u>Class A</u>	<u>Class E</u>
Ticket Sales	51%	40%
Student Activity Fee	7%	36%
Student Assessments Unrelated to Admissions	5%	8%
Ticket Sales from Away Games	11%	4%
Alumni Contributions	5%	10%
Radio-television and post-season income	5%	-
Direct State or Governmental Support	2%	2%
Other	14%	-
	<hr/>	<hr/>
	100%	100%
Median Total Revenue	\$1,273,000	\$20,000

(Raiborn, 1970:3)

The study concluded Class A institutions generated approxi-  
mately as much revenue as they spent while Class E institutions  
operated at a deficit. Football accounted for 70 percent of  
the revenues generated at Class A institutions but only 50  
percent of the expenditures. The rest of the money was spent  
to support the other aspects of the athletic program.

## Financial Dimensions of Intercollegiate Athletics

"Financial Dimensions of Intercollegiate Athletics" by Dr. Robert H. Atwell confirmed that the challenge of the 1970's for intercollegiate athletics had become one of economics. Rising costs despite declining enrollment has increased inflation demanding university administrators to cut out waste and to improve their academic productivity. There are many implications for the athletic administrator whose programs far exceed the growth rate of their participation and revenues.

The report outlined the dimensions of the financial problem and was the basis for the debate concerning whether athletic expenses should be drawn from the athletic department or general university funds.

In Division I institutions, "financial dimensions of intercollegiate athletics received more attention from administrators than any other aspect of the athletic program" (Atwell, 1974:3). The National Commission on the Financing of Post Secondary Education estimated that roughly 30 billion dollars was spent on higher education annually. The intercollegiate athletic program amounted to 1 percent of that total budget.

## Expenditure Overview

The two largest expenditures associated with intercollegiate athletics were salaries and wages and financial aid (Atwell, 1974:10). In 1973-74 top level institution salaries ranged from 33-40 percent of the total budget expenditure (Atwell, 1974:10). Personnel included coaches, assistant coaches, maintenance staff, clerical employees and administrators. Financial aid as a proportion of the total budget varied considerably between private and public universities. At public institutions such as Michigan and Minnesota, financial aid accounted for less than 20 percent of the athletic expenditure (Atwell, 1974:10). Private institutions, with many out-of-state athletes, provide higher financial aid. Northwestern's financial aid program was 39 percent higher than the Big Ten University average (Atwell, 1974:10).

Recruiting and travel were two other items of cost. Travel accounted for 6 to 14 percent of the budget, while recruiting costs amounted to \$100,000 and were not as big an item of cost as perennially anticipated. In general, recruiting was found to be more of a major ethical problem in intercollegiate athletics but not a major financial difficulty (Atwell, 1974:11).

The Need for and Feasibility of a National  
Study on Intercollegiate Athletics

"The Need for and Feasibility of a National Study of Intercollegiate Athletics." Hanford (1974) proposed that colleges and universities with major commitments to big-time football and basketball were finding it increasingly difficult to balance athletic revenues and expenditures plus finance other sports, without tapping institutional resources. Many colleges without big-time sports were being challenged to make difficult choices about the scope and level of their athletic programs. Rising costs without increased athletic revenues caused some college administrators to ponder the transfer of already scarce funds from other budgets to achieve desired athletic activity levels (Hanford, 1974:xvii).

Financial considerations required college presidents to become involved in decision making about the nature and scope of their institution's commitments to intercollegiate athletics in such areas as:

1. excesses surrounding the recruiting of promising athletes;
2. costs of providing more adequate programs for women,
3. responsibility for the education of student athletes, especially blacks;
4. the content of sports programs provided to rank and

file students; and

5. the relationship of sports to education in general (Hanford, 1974:xiv).

New policies should be formulated concerning the place of sports in colleges. These policies had to be specific enough to curb excesses yet realistic enough to be acceptable to most institutions.

There was also a need for comprehensive re-examination of the role, policies and financing of intercollegiate athletics. Economics indicated that the escalating costs of coaching and subsidies to student athletes, as well as higher maintenance expenses could no longer be met by gate receipts on many campuses (Hanford, 1974:62). Historically at the height of its popularity college football supported physical education, intramural and club activities as well as other intercollegiate teams. Since that time escalating costs for the football program have resulted in abandonment of financial assistance from the football program to physical education, intramural and club sports programs (Hanford, 1974:31). As financial relief was sought and administrative attention was drawn to the contribution of intercollegiate athletics and college sports to education, the question of the relationship of sport and athletics to the higher educational process had to be faced and answered.

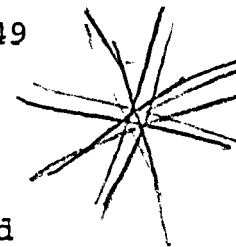
Regarding subsidizing in Intercollegiate athletics, Hanford



reported that the NCAA in 1973 and 1974 called for the abolition of full-ride grants-in-aid and the adoption of a policy calling for the awarding of financial aid to students on the basis of need (Hanford, 1974:76). In support of this motion the following rationale was advanced: (1) people outside the athletic establishment were for it and could not understand why it was not standard practice in the first place, and (2) it saved money (Hanford, 1974:76). The proposal was rejected because big-time intercollegiate administrators felt such a policy would generate even more under-the-table payments than already existed.

On the basis of the findings of the inquiry into the need for and feasibility of a national study of intercollegiate athletics it was recommended that a National Commission on Collegiate Sports be established for three years. This Commission would review the problems affecting college athletics in the United States.

Initiation of any possible curbs on unethical recruiting practices and any concerted effort by administrators to reduce the incentives for under-the-table payments to athletes will undoubtedly be affected by the commission's examination of the relationship of student athletes to their universities (Hanford, 1974:xvii).



## Conclusion

Research interests in Canada and the United States concerning athletic recruiting and subsidizing have addressed philosophic and economic questions. Differing foci in some of the American studies, may be attributed to the different stages in the evolution of recruiting and subsidizing, and the acceptance of a financial aid system in the United States.

Studies addressing similar foci, indicate attempts made by Canadian and American administrators to administer athletics in times of inflationary costs and declining student enrollment.

In the United States where athletic recruiting and subsidizing is institutionalized, studies to the present have focused on actual expenditures in the area of recruiting and subsidizing. Recruiting practices and their ethics are now becoming foci of current research investigation.

In Canada, the philosophic position on recruiting and subsidizing has changed from one traditionally opposed to one tolerating some forms of financial aid. Researchers are beginning to address actual practices occurring in Canadian universities. Awards with athletic ability, are documented in the calendars of several universities. (Minutes of CIAU, 178).

Unlike the American universities, Canadian university administrators have not as yet established a policy in favour of giving aid for athletic ability. Philosophic debate concerning financial assistance to athletes in Canadian universities continues at this time.

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CHAPTER III  
SIR/CAR MODEL AND METHOD FOR  
DELPHI SURVEY RESEARCH

Over the decade 'experts' in a wide variety of fields developed a great variety of more-or-less systematic efforts to foresee probable and/or preferable futures in their respective areas (Boothroyd, 1976; Dernoï, 1973; McCready, 1977).

Futures' research conducted to date has attempted to distinguish what is probable, what is desirable and the impact events will have in future settings. Many of these efforts have involved the utilization of the 'Delphi Technique' originated by the Rand Corporation in 1948 (Limestone, 1975). The conventional Delphi has been modified from its original form in its application to government, business and industry. In this study the conventional 'Delphi Technique' is modified for a voluntary service organization.

Conventional Delphi

Delphi techniques elicit 'expert' opinion in a systematic manner for useful results. Conventional Delphi exhibit the following characteristics:

1. The format is typically a paper and pencil questionnaire.

2. The questionnaire consists of a series of items using similar or different scales.
3. The questionnaire is administered to participants for two or more rounds.
4. Each iteration (round) is accompanied by some form of statistical feedback which usually involves a measure of central tendency or some measure of dispersion.
5. Each item may or may not be accompanied by selected verbal feedback from some participants.
6. Extreme respondents may be asked to provide written justification for their responses.
7. Iteration with above feedback is continued until convergence of opinion or consensus reaches some point of diminishing returns.
8. Participants do not meet or discuss issues face to face (Sackman, 1975).

#### Evolution of Delphi

The Delphi concept developed by the Rand Corporation began as a spin-off of defense research in the early 1950's and concerned the use of experts (Dalkey, 1963). The original study attempted to obtain reliable consensus of opinion of experts using a series of questionnaires with controlled feedback.

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Justification for Delphi application were forwarded in problem areas where accurate information was unavailable, or expensive to obtain, or where evaluation models required much subjective input.

Delphi techniques became an evaluation tool in long-range forecasting. In his "Report on Long-Range Forecasting Study" Olaf Helmer assessed "the direction of long range trends with special emphasis on science and technology and their probable effects on society." (Helmer, 1966). Long-range was defined as a span of ten to fifty years.

Delphi evaluations in modified forms began to appear in the literature in a variety of fields. The delphi technique became a fundamental tool in technologically oriented companies. Even in the area of 'Classical Management Science' there was/is a need to "incorporate subjective information (e.g. risk analysis) directly into evaluation models dealing with more complex problems facing society (Linestone, 1975).

The Delphi technique has found its way into government, industry and academe. It has responded to the demand for improved communications amongst larger and/or geographically dispersed groups not satisfied by other available techniques. As the rate of utilization increases, controlled experimentation and academic investigation has developed Delphi into a

full fledged scientific technique.

### Advantages and Disadvantages of Delphi

From the United States Delphi has spread to Western Europe, Eastern Europe, the Far East and, more recently, to Canada. The proliferation of studies has generated enthusiasm for the technique with proponents noting advantages related to:

1. Low cost;
2. Applicability to virtually any field containing 'experts';
3. Ease of administration;
4. Minimal time and effort investment required for investigators, and
5. the simplicity, popularity and directness of method (Sackman, 1975).

Despite the enormous utilization of the technique, little scientific evaluation has been conducted. Sackman, in his evaluation outlined "Delphi Critique," tempered enthusiasm for Delphi by stating that the methodology frequently did not meet the accepted experimental standards of:

1. test design, *deadly*,
2. subject sampling,
3. reliability;
4. validity;
5. administration,



6. Interpretation of findings, and
7. Social utility (Sackman, 1975).

Weaver, in another critical 'Delphi' review, claimed Delphi catered to experimenter bias in "collating and summarizing responses, subjectivity, lack of alternatives and no check on wording or order of items" (Weaver, 1972). delphi

in his summary, Weaver asserted:

Present Delphi forecasts come up short because there is little emphasis on the grounds or of the forecasts' reasonableness. There are insufficient procedures to distinguish hope from likelihood. Delphi at present can render no rigorous distinction between reasonable judgment and mere guessing: nor does it clearly distinguish priority and value statements from rational arguments, nor feelings of confidence and desirability from statements of probability (Weaver, 1972).

Conclusions indicated the 'Conventional Delphi' lacked key standards in professional questionnaire design and use, and did not measure up to empirical social science standards.

Sports Institute for  
Research/Change Agent Research (SIR/CAR)

The Sports Institute for Research/Change Agent Research (SIR/CAR) is an interdisciplinary, public, profession-study action group employing systems analysis techniques to evaluate mutual benefit or service organizations. The SIR model was developed based on the theoretical works of Stogdill, Katz and Kahn and Halpin (Moriarty, Duthie and Ragab, 1975) and assists organizations in identifying: (1) ultimate goal; (2) conflict or obstacles; (3) significant events; (4) significant individuals or groups; (5) social stress; (6) constituent strain; and (7) recommended changes and future change and trends (Moriarty, 1977). The SIR model attempts to reduce the gap between avowed goals and actual behaviour by providing the focus and variables to be investigated in Change Agent Research.

Change Agent Research (CAR) combines Organizational Analysis, Organizational Development and Organizational change in a three phase process to:

1. compare avowed goals and actual behaviour;
2. utilize group dynamics to develop a cadre of Change Agents; and
3. reaudit the organization to assess the effects of Phase 1 and 2 treatments.

Phase 1 consists of an organizational audit by the SAW method of - Seeing or observing by media-personal observation and content analysis of records;  
Asking or audio-interviewing through Semi-Directed Focused Interviews (SDFI) and  
Written Opinionnaire.

Phase 2 consists of participative clinics with the avowed goal of developing a cadre of Change Agents. Management by Objectives (MBO) is developed by clinics including confrontation, sensitivity and collaboration sessions.

Phase 3 consists of a reaudit of the organization and CAR packaging so the study can be replicated. The reaudit consists of remonitoring using the SAW process.

#### Advantages and Disadvantages of SIR/CAR

The organizational structure of SIR/CAR facilitates collaborative efforts of theoreticians and practitioners which is superior to a two-step process wherein a middle man attempts to communicate between the two groups. By focusing on avowed goals and actual behaviour, SIR/CAR illustrates to organizational members of dysfunctional aspects of their organizational processes. The combination of the organizational audit (Phase 1) and participative clinics (Phase 2) develop change agents within the organization. These change agents facilitate

change in their particular organizations to reduce the gap between avowed goals and actual behaviour. The reaudit phase (Phase 3) evaluates the desirability and degree of change produced.

Critics of SIR/CAR cite the lack of consideration of historical and attitudinal perspectives as shortcomings of the technique (Moriarty, 1977). SIR/CAR's present and future orientation discounted the insights to be gained from examination of the past. The emphasis on the effective and efficient behaviours also did not accommodate expression of the desirability of the practices exhibited.

As indicated below, an attempt was made in this method to incorporate the relative strengths of Delphi and SIR/CAR. A particular effort was made to shore-up the shortcomings of both techniques.

#### Modified Delphi Model For This Study

The model and method of this investigation combined the SAW process of SIR/CAR's Change Agent Research methodology in conjunction with a modified version of the Delphi technique.

Initial study energies were directed toward the identification of significant variables involved in athletic recruiting and subsidizing. A review of literature of the major research in Canada and the United States concerning athletic recruiting.

and subsidizing provided one source of item identification. A second source for item identification involved interviews (SDFI) with CIAU athletic directors and coaches. Athletic directors for men, and football, hockey and basketball coaches formed the 'experts.' The SDFI was pilot tested in a study conducted among athletic personnel of universities in Detroit, Windsor and London. The modified schedule was then used during the CIAU Annual Meetings in Ottawa on December 12 and 13, 1977. Interviewees responded to present recruiting and subsidizing practices (1976-77), past practices (1966-67), and future practices (1986-87). The desirability of the various aspects of recruiting and subsidizing practices were also obtained.

A one page check-off opinionnaire was distributed in conjunction with the SDFI. Respondents indicated their personal positions on current recruiting and subsidizing practices and their desirability. Statistical Packages for the Social Sciences (SPSS) was employed to compute overall frequencies and regional cross-tabulations for the check-off opinionnaire items. The results were circulated to the entire population. This formed the first round (for the present study) according to Delphi methodology.

A written opinionnaire, based on the review of literature

and SDFI (corresponding to a second round of Delphi) was distributed to the entire population of CIAU Athletic Directors for men, and football, hockey and basketball coaches. Items selected reflected the most frequently occurring audio-interview responses. In Most cases items were worded in the expressions elicited from sample interviewees and arranged in the opinionnaire according to the SIR model. The respondents answered two five-point Likert probability scales (greatly increased to greatly decreased on past to present trends (1966-77/1976-77) and future trends (1976-77/1986-87), and a desirability scale (very desirable to very undesirable) on each item. The written opinionnaire attempted to identify consensus on the items presented.

#### Evaluation of the Data

The statistical technique employed in this study evaluated both qualitative and quantitative data. Content analysis was used to examine the major research studies on athletic recruiting in Canada and the United States. The analysis is reported in Chapter Two.

The results of the audio interviews were treated mainly as qualitative data (although percentages of responses are also included) and are reported in Chapter Four.

Chapter Five reports the results of the Modified Delphi written opinionnaire outlining the following permutations:

1. overall frequencies of response,
2. regional cross-tabulations,
3. cross-tabulations of future probability versus desirability scales, and
4. analysis of variance to determine significant differences of the selected independent variables on the dependent variables.

One concern in an analysis of this type was the level of measurement of the Likert scale (ordinal versus interval). For a justification of using Likert scaling as interval data (permitting parametric statistical analysis) see the Comparative Longitudinal Analysis of Little League Baseball after SIR/CAR Intervention (Zarebski, 1978). In order to guard against this limitation, both parametric analysis of variance and non-parametric chi-square were applied.

The analysis of variance utilized on this Modified Delphi written opinionnaire evaluated where consensus occurred on the various recruiting and subsidizing items. Consensus was achieved on those items where significant differences did not exist between the independent variables:

1. role;
2. region of the university,
3. size of the university;

4. the administrative structure of the physical education/  
athletic department, and
5. time on the dependent variables: athletic recruiting  
and subsidizing attitudes and beliefs.



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## CHAPTER IV

### SEMI - DIRECTED FOCUSED INTERVIEW AND VERBAL OPINIONNAIRE ON ATHLETIC RECRUITING AND SUBSIDIZING

The population of this study included the Director of Athletics for Men and the men's hockey, football and basketball coaches. A sample of twenty-six audio interviews were conducted throughout the course of the study.

#### Audio Interviews

The interview guide was based on the SIR MODEL (see Appendix B) and the interviews were conducted on the Semi-Directed Focused Interview (SDFI) schedule (SIR/CAR, 1979). Respondents were asked to elaborate on present, predict future and reflect on past athletic recruiting and subsidizing practices and policies, and their desirability. The SDFI guides the interviewer's direction to a list of significant variables within the organization and maximizes the interviewee's opportunity to express attitudes and beliefs in a valid, reliable and objective manner. The purpose of the SDFI was to identify significant alternatives to be utilized in the verbal and

written opinionnaires.

Initially twenty-two audio interviews were conducted at the annual CIAU meetings held at Ottawa, December 12 and 13, 1977. This portion of the sample included the president of the CIAU, University Athletic Directors for Men and Executive Secretaries of some of the League Associations. Coaches and other university athletic personnel were subsequently interviewed.

Interviewees' perceptions were elicited concerning athletic recruiting and subsidizing in CIAU universities. This was achieved by leading the respondents through questions dealing with goals, conflict, structure, significant individuals and groups, social stress and constituent strain, as well as recommended changes. These SIR model items were followed by a series of more specific questions such as:

1. The role of the CIAU, regional associations, government and alumni groups, and
2. The offering of tuition, loans, bursaries, scholarships and part-time employment to athletes.

The SDFI opened communication and identified alternatives used to elicit responses on the written opinionnaire from a larger portion of the population (see Chapter V). Emphasis in the analysis of the audio interviews was placed on a qualitative analysis although quantification was reported in terms of

ranking items on a percentage basis.

### SDFI Audio Interview Results

The results of the Semi-Directed Focused Interviews are summarized below:

#### Recruiting

Of the total sample, 86% of the respondents indicated some type of athletic recruiting was occurring at their institution. The other 14% responded that their institution was not involved in athletic recruiting.

#### Subsidizing

Financial aid of some variety was indicated as present in 45% of the sample institutions. In 55% of the universities no financial aid was given for need or to reward athletic ability.

#### Recruiting Definitions

In terms of athletic recruiting many sample respondents (59%) indicated the concept meant an organized effort on the part of the university to induce athletes to go to an institution and participate in the athletic program. Informing, exposing and making initial contact with high schools concerning the university's athletic program ranked second (32%). The quest to get gifted athletes who are also good students formed a third concept of recruiting definitions (9%).

The spectrum of recruiting definitions ranged from "making

people aware of the athletic programs" (Early, 1977) to:

The solicitation of athletes to come to an institution and participate in the athletic program in order to gain a competitive edge which is translated into a better won/loss record (Totzke, 1977).

### Subsidization Definitions

Subsidizing was defined as assistance, and especially financial assistance given to a student athlete (53%). The paying of money to have an athlete come to a university (32%), and financial aid given to an athlete to offset work/time loss or as a reward for outstanding athletic ability (15%) ranked second and third in incidence, respectively.

Subsidizing in its broadest sense was considered "any means to alleviate the total cost of an athlete going to school" (Pugh, 1977). When tied to recruiting, subsidizing was defined as the "offering of money or kind to an athlete in an effort to persuade him to attend a particular university (Paton, 1977).

### Ultimate Goal

In reference to ultimate goal, athletic recruiting and subsidizing's primary objective was to gain a competitive edge to produce a better won/loss record (43%). Securing scholar athletes (30%) and developing prestige for the university's athletic program (10%), ranked second and third. Assisting people who have need (7%) ranked fourth, while allowing student athletes to attend school without paying (5%) and developing

elite athletes (5%) were of equal incidence in the lowest realm of the ranking. The Athletic Director of The University of Calgary echoed the strongest recruiting and subsidizing sentiments in stating their objective was to "win the national championship every year" (Kadatz, 1977).

### Conflict

Lack of financial resources for coaches was cited as the primary obstacle preventing athletic recruiting and subsidizing in Canadian universities (40%). Philosophic objections to recruiting and subsidizing were also considered a significant barrier (18%). Other schools with better academic endowment (16%) or lack of national and regional guidelines on recruiting and subsidizing (16%) were ranked next. Lack of recruiting and subsidizing time for coaches (8%) and the securing of students because of geographic location (2%) ranked fifth and sixth, respectively. Dennis Kadatz felt his university did not have the finances for subsidies. If the offering of financial aid was to occur:

The finances for any subsidy to become reality would have to be separate and distinct from the university funding, and come from private or corporate donations or alumni (Kadatz, 1977).

Wally Delahey, Head Football Coach, University of Waterloo stated:

I cannot see any good coming from giving monetary reward to athletes to come to your school. In the NCAA there

is a complete office floor in New York City with who police recruiting throughout the United States. To me that is a tremendous overhead as far as money in a budget is concerned (Delahey, 1977).

### Significant Events

Increased acceptance of the recruiting and subsidizing principle (40%) ranked first in recruiting and subsidizing developments. Declining enrollment of students entering university (24%), media pressure lauding the American system (11%) and an increase in out-of-country trained athletes (10%), were also considered as significant events. Increases in recruiting emphasis, small schools attaining national championships, transfers of athletes from university to university, and accelerated activity by University High School Liason Committees (4%), all received the same percent.

The Athletic Director at Saint Francis Xavier University felt the hypocritical stance of the CIAU led to increased acceptance of recruiting and subsidizing at the university level.

He stated

We cannot give room, board and tuition but the government says if you have a carded athlete you can give him room, board and tuition. We do not want to irk the government because they say we are paying 80% of your cost anyway so if you do not want carded athletes, too bad (Kehoe, 1977).

### Structure

Responses on the structure of recruiting and subsidizing indicated coaches were responsible for recruiting and

subsidizing indicated coaches were responsible for recruiting and subsidizing and were influenced by both informal and formal directives from their athletic directors (68%). High School Liason Officers, the Awards Officer and the Athletic Directors (8%) were other members in the organization of recruiting and subsidizing in CIAU universities. Some respondents indicated no recruiting and subsidizing structure was present at their university so that coaches' actions were based on their own personal philosophies (8%). Keith Harris, Athletic Director, Carleton University, stated:

Our recruiting structure is informal. Most coach job descriptions involve some administrative work. They see high school games, write perspective athletes they hear of, or may know a coach or Physical Education Head of a high school (Harris, 1977).

The Dean of Physical Education, University of Saskatchewan, where certain recruiting practices are sanctioned by the GPAC League, indicated their university had a structure for "recruiting in the province which was funded in the budget" (Dewar, 1977).

### Control

The control of recruiting and subsidizing appeared to range from no rules or directives (30%) to guidelines established by the athletic directors (28%). Some universities indicated the coaches' integrity guided recruiting and subsidizing actions during attempts to secure athletes for their respective universities (27%). The Senate was considered a minor force in directing



recruiting and subsidizing actions (5%). Lack of finances and time for coaches to recruit and subsidize were other limiting variables (10%).

At Waterloo University, budget control limited recruiting and subsidizing practices.

We do not have the money other institutions have for travel. I would like to do more extensive travel but once again I do not have the time because of my workload and I do not have the money (Delahey, 1978).

The Athletic Director, Laurentian University, wanted to know, understand and keep fully abreast of what is occurring in recruiting at her university. Laurentian's coaches were made aware of the recruiting and subsidizing rules very explicitly (Pickard, 1977).

#### Significant Individuals and Groups

Coaches (39%) and alumni (29%) were considered the most important groups in the recruiting and subsidizing of athletes. High School relations (14%) ranked third in contributing to the solicitation of an athlete to a particular university. Former students, happy with the athletic program (6%), and athletic directors, government were other groups mentioned which increased the student athletic population at universities (6%). Other departments at the university and business had a very slight influence in attracting athletes to the various universities (2%).

Gib Chapman, Athletic Director, Acadia University, felt

"our best recruiters were former athletes who were happy with our program and went back and told others" (Chapmen, 1977).

### Social Stress

Outside forces have exerted pressure on university athletic personnel in the area of recruiting and subsidizing. Society, which has developed an elitist attitude (30%), the media citing successes under the American system (25%), and alumni desiring their former universities to do well athletically (22%), have advocated recruiting and some form of financial aid for athletes. Only a few universities (9%) did not experience recruiting and subsidizing pressures from outside groups. Other groups desirous of increased recruiting and subsidizing efforts were other universities (6%), high school coaches (6%) and business (2%).

The Athletic Director at the University of Winnipeg, felt there were outside recruiting practices and subsidizing stress because of the dominance of the American system:

"Because of the demand on my time, the American system is not applicable to Canada. The principle is alright; it is how you apply it; and the degree to which you apply the system that is the question" (Pruden, 1977).

### Constituent Strain

Recruiting and subsidizing pressures were absent in one quarter (25%) of the CIAU universities. In those universities where pressures existed, coaches desiring to recruit more (20%) provided the largest amount of strain. Coaches putting strain

on themselves (12%), coaches putting strain on other coaches (12.5%) and athletes putting strain on other athletes (10%) were other sources of recruiting and subsidizing strain in university athletic departments. In some universities (20%), academic departments exerted pressures on the athletic directors to restrict the amount of financial resources used to solicit athletes or to produce better teams.

"In the Atlantic Conference there appears to be strain concerning recruiting and subsidizing from the coaches. In some Atlantic schools which appear to do more to contact athletes, the coaches have more time, resources and are rumoured to have financial aid to assist athletes. Some coaches look at athletic scholarships as the way to go while others feel that as long as they could make contact, they could sell the university on academic programs" (Paton, 1977).

### Recommendations

In terms of altering present recruiting and subsidizing practices and policies, respondents recommended decreasing recruiting abuses (50%). Others felt the CIAU should accept recruiting and subsidizing based on business donations (40%). Recruiting abuses were to be alleviated through clearly defined national and regional guidelines and by restricting recruiting areas. Some athletic personnel (5%) felt the money should be put into better facilities and coaching while others (5%) desired leaving recruiting and subsidizing practices in their present state.

Many universities showed more concern for recruiting than

subsidizing.

"Recruitment is the evil which has to be controlled more" (Dewar, 1977).

Pat Pickard felt recruiting practices were here to stay. She pessimistically projected that no matter what the recruiting directives are "everybody's going to break the rules anyway" (Pickard, 1977).

Future

A number of respondents felt university athletics would tolerate standardized allowances for room, board and partial tuition (36%). Others saw a desire for recruiting because of enrollment problems and the development of increased prestige in national championships (12%). This desire would occur in times of financial restraint limiting recruiting and subsidizing practices (32%). An expanded role for the CIAU was predicted. Legislation on recruiting and subsidizing, and federal government support for athletic programs were foreseen. A small group felt there would be little change in future recruiting and subsidizing practices and policies (8%). Bob Pugh, Executive Vice-President of the CIAU, in summarizing the development and projecting future recruiting and subsidizing practices and policies stated:

"Fifteen years ago the CIAU discussed athletic scholarships; there were 90% against and 10% in favour. Now

its 60 - 40 against and narrowing. Maybe 10 years from now some form of scholarships or grants-in-aid with limitations and restrictions will be favoured (Pugh, 1977).

### Past

Over the past ten years most of the interviewees (62%) felt little change in recruiting and subsidizing had occurred. Others (24%) felt the concern over Canadian athletes going to the United States made recruiting and subsidizing a serious issue. Still other respondents (14%) saw crude recruiting practices evident in CIAU athletics.

Dennis Kadatz felt certain schools intensified their recruiting and subsidizing efforts. He felt "smaller schools break the rules to become competitive at the national level" (Kadatz, 1977).

### Role of the CIAU

As an umbrella organization overseeing Canadian intercollegiate athletics, many respondents (88%) desired the CIAU to serve primarily a regulatory role by providing recruiting and subsidizing guidelines at the national level. A small percentage (8%) felt the CIAU should have no role in recruiting and subsidizing while still others (4%) saw the CIAU solely as administrators of the national championships.

The Athletic Director at Laval University, Quebec, saw the

CIAU as:

"The forum for universities to meet, express and analyze problems in intercollegiate athletics and then regulate legislation against them" (Loiselle, 1977).

### Regional

Most respondents (82%) desired the regional associations to enforce policy and enact controls legislated by the CIAU. Proponents of stronger regional associations felt the respective leagues should adopt their own recruiting and subsidizing philosophy and make policy (9%). A few respondents indicated there should be no legislative recruiting and subsidizing role for the regional associations (9%).

Opinions concerning the role of the regional associations called for regions to function like the CIAU. They should

"set recruiting and subsidizing policy and implement legislation for their associations" (Fraser, 1977).

### Government

A large percentage of university athletic administrators and coaches felt the government should provide aid to the universities (70%). Some (15%) felt the government should develop international athletes. No recruiting and subsidizing roles for the government were indicated by other respondents (1%).

Ray Johnson, Secretary of the OUAA, expressed concern about present government aid to intercollegiate athletes:

"I do not think there should be government involvement in recruiting and we already have it in subsidization. I am concerned about it because involvement is not that great, yet people use it to their own advantage. Selection committees for the awarding of these bursaries are made up of university people who are experts but they cannot realistically divorce themselves from their own situation in selections. This is a weakness in the system. We need a national committee to regulate money equally across Canada. If this is done, government aid is okay but until now, third party scholarships have not been a good thing" (Johnson, 1977).

### Alumni

Alumni and other groups outside the university were considered prime sources of financial aid. Monies donated could be used to offer financial help (through the Awards Office) or to fund facility building, etc. (67%). Other functions alumni could supply involved the identification of prospective athletes (20%). Some respondents (13%) indicated alumni should have no involvement in recruiting and subsidizing functions at their respective universities.

At Dalhousie, the alumni play a role,

"In identifying athletes and exposing them to what Dalhousie is all about. They assist financially but not necessarily for subsidizing of athletes. Monies could be used for improvement of facilities, programs or assisting athletes. You need a strong alumni" (Bellemare, 1977).

### Specific Subsidizing Practices

Some types of financial aid are available in Canadian universities. Universities unanimously indicated that no loans

or tuition waivers were given (100%). Many universities indicated scholarships (40%) and bursaries (45%) were open to athletes. Other universities stated they had no scholarships (60%) or bursaries (55%) to offer for athletic ability. Part-time employment was evidenced in the majority of universities (76%) but absent in others (24%).

With reference to part-time employment, most athletic personnel stressed athletes did not receive favourable consideration in employment opportunities. Opinions expressed reflected:

"Athletes rarely get jobs. They are less reliable because of their other commitments, but if they meet the demands of the job and there are two people applying for a job, the athlete will get the job"  
(Harris, 1977).

#### Check-Off Opinionnaire

In conjunction with the audio (SDFI) interviews, a one-page check-off opinionnaire was distributed to fifty-two university Athletic Directors and Coaches. Areas outlined in the opinionnaire were based on the SIR model. Specific questions concerning the role of the teacher/coach in recruiting, integration of recruiting and subsidizing programs for men and women and desirable structures of Physical Education/Athletic Departments were also investigated.

The following is a summary (see Chart) of the frequency of response recorded on the actual check-off opinionnaire. Overall frequencies to statements and each association's frequency of response to questions were examined.



Questionnaire Frequencies

	(%)	Overall	OUAA	QUAA	AUAA	GPAC	CWUAA
1. Status of Recruiting and Subsidizing							
1) fine as it is	19.6	40.0	14.3	0.0	0.0	0.0	25.0
2) needs little change	41.2	35.0	57.1	37.5	57.1	57.1	25.0
3) needs drastic change	39.2	25.0	28.6	62.5	42.9	42.9	50.0
2. Ultimate Goal of Recruiting and Subsidizing							
1) agreed upon and well understood	35.3	55.0	28.6	25.0	28.6	28.6	25.0
2) controversial and misunderstood	64.7	45.0	71.4	75.0	71.4	71.4	75.0
3. Technical Conflict Confronting Recruiting and Subsidizing							
1) very high significance	0	0.0	0.0	0.0	0.0	0.0	0.0
2) high significance	5.0	12.5	0.0	0.0	0.0	0.0	0.0
3) average significance	35.0	43.8	33.3	16.7	50.0	50.0	33.3
4) low significance	27.5	12.5	33.3	50.0	25.0	25.0	0.0
5) very low significance	32.5	31.3	33.3	33.3	25.0	25.0	66.7
							95% are below average significance
4. Philosophical Conflict in Recruiting and Subsidizing							
1) very high significance	70.2	83.3	66.7	77.8	71.4	71.4	100.0%
2) high significance	10.4	5.6	16.7	11.1	28.6	28.6	0.0
3) average significance	4.2	11.1	0.0	0.0	0.0	0.0	0.0
4) low significance	4.2	0.0	16.7	0.0	0.0	0.0	0.0
5) very low significance	2.1	0.0	0.0	11.1	0.0	0.0	0.0
							93.8% are average or above
5. Organizational Conflict Confronting Recruiting and Subsidizing							
1) very high significance	7.1	5.9	28.6	0.0	0.0	0.0	0.0
2) high significance	16.7	11.8	14.3	33.3	25.0	25.0	0.0
3) average significance	31.0	23.5	14.3	50.0	25.0	25.0	33.3
4) low significance	26.2	35.3	14.3	16.7	25.0	25.0	66.7
5) very low significance	19.0	23.5	28.6	0.0	25.0	25.0	0.0
							73.9% are around the average significance

Questionnaire Frequencies (cont'd)

	<u>Overall</u>	<u>OUAA</u>	<u>QUAA</u>	<u>AUAA</u>	<u>GPAC</u>	<u>CUAA</u>
6. Public Relations Conflict in Recruiting and Subsidizing						
1) very high significance	0	0.0	0.0	0.0	0.0	0.0
2) high significance	20.0	18.8	16.7	16.7	0.0	33.3
3) average significance	12.5	6.3	33.3	33.0	0.0	0.0
4) low significance	30.0	37.5	33.3	0.0	50.0	33.3
5) very low significance	37.5	37.5	16.7	50.0	50.0	33.3
		80% are average or below low significance				
7. Financial Conflict Confronting Recruiting and Subsidizing						
1) very high significance	22.5	18.8	16.7	33.3	50.0	0.0
2) high significance	45.0	50.0	50.0	33.3	25.0	66.7
3) average significance	15.0	12.5	16.7	0.0	25.0	33.3
4) low significance	10.0	12.5	0.0	33.0	0.0	0.0
5) very low significance	7.5	6.3	16.7	0.0	0.0	0.0
		82.5% are average or above, therefore highly significant factor				
8. Structural Basis for Recruiting and Subsidizing						
1) centralized	15.6	18.8	0.0	33.3	0.0	50.0
2) decentralized	82.2	75.0	100.0	66.7	100.0	50.0
3) Other	2.2	6.3	0.0	0.0	0.0	0.0
9. The Controlling Body for Recruiting and Subsidizing						
1) national administrators	49.0	44.4	85.7	44.4	42.9	33.9
2) regional administrators	12.2	16.7	0.0	0.0	14.3	16.7
3) provincial administrators	8.2	16.7	14.3	0.0	0.0	0.0
4) local administrators	28.6	22.2	0.0	55.6	42.9	0.0
5) other administrators	2.0	0.0	0.0	0.0	0.0	0.0
		50% or 1/2 believe it should be controlled nationally by the CIAU				
10. The Role of a Teacher/Coach in a Non-Recruiting Situation and The Role of the Coach/Teacher in Recruiting						
1) same type of individual	11.8	20.0	14.3	0.0	14.3	0.0
2) different type of individuals	29.4	30.0	28.6	11.1	28.6	66.7
3) depends on situation	56.9	50.0	57.1	88.9	57.1	0.0
4) other	2.0	0.0	0.0	0.0	0.0	33.3
		57%/over half believe it to be a situational factor				

Questionnaire Frequencies (cont'd)

	<u>Overall</u>	<u>OUAA</u>	<u>QUAA</u>	<u>AUAA</u>	<u>GPAC</u>	<u>CWDA</u>
11. The Major Stress on Recruiting and Subsidizing from Outside the University						
1) public	21.2	15.0	57.1	22.2	14.3	0.0
2) media	15.4	15.0	14.3	11.1	28.6	25.0
3) parents	3.8	5.0	0.0	0.0	0.0	25.0
4) alumni	0.0	0.0	0.0	0.0	0.0	0.0
5) other schools	*50.0	55.0	28.6	33.3	57.1	50.0
6) other areas	9.6	10.0	0.0	33.3	0.0	0.0
12. Major Strain on Recruiting and Subsidizing from Within the University Community						
1) students overall	19.7	26.3	28.6	22.2	28.6	0.0
2) male students	8.4	16.5	0.0	0.0	0.0	33.3
3) administrators	*26.8	26.3	14.3	33.3	28.6	33.3
4) coaches	*28.9	26.3	42.9	33.0	42.9	0.0
5) female students	1.7	0.0	0.0	0.0	0.0	0.0
6) male athletes	8.4	10.5	14.3	0.0	0.0	0.0
7) female athletes	3.4	0.0	0.0	10.0	0.0	0.0
8) alumni	3.4	0.0	0.0	11.1	0.0	0.0
9) others	1.7	0.0	0.0	0.0	0.0	33.3
13. The Best Way to Bring About Change in Recruiting and Subsidizing						
1) from above	30.0	21.1	57.1	11.1	57.1	50.0
2) from below	8.2	10.5	0.0	22.2	0.0	0.0
3) combination	*61.2	68.4	42.9	66.7	42.9	50.0
14. The Program of Recruiting and Subsidizing in Sport/Athletics for Men and Women should be:						
1) integrated	45.1	25.0	42.9	66.7	85.7	33.3
2) segregated	13.7	25.0	14.3	11.1	0.0	0.0
3) separate but equal	5.9	15.0	0.0	0.0	0.0	0.0
4) under most qualified	35.3	35.0	42.9	22.2	14.3	66.7
15. The Structure of Sports and Athletics Should Be:						
1) integrated in PE	46.2	50.0	28.6	33.3	100.0	25.0
2) PE segregated from SA	8.0	5.6	0.0	11.1	0.0	25.0
3) PE integrated into SA	9.6	5.6	14.3	22.2	0.0	25.0
4) Separate, Equal and Sharing	36.2	38.9	57.1	33.3	0.0	25.0

U.S. influence in sample

### Conclusion

The results of the audio interviews indicated that much of the sample of athletic personnel condoned the recruiting of athletes to play on university teams. Projections of future enrollment declines in universities was cited as one reason for increased interest in recruiting, not only athletes, but students in general at CIAU universities. Respondents sanctioned recruiting as long as it was not attached to the offering of money to solicit an athlete to a particular institution. Dr. Robert Barney, Director of Athletics, University of Western Ontario, typified athletic recruiting sentiments in expressing his desire to have "recruitment without inducement" (Barney, 1977).

Subsidizing athletes was not a practice condemned out-of-hand. Of those universities interviewed, 55% offered no athletic financial aid, while 45% of the universities offered some assistance based partially or wholly on athletic abilities. The majority of respondents in subsidizing universities indicated their awards were small and did not have the expressed purpose or procuring student athletes for their institutions.

Buzz Phillips, Director of Athletics at the University of British Columbia, felt he endured subsidizing pressures because of the aura of athletic scholarships at Simon Fraser University, a Canadian University in the National Association of Intercollegiate

Athletics (NAIA) in the United States. He indicated that the University of British Columbia had a number of awards in their calendar in which athletics is one dimension in the awarding criteria. These awards, in Buzz Phillips' estimation, were not in the same category as those athletic scholarships at Simon Fraser University:

"In my own mind none of these are athletic subsidies or scholarships as such. Athletic scholarships are something to induce an athlete to your institution (Phillips, 1977).

Other universities have indicated the offering of financial assistance partially on athletic ability. One GPAC institution offered twenty to twenty-five awards, ranging from \$250 to \$500, contingent on athletic ability. They felt the financial assistance was divorced from recruiting because the coaches and athletic department presented a list of eligible recipients to the Senate who made the decision independent of the athletic department (Pruden, 1978).

Numerous unnuendoes and accusations have been aimed at Maritime universities concerning the giving of financial aid to reward athletic proficiency. The University of New Brunswick indicated the presence of merit awards in their calendar amounting to \$10,000. Although 75 to 80 percent of the awards went to athletes no athletic representatives were present on the selection committee. The awards were justified on the basis that:

"There is not enough money to recruit American athletes. The awards only ensure local athletes stay in New Brunswick instead of going to Nova Scotia, etc. (Early, 1977).

Another university which asked to remain anonymous, offered merit awards amounting to \$11,000. This aid was distributed annually to athletes in four sports through the awards officer.

Athletic recruiting and subsidizing is occurring in Canadian intercollegiate athletics with practices evident in a variety of shapes and forms. This accentuates the need for the CIAU National Governing Body and/or Regional Associations to delineate the presently nebulous athletic recruiting and subsidizing guidelines into clearly defined rules acceptable to the CIAU membership and/or regional member institutions.

Interviews

- Barney, R.K., Director of Athletics, University of Western Ontario. A personal (SDFI) interview conducted December 12, 1977, Ottawa, Ontario.
- Bellemare, K., Director of Athletics, Dalhousie University. A personal (SDFI) interview conducted December 12, 1977, Ottawa, Ontario.
- Chapman, Gib, Director of Athletics, Acadia University. A personal (SDFI) interview conducted December 12, 1977, Ottawa, Ontario.
- Coulter, B., Director of Athletics, Bishops University. A personal (SDFI) interview conducted December 12, 1977, Ottawa, Ontario.
- Dewar, J., Director of Physical Education, University of Saskatchewan. A personal (SDFI) interview conducted December 12, 1977, Ottawa, Ontario.
- Delahey, W., Football Coach, University of Waterloo. A personal (SDFI) interview conducted December 12, 1977, Ottawa, Ontario.
- Early, M.J., Director of Athletics, University of New Brunswick. A personal (SDFI) interview conducted December 12, 1977, Ottawa, Ontario.
- Fraser, B., Director of Athletics, University of Toronto. A personal (SDFI) interview conducted December 12, 1977, Ottawa, Ontario.
- Harris, K., Director of Physical Education and Athletics, Carleton University. A personal (SDFI) interview conducted December 13, 1977, Ottawa, Ontario.
- Janzen, H., Director of Athletics, University of Manitoba. A personal (SDFI) interview conducted December 12, 1977, Ottawa, Ontario.
- Johnson, R.B., Director of Athletics, McMaster University. A personal (SDFI) interview conducted December 13, 1977, Ottawa, Ontario.

- Leonard, A.L., Director of Athletics, Queen's University.  
A personal (SDFI) interview January 25, 1978.  
OUAA Legislative Council Meeting, Toronto, Ontario.
- Kadatz, D.M., Director of Athletics, University of Calgary.  
A personal (SDFI) interview conducted  
December 12, 1977, Ottawa, Ontario.
- Kehoe, G., Director of Athletics, Saint Frances Xavier University.  
A personal (SDFI) interview conducted December 12,  
1977, Ottawa, Ontario.
- Loisells, J., Director of Athletics, Laval University.  
A personal (SDFI) interview conducted December 12,  
1977, Ottawa, Ontario.
- Paton, G., Dean of Physical Education, University of New Brunswick.  
A personal (SDFI) interview conducted December 12,  
1977, Ottawa, Ontario.
- Phillips, R.J., Director of Athletics, University of British  
Columbia. A personal (SDFI) interview conducted  
December 13, 1977, Ottawa, Ontario.
- Pickard, P., Director of Athletics, Laurentian University.  
A personal (SDFI) interview conducted December 12,  
1977, Ottawa, Ontario.
- Pruden, V., Director of Athletics, University of Winnipeg.  
A personal (SDFI) interview conducted December 12,  
1977, Ottawa, Ontario.
- Pugh, R., Executive Director of the Canadian Intercollegiate  
Athletic Union. A personal (SDFI) interview  
conducted December 13, 1977, Ottawa, Ontario.
- Redden, B., Sports Information Director, Memorial University.  
A personal (SDFI) interview conducted December 13,  
1977, Ottawa, Ontario.
- Smith, A., Executive Secretary, Ontario University Athletic  
Union. A personal (SDFI) interview conducted  
January 25, 1978, OUAA Legislative Council Meeting,  
Toronto, Ontario.
- Totzke, C., Director of Athletics, University of Waterloo.  
A personal (SDFI) interview conducted December 13,  
1977, Ottawa, Ontario.



- Wiebe, E., Sports Information Director, Royal Military College.  
A personal (SDFI) interview conducted January 25,  
1978. OUAA Legislative Council Meeting, Toronto,  
Ontario.
- Wilson, P.S.B., Director of Athletics, Trent University.  
A personal (SDFI) interview conducted January 25,  
1978. OUAA Legislative Council Meeting,  
Toronto, Ontario.
- Zemrau, E., President of the Canadian Intercollegiate Athletic  
Union (CIAU). A personal (SDFI) interview  
conducted December 13, 1977, Ottawa, Ontario.

## CHAPTER V

### MODIFIED DELPHI WRITTEN OPINIONNAIRE ANALYSIS

The Modified Delphi Written Opinionnaire constituted the written phase of the SAW process in the SIR/CAR methodology. One hundred and five items identified through a review of literature and/or audio (SDFI) interviews were assembled for an opinionnaire (according to the SIR model) and distributed to athletic directors and football, basketball and hockey coaches.

Unlike the audio interviews (mainly qualitative data), the analysis for the written opinionnaire provided the majority of quantitative data for the study. This chapter reports :

1. overall item frequencies, and
2. identifies significant differences in the independent variables, namely,
  - a. role of the respondent,
  - b. region,
  - c. size of the university,
  - d. administrative structure of the physical education/athletic department, and
  - e. effects of time on the recruiting and subsidizing attitudes and of selected CIAU athletic personnel.

#### Opinionnaire Distribution Procedure

As previously mentioned, written opinionnaires were circulated to the entire population of Athletic Directors for men and men's football, basketball and hockey coaches. The opinionnaire was originally mailed to the CIAU Offices in Ottawa on March 1,

1978. The opinionnaire was then divided into sections for each athletic directors and coaches. The sections were identical except for the identification questions which proceeded the areas of the SIR model. At the CIAU Headquarters, opinionnaire packages of one athletic director's opinionnaire and three coaches' opinionnaires were assembled and distributed to all CIAU member universities.

A follow-up letter thanking those who had completed the opinionnaire and requesting response from those who had not yet returned it was circulated in May, 1978. Finally, on September 22, 1978, personalized letters accompanying opinionnaires were distributed to those athletic directors and coaches who still had not returned opinionnaires.

#### Sample

Of the opinionnaires distributed, sixty-four responses were received. At least one athletic member of thirty-two of forty-two universities in the sample (79%) responded. Seven of ten universities in the AIAA (70%), four of seven in the QUAA (57%), fourteen out of fifteen in the OUAA (99% with RMC deleted), five of five in the GPAC (100%) and three of five (55% with Lethbridge deleted) of the CWAA, participated in the study. A league breakdown of the completed returns showed:

1. The AIAA with twelve responses,
2. The QUAA with ten responses,

3. the OUAA with twenty-nine responses,
4. the GPAC with nine responses, and
5. the CWAA with four responses.

Twenty-five of 42 athletic directors (60%) returned the opinionnaire along with thirty-nine coaches. Of the thirty-nine responses, football and hockey coaches filled out eleven each, while seventeen basketball coaches returned the Modified Delphi opinionnaires.

#### Data Analysis

An analysis of each of the 105 items is presented in the following section. Firstly, a frequency of responses using the Statistical Package for the Social Sciences (SPSS) demonstrated the overall distribution on each item. Regional crosstabulations on items where significant differences appeared (.05 level) were presented next, followed by SPSS crosstabulations comparing the future probability and desirability of each item.

On the frequencies and regional crosstabulations any combination of increases (greatly increasing, moderately increasing) /decreases (greatly decreasing, moderately decreasing) between 75 and 100% were considered a great increase/decrease. Any combination of increase/decreases, between 50 and 75% were considered a moderate increase/decrease and on items where there was a majority by plurality, the terms increase/decrease

were used (See chart). This same interpretation was employed on the desirability scale.

Finally, Statistical Analysis Systems (SAS) analysis of variance was employed to determine the differences in athletic recruiting and subsidizing attitudes produced by the main effects and interactions of the independent variables:

1. role of the respondent (athletic director, coach);
2. regional association of the university (AIAA, QUAA, OUAA, GPAC and CWAA);
3. size of the university (small, medium, large); and
4. time periods (past to present and present to future trends).

The means of each of the significant main effects for each item were reported. An increase/decrease in the means between any whole number (ie. 2 to 3 or 5 to 4) and .50 above or below that number was considered a slight increase/decrease. A change from 2.0 to 1.6 or 3.0 to 3.4 would be classified as a slight increase or decrease respectively. Increases/decreases of one or more or from one side of the .50 level to the other side of the .50 level (ie. 1 to 3 or 4.7 to 4.3) were considered increases/decreases. Although main effect means are reported, independent variable interactions are reported only verbally and means are not presented.

A summary of the trends in athletic recruiting and subsidizing are presented along with a synopsis of the effects of the independent variables on athletic recruiting and subsidizing attitudes and beliefs. Finally, an analysis of all one-hundred and five written opinionnaire items are presented in the last section of the chapter.

### Recruiting

Athletic recruiting to secure high quality athletes to improve the calibre of play and increase university prestige is expected to greatly increase and is considered very desirable (items 1,4,5,9). Although athletes may be identified from across the country, respondents indicated recruiters efforts will be focused on procuring the best catchment basin athletes available. (item 6).

The achievement of these ultimate goals will be realized against objections concerning the transfer of athletes and lack of financial resources to recruit (items 14,16). Further conflicts concerning the ethics of alumni recruiting in co-operation with the athletic department and coaches recruiting independently should be faced and resolved (items 62,63).

The contacting of prospective athletes is accomplished by various means. Coaches making personal visits to athletes is expected to increase and is considered desirable (item 24). The entertaining of athletes using athletic department or coaches personal funds are considered unacceptable (items 25,26). Increasing and acceptable practices of contacting athletes included, examination of all star lists, and newspaper clippings, alumni letters to athletes and circulation of university pamphlets (items 21,22,23,29). The athletic department and the High School Liason Officer (HSLO) in co-operation with the

the athletic department are expected to more actively pursue athletes which is considered an acceptable practice (items 28, 33,36).

Recruiting in men's spectator sports and women's spectator sports is predicted to greatly increase which is considered very desirable. These same increases are not expected in men's and women's non-spectator sports.

Significant increases in athletes recruited because of the calibre of coaching, former athletes satisfied by the program and the school's academics are expected to increase and are considered desirable (item 50,52,54). Recruiting for job security was considered an unacceptable practice (item 51). Finally, government involvement to develop international athletes is predicted to greatly increase and is deemed very desirable (item 58).

The control of recruiting has evolved from an informal nature based on the athletic department's integrity, toward more formal control consisting of rules in the athletic department, regional associations and CIAU (items 43,44,45,46). Respondents indicated increases in recruiting legislation was desirable.

Stress from outside the university in favour of recruiting have come from various individuals and groups. Public and media stress because of comparisons to the American system plus government stress citing American successes are expected to increase in the future (items 60,61,64). Athletes expecting money to reward their athletic prowess is another stress increasing but considered

undesirable (item 62). Other unacceptable stresses directed toward universities came from alumni and professional teams (items 59,62).

Strain within the university has been generated by both coaches and athletes. Strain among all coaches but especially directed toward unsuccessful ones is expected to increase (items 66, 68,69). Increased pressures by athletes to win has increased demands for the solicitation of highly skilled athletes (item 65). This situation is compounded by increases in athletes coming to the university predominantly to participate in the athletic program (item 71).

Changes recommended for university athletics prooport not only the definition of recruiting and subsidizing but also legislation to restrict recruiting and subsidizing practices (items 72,73,74,75). Other respondents indicated monies proposed for recruiting and subsidizing should be directed toward the development of better coaches and facilities (item 79).



### Athletic Subsidizing

Unlike recruiting trends, expected to increase and considered desirable, increases in athletic subsidizing are not considered probable. Furthermore, consensus among respondents on the desirability of financial athletic aid was not achieved. Athletic subsidies are predicted to remain at current levels (Items 83-awards office athletic awards, 84-Senate athletic awards, 85-athletic department athletic awards, 86-alumni athletic awards, 94-athletic scholarships upon entering university, 95-athletic awards in second year and above) although many athletic directors and some coaches feel some types of athletic scholarships are desirable (Items 83, 84, 85, 86, 94, 95).

The awarding of financial aid solely on athletic ability is considered an unacceptable practice (Item 88), but awards including athletic proficiency as one of the criteria are desirable awards (Item 81). Consensus favouring athletic financial aid was reached for awards combining athletic ability, academic ability and need (Items 89, 90, 91). These awards could be legitimately distributed to an athlete entering university or to one continuing a university education (Items 93, 94).

Alumni awards, advertized in university calendars were acceptable, but respondents were divided concerning

the favourability of offering awards through the athletic department (Items 85, 86, 87).

Other forms of subsidies to athletes were not condemned out of hand. Part-time employment in the university and especially in summer sports camps were considered very desirable (Items 100, 101). Sample respondents were divided in terms of offering athletes part-time employment off-campus, but were solidly against the hiring of athletes in the athletic department (Items 99, 102).

In-season training tables before and after practice were acceptable (Items 103, 104) but meals provided for athletes in the off-season were not approved (Item 105).

Finally, increased acceptance of the subsidizing principle did not imply increased rules governing athletic award distribution (Item 95). No increases in athletic subsidizing rules were expected for the regional associations, while the majority of respondents predicted and considered desirable, moderate increases in the CIAU rules regarding subsidizing (Items 96, 97).

The use of ANOVA demonstrated that time was the single most significant variable in athletic recruiting and subsidizing. The regional association of the university, followed by the size of the university, role of the respondent

and administrative structure of the physical education/  
athletic department accounted for the differences in the  
athletic directors and coaches recruiting and subsidizing  
attitudes and beliefs. In the following paragraphs a synopsis  
of the effects of these independent variables are presented.

### Time

Generally, the analysis of time indicated increases in recruiting and to a limited extent subsidizing have and will occur from the past to the future. In recruiting great increases in the ultimate goals of (1) soliciting athletes for high level competition, (2) securing athletes of high ability to increase the athletic population and (3) especially the population of catchment basin athletes (4) to increase university prestige have occurred and are expected to occur in the future (items 1,4,5,6,7).

Conflicts concerning coaches recruiting in the philosophy of the athletic department become important when coupled with the greatly increasing practice of coaches making personal visits to athletes (items 19,24). Identification of athletes by coaches at clinics was also to become a prominent supplier of athletic talent (item 29).

Coaches and athletes were cited as the primary individuals and groups involved with recruiting and subsidizing. Great increases in the attraction of athletes is expected due to satisfied athletes who have participated in quality

involving a high calibre of coaching (items 50,52).

Changes recommended focused on the need to define recruiting and subsidizing (items 73,74). Although definitional attempts were desired and expected, only slight increases were expected from past to the future. No specific items were prominent as generally most items were expected to slightly increase from a remain the same trend toward a moderately increasing trend in the future (items 80 to 105).

### Region

The regional association of the university has had a minimal effect on the recruiting attitudes and beliefs, but played a major role in differences associated with the subsidizing of athletes.

Pressures to increase recruiting practices were exerted by alumni and coaches in the GPAC followed by the AIAA. The CWAA, OUAA and QUAA have not seen increases in these pressures (items 59,68).

In subsidizing the GPAC expected the greatest increases in the offering of financial aid to athletes. The GPAC followed by the AIAA and CWAA felt athletic scholarships awarded on the basis of athletic and academic ability and need would become a moderately increasing trend. The OUAA and QUAA felt athletic scholarships would remain at current levels (items 88,89,90,91,92). These scholarships were

provided to athletes entering university (GPAC,AIAA,CWAA) as opposed to student athletes in second year or above (items 93,94). In the GPAC,AIAA and CWAA athletic scholarships were administered and controlled by the awards office or athletic department (item 85).

Any increases in athletic awards are to occur under varying rules for their administration. The GPAC,CWAA and OUAA felt subsidizing would be offered subject to many rules, the Quaa saw these rules remaining the same while the AIAA felt increased financial aid would be offered in times of decreasing legislation (item 96).

#### Size of the University

The size of the university produced significant differences in a limited number of athletic recruiting and subsidizing items.

In recruiting small universities expected greatly accentuated attempts to secure a large number of athletes to enhance university prestige (items 4,5,8). All sized universities secured athletes generally by similar means although large and small universities increase attempts to contact alumni concerning possible athletic prospects (item 23). Small and medium universities have also increased circulation of university pamphlets in or to publisize their athletic offerings (item 29). The High School Liason Officer has become more active in recruiting athletes through

consultation with the athletic department in small and medium universities (item 33).

In subsidizing small universities saw an increased ability of the awards office to offer financial aid for a combination of athletic ability and academics (items 83,91). Other financial aid in large and small schools which is increasingly available involved part-time employment in summer sports camps (item 102).

Finally, medium and large universities saw meals before and after in-season practices decreases while small universities felt the offering of meals after in-season practices would remain the same but ones before in-season practices would increase (items 103,104).

#### Structure of Physical Education /Athletic Department

The structure of the physical education/athletic department had only a limited effect on recruiting attitudes and beliefs. ~~Integrated universities felt athletes recruited because of their satisfaction with both the athletic and academic programs had increased more than segregated~~ universities (items 50,54). Athletes secured came in times of increased media pressure to recruit and increased pressures to participate on winning teams (items 61,65).

#### Role of the Respondent

coaches felt more catchment basin athletes were attracted by circulars and athletes satisfied by the athletics (items 13,29,50). Athletic directors felt there was an increased ability of the Senate to offer awards (item 84).

Ultimate Goal

Item 1: The major aim of recruiting to provide a high level of competition has "moderately increased" from past to present according to 68% of the sample, will "greatly increase" in the future (82.2%) and is considered "moderately desirable" (74.2%). The analysis of variance (Anova) indicated the "moderately increasing" trend in the recruiting for high level competition in the past (2.21), will increase slightly towards a greatly increasing one in the future (1.90).

Item 2: Recruiting contributing to an athletes educational experience "moderately increased" in the past (54.8%), will "moderately increase" in the future (70.5%), and is considered "moderately desirable" (73.7%).

Anova results demonstrated a slight increase from a "moderately increasing" trend to a stronger "moderately increasing" one from the past (2.41) to the future (2.18).

Item 3: Recruiting efforts encouraging development of leadership roles "remained the same" in the past (54.1%), will "moderately increase" in the future (54.1%) and is considered "moderately desirable" (64.6%).

Anova results indicated the QUAA (2.82), OUAA (2.78) and CWAA (2.75) saw this trend "remaining the same" while GPAC (2.13) and the AIAA (1.95) saw an increase toward a "Moderately increasing"

trend in recruiting efforts to develop leadership roles. The Anova analysis also showed an increase from a "moderately increasing" trend in the past (2.63) to a stronger moderately increasing one in the future (2.43).

Item 4: Recruiting efforts to capitalize on athletic ability has "moderately increased" in the past (63.8%), will "greatly increase" in the future (72.5%) and is considered "very desirable" (78.7%).

Large (2.39) and medium-sized (2.22) universities saw recruiting to capitalize on athletic ability "moderately increasing" while small universities predicted a slight increase toward a "greatly increasing" trend (1.75). Anova results also indicated a slight increase in this trend from "moderately increasing" in the past (2.18) toward "greatly increasing" in the future (1.87). Integrated physical education/athletic department schools feel recruiting efforts to capitalize on athletic ability has evolved from "moderately increasing" in the past (2.46) toward "greatly increasing" in the future (1.45), while segregated schools saw an increase in this trend from "remain the same" in the past (3.03) toward "Moderately increasing" in the future (2.32).

Item 5: Recruiting efforts to increase university prestige have "moderately increased" in the past (60.4%), will "greatly increase" in the future (82.5%) and are considered "very desirable (83.9%).



Large (2.35) and medium-sized (2.28) universities saw this trend "moderately increasing" while smaller universities felt recruiting to enhance university prestige would slightly increase toward a "greatly increasing" trend (1.84). There was a slight increase in the "moderately increasing" trend of recruiting efforts to enhance university prestige of the past (2.32), which was expected to become a "greatly increasing" one in the future (1.84).

Item 6: Recruiting efforts to get the best catchment basin athletes has "moderately increased" in the past (59.7%), will "greatly increase" in the future (84.2%) and is considered "very desirable" (86.7%).

Anova results indicated a slight increase in this "moderately increasing" trend of the past (2.32) toward a "greatly increasing" one in the future (1.90).

Item 7: Recruiting efforts to increase the number of students on campus has "moderately increased" in the past (50.8%), will "moderately increase" in the future (74.5%), and is considered "moderately desirable" (65.1%).

Analysis of time indicates a slight increase was predicted from a "moderately increasing" trend in the past (2.39) toward a stronger one in the future (2.15). Integrated schools felt there would be a "moderately increasing" trend of recruiting to increase the number of students on campus in the past and the future.

Segregated universities saw this trend "moderately increasing" in the past but expected a slight increase toward a "greatly increasing" trend in the future.

Item 8: Recruiting efforts to increase the student athletic population has "moderately increased" (61.9%), will "moderately increase" (72.5%) and is considered "moderately desirable" (71.8%). Medium (2.32) and large-sized (2.25) universities saw this trend "moderately increasing" while small universities (1.77) expected a slight increase toward a "greatly increasing" trend of recruiting to secure an increased athletic population. Past trends, indicated a "moderately increasing" trend (2.26) had occurred in recruiting specifically to get athletes while future predictions envisioned a slight increase towards a "greatly increasing" trend (1.83).

Item 9: Recruiting efforts to improve the calibre of play has "moderately increased" (69.8%), will "greatly increase" (90.4%) and is "very desirable" (85.9%).

This trend was "moderately increasing" in the past (2.46) but is expected to slightly increase toward a "greatly increasing" trend in the future (1.78).

Item 10: Recruiting to make the national finals has "moderately increased" (54.3%), will "moderately increase" (73.7%) and is "moderately desirable" (58.1%).

This "moderately increasing" trend of the past (2.12) is expected to slightly increase towards a "greatly increasing" trend in the future (1.63).

Item 11: Recruiting efforts to get a wide variety of best athletes has "moderately increased" (55.6%), will "greatly increase" (32.5%) and is "very desirable" (78.1%).

There has been a slight increase from a "moderately increasing" trend in the past (2.28) toward a "greatly increasing" one in the future (1.97).

#### Conflict

Item 12: Objections concerning the purity of athletes recruited "remained the same" in the past (60%), and the future (56.7%) and was considered "neutral" (56.1%) in terms of desirability.

Item 13: In terms of the availability of high school athletes in the catchment basin, a plurality saw a "moderate increase" in the past (45%), predicted a "moderate increase" in the future (35.6%), with this situation considered "moderately desirable" (69.5%).

Regional crosstabulations showed a significant difference on an association basis in the future. The CWAA (100%) and the GPAC (75%) predicted "greatly increasing" trends of more available

catchment basin athletes. The AIAA (50%) expected "moderately increasing" trends, the OUAA (65%) expected a "remain the same" trend while the QUAA predicted a "greatly decreasing" (85.7%)

trend occurring. The probability/desirability comparison was significant. There was an association between respondents who felt available catchment basin athletes are desirable but indicated this trend was decreasing.

Athletic directors felt the availability of catchment basin athletes would "remain the same" (314), while coaches predicted a slight increase towards "moderately increasing" (2.55). The QUAA saw the trend moderately decreasing (3.67), while the OUAA (2.66), GPAC (2.38) and CWAA (2.00) saw some degree of "moderate increases."

The QUAA saw a "moderately decreasing" trend in catchment basin athletes in the past and expected a "moderately decreasing" one in the future while the CWAA saw a "moderately increasing" trend in the past and felt there would be a slight increase toward a "greatly increasing one" in the future.

Athletic directors in small schools saw the availability of catchment basin athletes "remaining the same" in the past and future. Coaches of these same schools saw a "moderately increasing" trend in the past and predicted a slight increase toward stronger "moderately increasing" trend for the future. Athletic directors

and coaches in medium-sized institutions saw this trend "remaining the same" in the past and the future. Athletic directors in large institutions saw the availability of catchment basin athletes as "moderately increasing" in the past but expected "moderately decreasing" trends in the future. Coaches of large-sized schools saw available catchment basin athletes "remaining the same" in the past but predicted there would be a slight increase toward a "moderately increasing" trend in the future.

Item 14: Transfers of athletes according to 63.3% of the respondents "remained the same" in the past and 45.8% predicted that it would "remain the same" in the future. The transfer of athletes was a practice deemed "moderately undesirable" (58.4%).

Item 15: High school athletes recruited to the United States by plurality "increased" in the past (40.7%) but will "remain the same" in the future (47.5%). This practice was considered "moderately undesirable" (66.7%).

A slight increase in this "moderately increasing" trend was observed from the past (2.83) to the future (2.50).

Item 16: Financial resources to recruit "remained the same" in the past (54.1%) and future (50.8%) and is considered "moderately undesirable" (54.0%).

Anova showed a slight increase from "moderately increasing" trend in the past (2.74) toward a stronger "moderately increasing" one in the future (2.50).

Item 17: Aggressive alumni recruiting independently "remained the same" (67.7%), will "remain the same" (54.1%) and is considered by plurality "desirable" (36.1%).

A slight increase from a "moderately increasing" trend in the past of aggressive alumni recruiting (2.90) toward a stronger "moderately increasing" trend in the future (2.50) was expected.

Item 18: Aggressive alumni recruiting in co-operation with the athletic department "remained the same" (58.1%), will "moderately increase" (54.8%) and is "moderately undesirable" (66.7%).

An increase in this practice from a "moderately increasing" trend in the past (2.8) toward a stronger "moderately increasing" one in the future (2.3) was expected.

Item 19: Aggressive coaches recruiting independently "remained the same" in the past (67.7%) and future (56.5%) and is considered "undesirable" (53.9%). The probability/desirability comparison was significant. Respondents felt this trend would "remain at current levels" but they considered this practice "undesirable."

Item 20: Aggressive coaches recruiting in co-operation with the athletic department has "moderately increased" (64.5%), will "greatly increase" (75.8%) and is considered "desirable" (74.0%).

#### Significant Events

Item 21: The identification of athletes through newspaper clippings has "remained the same" (60.3%), by plurality will

"remain the same" (49.2%) and is considered "moderately desirable" (50.0%).

Item 22: The identification of athletes through Allstar lists "remained the same" (43.5%), will "moderately increase" (54.1%) and is "moderately desirable" (59.6%).

A slight increase in this "moderately increasing" trend was observed from the past (2.51) to future (2.18).

Item 23: Identification of athletes through letters to the alumni "remained the same" (56.5%), will "moderately increase" (56.4%) and is "moderately desirable" (59.7%).

Medium-sized universities saw this trend "moderately increasing" (2.84) while large (2.38) and small (2.33) universities expected stronger "moderately increasing" trends. An increase from a "moderately increasing" trend in the past (2.73) to a stronger "moderately increasing" one of alumni identifying athletes (2.35) was expected.

Athletic Directors in the AIAA, QUAA and OUAA felt alumnus recruiting of athletes would "remain the same" while Athletic Directors in the GPAC expected an increase in this practice toward a "greatly increasing" trend. Coaches in the AIAA, QUAA and OUAA saw this trend "Moderately increasing" while coaches in the GPAC and CWAA felt alumnus recruiting of athletes would "remain the same."

Item 24: Recruiting athletes through personal visits by coaches "moderately increased" (65.6%), will "greatly increase" (78.7%) and is considered "moderately desirable" (65.0%).

A slight increase was observed in the "moderately increasing" trend of the past (2.30) toward a "greatly increasing" one in the future (1.90).

Item 25: Entertaining athletes through the use of the coaches' own funds "remained the same" (50.8%), will "remain the same" (50.5%) and by plurality is "undesirable" (49.2%).

The AIAA, QUAA and OUAA saw entertaining athletes using the coaches' funds "remaining the same" in the past and future. The CWAA schools expected a slight increase from a "remain the same" trend towards a "moderately increasing" one, while GPAC schools felt their "moderately increasing" trend would become a "greatly increasing" one in the future.

Item 26: Entertaining athletes using athletic department funds "remained the same" in the past (66.1%), by plurality will "increase" (48.4%) and is "very undesirable" (78.1%).

Athletic directors in the AIAA and coaches in the QUAA felt an increase from "remain the same" in the past to a "moderately increasing" trend in the future would become apparent.

Item 27: Entertaining athletes using the High School Liason Officer (HSLO) funds has "remained the same" (80.3%), will "remain



the same" (70.5%) and in desirability by plurality is "neutral" (46.8%) although a significant difference was observed. Regional crosstabulations indicated a significant difference existed. All the regional associations indicated a "neutral" position on this practice except the OUAA who felt entertaining athletes using HSLO funds was "moderately undesirable" (53.6%).

Item 28: The identification of athletes by athletic department circulars by plurality "remained the same" (46.0%), will "moderately increase" (71%) and is "moderately desirable" (57.8%). An increase in this "moderately increasing" trend of the past (2.56) to a stronger "moderately increasing" one in the future (2.16) was predicted.

Athletic directors in small schools saw an increase from a "moderately increasing" trend toward a "greatly increasing" trend of recruiting by athletic department circulars in the future. All other schools were in the "remain the same" to "moderately increasing" range in both the past and the future.

Item 29: Recruiting through university circulars "remained the same" (50.8%), will "moderately increase" (59.8%) in the future and is "moderately desirable" (68.7%).

Coaches saw this trend "moderately increasing" (2.47) while athletic directors predicted a stronger "moderately increasing"

trend (2.06).

Medium (2.45) and large-size universities (2.45) saw a "moderate increasing" trend while small schools predicted slight increase toward a stronger "moderately increasing" trend (2.0).

A slight increase toward a stronger "moderately increasing" trend of recruiting by university circulars was evident from the past (2.46) to the future (2.16).

Item 30: Recruiting by coaches at clinics "moderately increased" (52.4%), will "moderately increase" (59.5%) and is considered "very desirable" (78.7%). A slight increase in this moderately increasing trend (2.43) toward a greatly increasing one (1.98) was expected.

Item 31: Recruiting by the promising of trips has "remained the same" (68.9%), will "remain the same" (55.0%) and is considered by plurality a "neutral" practice (41.9%).

Integrated schools felt the promising of trips has and will become a stronger "moderately increasing" trend. Segregated schools saw an increase from a "remain the same" trend in the past to a "moderately increasing" trend in the future. Atlantic athletic directors in integrated schools and CWAA coaches in segregated schools felt recruiting by the promising of trips has and would "remain the same" in the past and future. Coaches in segregated universities in both the QUAA and OUAA saw this practice

increasing from "remain the same" in the past toward "greatly increasing" in the future. Coaches in small integrated schools saw the promising of trips as "remaining the same" in the past and future. Coaches in medium integrated universities saw this trend slightly increasing from a "remain the same" trend in the past to a "greatly increasing" one in the future.

Item 32: The number of sports offered by plurality has "increased" (49.1%) but will "remain the same" (46.8%) and is "moderately desirable" (44.4%).

Regional crosstabulations showed a significant difference. The AIAA (50.0%), QUAA (55.5%) and GPAC (66.6%) felt the number of sports offered would "moderately increase," the OUAA felt it would "remain the same" (48.3%) while the CWAA saw this trend "greatly decreasing" (75%).

Item 33: Recruiting by the High School Liason Officer (HSLO) in co-operation with the athletic department has "remained the same" (65.6%), will "moderately increase" (67.2%) and is considered "Moderately desirable" (54.8%).

HSLO recruiting has increased from a "moderately increasing" trend in the past (2.75) to a stronger "moderately increasing" one in the future (2.33).

Athletic directors in medium schools feel this trend will undergo a slight "moderate increase" in the future from a "remain

the same" trend in the past. Coaches in small schools saw an evolution from a "remain the same" trend to a "moderately increasing" one in the future.

Item 34: Recruiting by the HSLO acting separately "remained the same" (55.3%), will "remain the same" (47%), and is "desirable" (46%).

Athletic directors saw this "moderately increasing" trend slightly decreasing in the same scale range from the past (2.29) to the future (2.45), while coaches predicted the same trend would undergo a slight increase in the "moderately increasing" range from the past (2.70) to the future (2.57). Athletic directors in the AIAA predicted a decrease from a "moderately increasing" trend to a "remain the same" trend of HSLO recruiting independently in the future. Coaches for the CWAA saw this trend "remaining the same" in both the past and the future. Coaches in the AIAA saw an increase in HSLO recruiting independently moving from "remain the same" toward "moderately increasing" trend in the future.

Item 36: Recruiting by the athletic department separately "remained the same: (50.0%), will "moderately increase" (71.2%) and is "moderately desirable" (61.6%).

An increase in this "moderately increasing" trend (2.78) toward a stronger "moderately increasing" one (2.14) was predicted.

Item 37: Athletes shopping around for a university to attend has "moderately increased" (66.7), will "moderately increase" (66.1%) and by plurality is "desirable" (48.3%).

Item 38: Recruiting encouragement from the athletic directors to the coaches, by plurality "remained the same" (46.7%), will "moderately increase" (71.6%), and is considered "moderately desirable" (58.3%).

Encouragement from athletic directors to coaches was expected to increase from a "moderately increasing" trend (2.76) to a stronger "moderately increasing" one in the future (2.12).

Item 39: Recruiting in men's spectator sports "moderately increased" (70.0%), will "greatly increase" (78.3%), and is "moderately desirable" (60.7%).

Medium (2.72) and large (2.46) universities saw a "moderately increasing" trend of recruiting in men's spectator sports, while small universities (1.43) feel a "greatly increasing" trend will develop.

Item 40: Recruiting in men's non-spectator sports has "remained the same" (64.4%), will "remain the same" (49.2%), and is by plurality "desirable" (49.4%).

There has been a slight increase toward a stronger "moderately increasing" trend from the past (2.83) to the future (2.56).

Integrated schools saw this trend increasing from "remain the same" (2.93) to "moderately increasing" (2.45). Segregated schools saw recruiting in men's non-spectator sports "remaining the same" in the past (2.95) and the future (2.94).

Atlantic athletic directors, in integrated schools feel this trend will "moderately increase" from a "remain the same" position in the past. Athletic directors in segregated schools, feel this trend has and would "remain the same."

Item 41: Recruiting in women's spectator sports was split between "moderately increased" (46.6%) and "remained the same" (46.6%), it will "moderately increase" (63.3%) and is considered "moderately desirable" (59.7%).

A slight increase in this "moderately increasing" trend (2.48) toward a stronger "moderately increasing" one in the future (2.20) was expected.

Item 42: Recruiting in women's non-spectator sports has "remained the same" (72.9%), will "remain the same" (57.6%), and is by plurality "desirable" (43.3%).

Athletic directors saw this trend "moderately increasing" (2.89) while coaches saw a slight increase toward a stronger "moderately increasing" trend (2.55).

Item 43: Recruiting control based on athletic department integrity, has "remained the same" (57.1%), will be plurality "remain the

same" (46.0%), and is "moderately desirable" (71.4%).

Item 44: Recruiting rules in the athletic department have "remained the same: (59.2%), will "moderately increase" (58.1%) and is "moderately desirable" (74.2%).

An increase in athletic department recruiting rules from "moderately increasing" trend (2.75) toward a stronger "moderately increasing" one in the future was expected (2.29). Athletic directors in medium schools felt recruiting rules in the athletic department increased from "remain the same" to "moderately increasing" in the future. All other athletic directors and coaches in all-sized schools felt a stronger "moderate increase" would occur.

Item 45: Recruiting rules in the regions has "remained the same" (57.4%), will "moderately increase" (55.7%) and are considered "very desirable" (75.8%).

An increase in this "moderately increasing" trend (2.70) to a stronger "moderately increasing" one in the future (2.46) was expected.

Item 46: Explicit recruiting rules in the CIAU has (52.3%) and will (66.7%) "moderately increase" and is considered "very desirable" (79.0%).

Item 47: Recruiting rules for third party scholarships have (52.5%) and will "remain the same" (52.5%) and are "desirable: (42.8%).

An increase in the trend from "remain the same" in the past (3.0) toward moderately increasing (2.33) was anticipated.

Item 48: Recruiting time in coaches' workloads "remained the same" (64.5%), will "remain the same" (51.6%) and is "desirable" (49.2%).

Item 49: Recruiting expenses for coaches to travel "remained the same" (60.7%), will "moderately increase" (52.3%) and is considered "moderately desirable" (55.1%).

An increase in this "moderately increasing" trend (2.76) toward a stronger "Moderately increasing" one in the future (2.42) was expected.

Coaches in the small segregated schools observed a "moderately increasing" trend in coaches' travel expenses in the past and predicted a slight increase toward a "greatly increasing" trend in the future. All other athletic directors and coaches in all types of structured and sized universities were located in the "remain the same" or "moderately increasing" range.

Item 50: Recruiting by athletes satisfied with the program "greatly increased" (76.2%), will "greatly increase" (86.9%) and is "very desirable" (90.7%).

Athletic directors saw this trend "moderately increasing" (2.43) while coaches expected a slight increase toward a "greatly increasing" trend (1.75). Segregated schools expected a "moderately increasing" trend (2.23) while integrated schools felt



a slight increase toward a "greatly increasing" trend would occur (1.85).

The integrated schools in all the regions felt recruiting by athletes satisfied by the program would "greatly increase." Segregated universities in all the associations saw only a "moderately increasing" trend occurring.

Item 51: Recruiting by coaches for job security has "remained the same" (63.3%), will "remain the same" (53.3%) and by plurality is "undesirable" (41.7%).

Item 52: The attracting of athletes through the calibre of coaching has "moderately increased" (71.0%), will "greatly increase" (79.9%) and is "very desirable" (88.9%).

ANOVA results indicated a slight increase from a "moderately increasing" trend (2.14) toward a "greatly increasing" one in the future (1.79).

The QUAA and CWAA felt athletes attracted by the calibre of coaching was "moderately increasing" and would become a "moderately increasing" trend in the future, while the OUAA, AIAA, AND GPAC predicted this "moderately increasing" trend would "greatly increase" in the future.

Athletic directors in the QUAA and OUAA saw this trend "moderately increasing" in the past and future while athletic directors in the AIAA and GPAC predicted "moderately increasing"

trends would become "greatly increasing" ones in the future. Coaches in the QUAA and CWAA felt athletes attracted by the calibre of coaching were "moderately increasing" in the past and would "moderately increase" in the future. Coaches in the AIAA, OUAA, and GPAC felt moderate increases in this trend would become "greatly increasing" ones in the future.

Medium and large universities saw "moderately increasing" trends in the past and expected "Moderately increasing" ones in the future. Small schools saw "moderately increasing" trends of athletes attracted by the calibre of coaching as "greatly increasing" in the future.

Item 53: Foreign athletes trained in the athletic program has "remained the same" (60.3%), will by plurality "remain the same" (49.2%), and in desirability is considered by plurality a "neutral" policy (42.9%).

Regional crosstabulations produced significant difference on both the past to present and desirability scales. In the past all the associations saw foreign athletes trained in the athletic department "remaining the same" except the QUAA which felt this practice "decreased" (44.4%). The AIAA (50.0%) and QUAA (44.4%) by plurality felt this practice of involving foreign trained athletes was "desirable," the OUAA (62.1%) and CWAA (50.0%) took a "neutral" position while the GPAC felt foreign trained athletes in the athletic programs were "moderately undesirable" (55.6%).

Item 54: Athletes attracted by academics has "moderately increased" (60.6%), will "moderately increase" (72.1%) and is considered "very desirable" (82.5%).

ANOVA results indicated integrated schools predicted a slight increase from "moderately increasing" trends (2.18) of athletes attracted by academics towards "greatly increasing" (1.95) ones in the future. Segregated schools saw "moderately increasing" trends in both the past and the future. A slight increase toward a "moderately increasing" trend was predicted from the past (2.70) to future (2.09).

Athletic directors in small segregated and medium integrated universities and coaches in large integrated schools predicted "greatly increasing" trends in athletes attracted by the academics of the school. Athletic directors in medium segregated schools felt there would be a slight decrease toward a "moderately decreasing" trend in this area.

Item 55: The athletic population reflecting the student population by plurality "remained the same" (46.8%), "will increase" (46.87%) and is "moderately desirable" (65.1%).

Regional crosstabulations indicated a significant difference in the past. Four of the associations felt this trend would "increase" or "remain the same." Twenty-seven percent (27%) of thw AIAA felt this trend would "decrease."

Segregated AIAA schools felt this "moderately decreasing" trend would be "moderately increasing" in the future. The GPAC integrated schools felt the athletic population reflecting the general student population would be "greatly increasing" from the "moderately increasing" trend seen in the past, while CWAA integrated schools felt this trend had "greatly increased" in the past and would be "greatly increasing" in the future.

Item 56: Government aid for disparities in travel "remained the same" (91.5%), will "remain the same" (53.3%) and is "moderately desirable" (57.6%).

ANOVA results indicated a slight increase of government aid for disparities in travel from a "remain the same" trend in the past toward a "moderately increasing" one in the future would occur.

Item 57: Walk-on athletes on athletic teams has by plurality "remained the same" (47.5%), will "remain the same" (53.3%) and is "moderately desirable" (57.6%).

Integrated universities expected the trend of walk-on athletes to increase from a "remain the same" trend (3.03) to a "moderately increasing" one (2.42) in the future. Segregated schools felt the "moderately increasing" trend (2.62) would decrease to become a "remain the same" trend (3.05) in the future.

Small (2.95) and medium (2.93) universities felt athletic teams comprised partially of walk-on athletes has and will "remain the same" for both the past and present. Large institutions predicted a slight decrease in this trend from "remain the same" (3.03) in the past to "moderately decreasing" (3.42) in the future.

Integrated AIAA universities, and segregated QUAA universities felt the number of walk-on athletes has decreased into the "moderately decreasing" range. The segregated AIAA universities felt this trend would be "moderately increasing" after experiencing a "moderately decreasing" trend in the past. Finally GPAC and CWAA integrated universities saw and predicted "moderately increasing" trends in both the past and the future.

Item 58: Government involvement to develop international athletes has "remained the same" (58.3%), will "moderately increase" (58.3%) and is "moderately desirable" (60.9%).

A slight increase toward a stronger "moderately increasing" trend was predicted from the past (2.65) to the future (2.40). Athletic directors felt this trend was "moderately increasing" from the past to the present while coaches felt the trend increased from "remain the same" in the past to "moderately increasing" in the future. The GPAC athletic directors saw government involvement in international athlete development

decreasing to a "moderately decreasing" trend, after experiencing a "remained the same" trend in the past. GPAC coaches felt although no change has occurred, a "greatly increasing" trend will occur in the future.

### Social Stress

Item 59: Athletic recruiting stress by alumni has "remained the same" (71.0%), will "remain the same" (56.4%) and is considered "desirable" by 36.5% of the respondents but "undesirable" by 36.0% of others in the sample.

The regional crosstabulations indicated a significant difference existed between the AIAA (75.0%) and GPAC (75.0%) who saw alumni stress "greatly increasing" and the QUAA (72.4%), OUAA (72.4%) and CWAA (50.0%) who saw this trend "remaining the same."

The CWAA (3.0), OUAA (2.98) and QUAA (2.89) felt the trend of alumni recruiting stress "remained the same" while the AIAA (2.32) and GPAC (2.21) observed an increase toward a "moderately increasing" trend. The QUAA and CWAA athletic directors and the OUAA coaches felt recruiting stress had and would "remain the same" while GPAC athletic directors felt this trend would "greatly increase" from the "moderately increasing" trend observed in the past.

Item 60: Public recruiting stress because of United States'

policies has "moderately increased" (50.0%), will "moderately increase" (56.7%) and is considered by plurality "undesirable" (37.8%).

The probability/desirability comparison was significant. Recruiting stress because of the United States was expected to increase but was considered "undesirable."

Athletic directors in GPAC and OUAA, and GPAC coaches observed this strain "moderately increasing" while coaches in the AIAA felt this stress would "remain the same."

Respondents indicated a slight increase toward a stronger "moderately increasing" trend from the past (2.50) to the future (2.23).

All of the associations felt "moderately increasingly" trends of recruiting stress because of the United States would occur and indeed the GPAC felt this "moderately increasing" trend in the past would "greatly increase" in the future.

Segregated AIAA universities felt this stress would become a "moderately increasing" trend despite "moderately decreasing" trends observed in the past. The GPAC integrated schools felt recruiting stress because of the United States would experience "greatly increasing" trends from the "moderately increasing" ones in the past. All the other regional association universities with segregated and integrated structures were and will

be in the moderately increasing range.

Item 61: Media recruiting stress because of the United States has "moderately increased" (61.7%), will "moderately increase" (71.1%) and is "moderately undesirable" (55.0%). The probability/desirability comparison was significant. Media stress because of the United States was expected to increase but was considered undesirable.

All the associations felt "moderately increasing" trends would occur except the GPAC who predicted "greatly increasing trends (1.75). Athletic directors (2.10) observed a stronger "moderately increasing" trend than coaches observed (2.53).

A slight increase toward a stronger "moderately increasing" trend was observed from the past (2.32) to the future (2.19).

All the associations predicted "moderately increasing" trends from the past to future except the GPAC who predicted "greatly increasing" ones over this time frame. Atlantic athletic directors in segregated schools felt media stress because of the United States will become a "moderately increasing" trend from a "remain the same" one in the past. Coaches in OUAA integrated schools and GPAC integrated schools felt this trend will be "greatly increasing" from "moderately increasing" trends in the past.

Item 62: Stress by professional teams to produce skilled athletes



"remained the same" (61.7%), will "remain the same" (56.7%) and by plurality is considered "undesirable" (45.5%).

Regional crosstabulations were significant for the desirability scale. The AIAA (64.0%), CWAA (75.0%) felt this stress was "desirable" or "neutral" while the OUAA (56.7%) felt it was "moderately undesirable."

Respondents indicated an increase in this "moderately increasing" trend (2.40) from a lesser "moderately increasing" one in the past (2.65) would occur. The AIAA felt professional team stress is "moderately increasing" from the "remaining the same" trend in the past. All the other associations observed "moderately increasing" trends in the past and future.

Small universities felt a "moderately increasing" trend developed from a "remain the same" one while medium and large universities observed "moderately increasing" trends in the past and future.

Item 63: Stress by athletes expecting subsidization has "moderately increased" (61.7%), will "moderately increase" (72.2%) and is considered "moderately undesirable" (70.9%).

Athletic directors in small segregated and medium integrated universities felt athletes expecting subsidization will "greatly increase" while the other sized and structured universities felt this trend will "moderately increase."

The AIAA universities felt "greatly increasing" trends in athletes expecting subsidization will increase even more. The QUAA felt "greatly increasing" trends from the "moderate increasing" ones in the past would occur. The OUAA and CWAA predicted stronger "moderately increasing" trends of athletes expecting subsidization from the "moderately increasing" ones already experienced. The GPAC felt "moderately increasing" trends will become "greatly increasing" ones in the future.

Item 64: Stress by government to develop skilled athletes has "remained the same" (57.6%), will "moderately increase" (62.7%) and is considered "desirable" by plurality (38.3%).

Coaches felt government stress to develop athletes would "remain the same" (2.59) while athletic directors felt "moderately increasing" trends would occur (2.15). There will be an increase in this trend from "moderately increasing" (2.58) toward a stronger "moderate increase" (2.24) in the future.

#### Social Stress (Within the University)

Item 65: Strain by athletes wanting to win has "moderately increased" (47.5%), will "moderately increase" (63.9%) and is considered by plurality a "neutral" occurrence (41.0%).

Regional crosstabulations produced a significant difference for the present and future. The CWAA (75.0%) and GPAC (100.0%)

saw this trend "greatly increasing" and the AIAA (72.4%) and QUAA (70.0%) felt it would "moderately increase" while the OUAA felt this trend would "remain the same" (53.6%).

Segregated schools (2.75) observed stress by athletes wanting to win as "remaining the same" while integrated schools (2.16) observed the trend "moderately increasing." A slight increase toward a stronger "moderately increasing" trend of stress by athletes from the past (2.43) to future (2.15) was observed.

Item 66: Strain among the Coaches in the university to win has "moderately increased" (57.3%), will "greatly increase" (80.4%) and is considered by plurality "desirable" (45.9%).

An increase toward a stronger "moderately increasing" trend was observed from the past (2.76) to future (2.05).

Item 67: Strain from non-athletes on athletes has "remained the same" (66.1%), will "remain the same" (64.4%) and is considered by plurality "neutral" on the desirability scale (46.6%).

Regional crosstabulations indicated a significant difference was predicted for the future. All the associations viewed this strain as "remaining the same" except the GPAC who saw it "greatly increasing" (75.0%).

All the associations observed this trend "remaining the

same" except the GPAC who predicted a "greatly increasing" trend in this strain. A slight increase toward a stronger "moderately increasing" trend was observed from the past (2.72) to future (2.54).

Item 68: Strain by coaches desiring more recruiting control has "remained the same" (63.3%), will "remain the same" (52.5%) and is considered by plurality a "neutral" occurrence (41.4%).

ANOVA results indicated the QUAA (2.97) and OUAA (2.64) saw the trend "moderately increasing," the AIAA (2.36) and CWAA (2.12) saw a stronger "moderately increasing" trend, while the GPAC (1.75) saw this trend "greatly increasing." An increase toward a stronger "moderately increasing" trend was predicted from the past (2.52) to the future (2.39).

Item 69: Strain by coaches on themselves to win has "moderately increased: (62.3%), will "greatly increase" (77.1%) and is by plurality "undesirable" (41.3).

Regional crosstabulations indicated a significant difference occurred in the past and future scales. All the associations saw this strain "greatly increasing" except the QUAA which predicted a "moderately increasing" trend (50.5%).

A slight increase from "moderately increasing" trend in the past (2.25) to "greatly increasing" one in the future (1.90)

was predicted.

Atlantic segregated, OUAA segregated and GPAC integrated universities predicted "greatly increasing" strains for the future while the rest of the schools predicted "moderately increasing" strains would occur.

Item 70: Strain by unsuccessful coaches on themselves to win has "remained the same" (49.2%), will "moderately increase" (68.4%) and is considered by plurality "undesirable" (44.3%). A significant difference was evident on the present to future scale. The CWAA and GPAC predicted this trend "greatly increasing," the AIAA predicted this trend "moderately increasing," while the OUAA and QUAA predicted self-imposed strain by losing coaches desiring more recruiting would "remain the same."

There has been a slight increase toward a "moderately increasing" trend of strain by unsuccessful coaches on themselves to win from the past (2.48) to the future (2.29). The GPAC athletic directors see this trend "greatly increasing" as compared to the "remain the same" trend in the past. A "moderately increasing" trend was viewed by the other athletic directors and coaches after the "remain the same" trend experienced in the past.

Item 71: Athletes coming to university to participate in the athletic program has "remained the same" (49.2%), will by plurality "moderately increase" (45.9%) and is considered "moderately undesirable" (50.9%).

Athletic directors saw this trend undergoing a slight increase toward a stronger "moderately increasing" trend from the past to the future. Coaches felt this strain would "remain the same" after having "moderately increased" in the past.

#### Recommended Changes

Item 72: Canadian Intercollegiate Athletic Union attempts to define recruiting has "moderately increased" (73.8%), will "greatly increase" (83.6%) and is considered "very desirable" (85.8%).

Regional crosstabulations showed a significant difference. All the associations predicted a great increase in this trend except the CWAA who saw CIAU definitional attempts of recruiting "remaining the same" (75%). A slight increase from a "moderately increasing" trend in the past (2.15) to a "greatly increasing" one in the future (1.75) was predicted.

Item 73: The CIAU's attempts to define subsidizing have "moderately increased" (73.8%), will "greatly increase" (83.6%) and is considered "very desirable" (88.8%).

An increase from a "moderately increasing" trend in the

past (2.15) to a "greatly increasing" one in the future (1.91) was predicted.

Item 74: Recruiting restrictions through legislation has "moderately increased" (52.5%), will "moderately increase" (59.0%) and is considered "moderately desirable" (58.12%).

Integrated AIAA universities viewed this trend decreasing toward a "remain the same" trend from the past to the future. Integrated QUAA universities expected a "greatly increasing" trend from the "moderately increasing" one concerning the CIAU's recruiting restriction through legislation. The CWAA saw and predicted this trend would "remain the same."

Item 75: Subsidizing restriction through legislation has "moderately increased" (54.1%), will "moderately increase" (60.6%) and is considered "moderately desirable" (69.4%).

Item 76: The academic workload of coaches has by plurality "increased" (41.3%), will by plurality "increase" (43.4%) and by plurality is considered "desirable" (40.3%).

Item 77: The athletic workload of coaches has by plurality "increased" (47.5%), will "moderately increase" (49.2%) and is considered "moderately desirable" (59.7%).

Item 78: Pressures on the CIAU to tier has "moderately increased"

(52.5%), will "greatly decrease" (75.4%) and is considered "moderately desirable" (57.4%). The GPAC (100%) and CWAA (75%) felt tiering was "very desirable" while the AIAA felt by plurality it is "undesirable" (40%).

Pressures to tier were expected to "moderately increase" (3.03) from the "remain the same" strain already observed.

Item 79: Money for better coaches and facilities has "remained the same" (65%), will "increase" (45%) and is considered "very desirable" (76%).

The AIAA (2.82), QUAA (2.94), CWAA (3.0) and OUAA (3.17) saw this trend remaining the same" while GPAC saw money for better coaches and facilities "moderately increasing" (2.12).

#### Subsidization

Item 80: Subsidizing to effect time loss has "remained the same" (77.0%), will "remain the same" (61.7%) and is considered "neutral" by 36.4% and "desirable" by 36.4% of the respondents.

Item 81: Subsidizing athletes for athletic proficiency has "remained the same" (65.6%), will "remain the same" (59.0%) and by plurality is "desirable" (41.9%).

A slight increase toward a stronger "moderately increasing" trend was predicted from the past (2.87) to the future (2.65).



Item 82: The ability of the awards office to give financial aid has "remained the same" (64.5%), will "remain the same" (54.8%) and is "moderately desirable" (63.5%).

Regional crosstabulations indicated significant differences in the past and future trends. In the past all the association felt this trend "remained the same" except the GPAC (75.0%) who experienced a "great increase" in the ability of the awards office to give financial aid. In the future the GPAC (75%) predicted this trend will "greatly increase" (60.0%), the QUAA (55.6%) and AIAA (58.4%) predicted "moderate increases" while the OUAA (79.3%) and CWAA (75%) felt the trend will "remain the same."

ANOVA results indicated the OUAA (3.05) felt this practice would "remain the same", the CWAA (2.75), OUAA (2.72), and AIAA (2.50) and GPAC (2.25) predicted a slight increase toward a "moderately increasing" trend.

Medium (2.96) and large (2.94) universities saw the ability of the awards office to offer financial aid "remaining the same" while small schools (2.55) predicted a slight increase toward a "moderately increasing" trend.

All of the athletic directors and coaches felt this trend would "remain the same" or undergo a slight increase toward a "moderately increasing" trend except GPAC athletic directors who observed and predicted a "greatly increasing" trend.

Item 83: Financial awards including athletic ability by the awards office "remained the same" (63.3), will "remain the same" (56.5) and is considered "moderately desirable" (56.3).

Regional crosstabulations indicated significant differences were present on the future and desirability scales. The GPAC (75%) saw athletes awards given by the awards office "greatly increasing", the AIAA (67%) saw them "moderately increasing" while the QUAA (77.3%), the OUAA (69.0%) and the CWAA (100%) saw financial athletic awards given by the awards office "remaining the same." The GPAC (100%) and AIAA (83.4%) felt these awards were "very desirable," by plurality the OUAA felt they were "undesirable" (50%).

ANOVA, CWAA (3.0), OUAA (2.93) and QUAA (2.89) thought the offering of athletic ability scholarships would "remain the same," the AIAA predicted a slight "moderate increase" (2.50) while the GPAC (2.38) predicted a "moderate increase" in this trend.

Athletic directors saw the trend "remaining the same" in the past and future while coaches felt a slight increase toward a "moderately increasing" trend would occur over the same time period.

Item 84: Athletic subsidizing by the Senate "remained the same" (85.0%), will "remain the same" (76.7%) and is by plurality considered a "neutral" practice (41.9%).

Regional crosstabulations indicated a significant difference was present in the desirability scale. The GPAC (33.9%) saw subsidizing by the Senate "very desirable," the AIAA (50%) was "moderately desirous" of this practice while the QUAA was 40% in favour and 30% against this practice. The CWAA (75%) and OUAA (51.0%) took a "neutral" stance on this item.

Item 85: Athletic awards given by the athletic department has "remained the same" (83.6%), will "remain the same" (64.5%) and is split between "desirable" (37.5%) and "undesirable" (37.5%).

The OUAA (3.05) and QUAA (2.94) saw athletic awards given by the athletic department "remaining the same," the CWAA (2.75), AIAA (2.65) observed slight increases toward "moderately increasing" trends while the GPAC (2.31) indicated "moderately increasing" trends would occur.

Item 86: Athletic awards given by alumni has "remained the same" (79.0%), will "remain the same" (64.5%) and by plurality is considered "desirable" (44.9%).

Item 87: Athletic awards given by the provincial government "remained the same" (62.3%), by plurality will "remain the same" (49.2%) and are considered "moderately desirable" (54.7%).

A slight increase from a "remain the same" trend towards "moderately increasing" one was predicted from the past (2.69) to the future (2.49).

Item 88: Athletic awards based solely on athletic ability

"remained the same" (85.2%), will "remain the same" (82.0%) and are considered "undesirable" (52.4%).

Item 89: The influence of the athletic department in subsidizing

has "remained the same" (82.3%), will "remain the same" (71.0%) and by plurality is considered "undesirable" (45.3%).

The probability/desirability comparison was significant.

The majority of respondents felt this practice would increase but considered it undesirable.

All the associations observed the influence of the athletic department in subsidizing "remaining the same" or undergoing a slight increase toward a "moderately increasing" trend except GPAC, who expected a "moderately increasing" trend. A slight increase toward a "moderately increasing" (2.77) trend from a "remain the same" trend in the past (3.03) was predicted.

Item 90: Subsidization for athletes based on athletic ability

and need "remained the same" (80.6%), will "remain the same"

(61.3%) and is "moderately desirable" (59.3%). The OUAA (3.01)

saw this trend "remaining the same," the QUAA (2.70), AIAA (2.71)

and CWAA (2.83) saw a slight increase toward a "moderately

increasing" trend while GPAC (2.31) felt there would be a

"moderately increasing" trend in athletic subsidization on the

basis of athletic ability and need.

Item 91: Subsidizing for athletic ability and academics has "remained the same" (71.0%), will "remain the same" (52.3%) and is considered "moderately desirable" (60.0%).

ANOVA results indicated the OUAA (2.98) and QUAA (2.78) saw this trend "remaining the same," while the CWAA (2.50), AIAA (2.38) and GPAC (2.18) saw a "moderately increasing" trend in subsidizing for athletic ability and academics.

Medium (2.89) and large (2.83) universities saw the trend "remaining the same" while small universities (2.48) saw it "moderately increasing."

Item 92: Subsidizing for athletics, academics and need has "remained the same" (66.0%), will "remain the same" (59.7%) and is considered "moderately desirable" (59.4%).

The OUAA (2.03) and QUAA (2.83) saw this trend "remaining the same," the AIAA (2.63) and CWAA (2.50) observed a slight increase toward a "moderately increasing" trend while the GPAC (2.32) felt there would be a "moderately increasing" trend of subsidizing for athletics, academics and need.

Item 93: Scholarships to athletes entering university has "remained the same" (73.0%), will "remain the same" (57.4%) and is considered "moderately desirable" (59.5%).

The OUAA (2.98) and QUAA (2.89) saw this trend "remaining the same," the AIAA (2.59) and CWAA (2.50) saw a slight increase

toward a "moderately increasing" trend while the GPAC (2.10) felt there would be "moderately increasing" trends of scholarships to athletes entering university.

Item 94: Scholarships to athletes in second year and above have "remained the same" (77.4%), will "remain the same" (66.1%) and is considered "moderately desirable" (53.9%).

Regional crosstabulations for the future scale were significant. All the associations felt this trend would "remain the same" except GPAC (75%) who predicted a "greatly increasing" trend of scholarships to athletes in second year and above.

ANOVA results also indicated all the associations felt the offering of these scholarships would "remain the same" except GPAC (2.18) who felt "moderately increasing" trends would occur.

Item 95: Merit awards for leadership have "remained the same" (82.0%), will "remain the same" (65.0%) and are "moderately desirable" (57.3%).

Athletic directors felt these awards would slightly increase toward "moderately increasing" trends from the "remain the same" trends evident in the past. Coaches felt slight increases in these "moderately increasing" trends of merit awards had and would occur.

Item 96: Rules against giving aid to athletes "remained the same" (81.7%), will "remain the same" (75.0%) and by plurality are considered "desirable" (48.0%).

All the athletic directors and coaches felt rules against subsidizing at their institutions would "remain the same" except the GPAC athletic directors who felt "moderately increasing" trends in the development of these rules would occur.

Item 97: Rules against subsidizing in our league have "remained the same" (59.0%), will "remain the same" (55.7%) and by plurality are "desirable" (41.7%).

The AIAA (3.37) saw this trend "moderately decreasing," the CWAA (2.88) saw it "remaining the same," the QUAA (2.50) saw slight increases toward "moderately increasing" trends while the GPAC (2.43) saw "moderately increasing" trends in the development of rules against subsidizing in their league.

Item 98: Rules by the CIAU against awarding financial aid has "moderately increased" (36.6%), will "moderately increase" (55.0%) and is considered "desirable" (57.3%).

Regional crosstabulations indicated a significant difference was present on the desirability scale. The QUAA (78%) saw the trend "greatly increasing", the OUAA (65%) saw it "moderately increasing" and the AIAA (45%) saw this trend increasing, while the GPAC (50%) saw it "moderately decreasing" and the CWAA (75%)

saw it "greatly decreasing."

Item 99: Part-time employment of athletes in the athletic department has "remained the same" (78.7%), will "remain the same" (73.3%) and is considered by plurality "undesirable" (36.5%).

Item 100: Part-time employment of athletes in the university has "remained the same" (78.77%), will "remain the same" (73.3%) and is considered by plurality "moderately desirable" (35.2%).

The probability/desirability was significant. Respondents felt this trend would remain the same but considered it undesirable. Athletic directors in AIAA and GPAC universities and coaches in CPAC schools felt there would be "Moderately increasing" trends in part-time employment of athletes in the university while the athletic directors and coaches of the other associations felt this trend would "remain the same."

Item 101: Part-time employment of athletes off-campus has "remained the same" (85.2%), will "remain the same" (73.3%) and was almost divided equally in terms desirability. Thirty-three percent felt it was "desirable," thirty-five percent felt it "neutral" while thirty-two percent felt off-campus athlete employment was "undesirable."

Item 102: Part-time employment of athletes in summer sports



camps "remained the same: (63.3%), will "moderately increase" (51.7%) and is considered "very desirable" (80.9%). The OUAA (2.72) and QUAA (2.68) saw the trend slightly increasing toward a "moderately increasing" trend, the AIAA (2.21) and CWAA (2.25) saw "moderately increasing" trends while the GPAC (1.35) felt there would be "greatly increasing" trends in athletes employed in summer sports camps.

Medium-sized (2.70) institutions observed slight increases toward "moderately increasing" trend while large (2.40) and small (2.31) observed "moderately increasing" ones.

Item 103: Meals after in-season practices have "remained the same" (57.4%), will "remain the same" (70.5%) and are considered "moderately desirable" (64.0%).

Medium (3.32) and large (3.50) universities observed slight decreases toward "moderately decreasing" trends in this practice while small universities (2.91) felt meals after in-season practices would "remain the same."

Item 104: Meals before in-season practices "remained the same" (55.7%), will "remain the same" (59.0%) and is considered "moderately desirable" (52.4%).

Large universities (3.37) saw this practice decreasing

toward a "moderately decreasing" trend, medium ones saw it "remaining the same" (3.17) while small universities (2.64) saw meals before in-season practices slightly increasing toward a "moderately increasing" trend.

Item 105: Meals in the off-season "remained the same" (81.7%), will "remain the same" (75.0%) and are considered "moderately undesirable" (59.7%).

## CHAPTER VI

### ACTION-SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter summarizes the problem investigated, methods employed to deal with the recruiting and subsidizing issue, and the conclusions formulated. Finally, recommendations to the Canadian Intercollegiate Athletic Union (CIAU), and for future research are put forward.

#### Summary

This study, originating from a request from the CAUAD (Minutes of Annual CAUAD/CIAU Meeting, May 1976) evaluated and forecasted athletic recruiting and subsidizing attitudes and beliefs in universities of the Canadian Intercollegiate Athletic Union (CIAU). Men's athletic directors and coaches for men's football, hockey and basketball responded to 105 items concerning athletic recruiting (79 items) and subsidizing (26 items) clustered around the SIR model (Moriarty, Duthie, Ragab, 1975) foci (ultimate goal, conflict, structure, individuals and groups, social stress, constituent strain and recommended changes), between the years 1966-67 to 1986-87. Three independent scales of a Modified Delphi technique assessed past to present (1966-67 to 1976-77) trends, predicted present to future (1976-77 to 1986-87) trends and indicated the desirability of each item.

Traditionally research in Canada on Athletic scholarships has opposed the acceptance of athletic scholarships and accompanying recruiting on philosophic and operational grounds (Totzke 1967, Janzen 1971, Matthews 1974, Donlevy 1975. The Hargreaves study

(Hargreaves, 1974; 197) philosophically endorsed bursaries and scholarships based on academic and athletic ability and need.

Research in the United States, where athletic scholarships are institutionalized, originally criticized the offering of athletic scholarships on philosophic grounds (professionalism) (Savage, 1929) and more recently opposed athletic scholarships on economic grounds (Raiborn, 1970, Atwell, 1974, and Hanford, 1974).

### Conclusions

The audio interviews (Chapter IV) indicated 86% of the CIAU universities recruited athletes while in the other 14% no recruiting was evident. Fifty-five percent of CIAU universities did not give athletic awards based partially or wholly on athletic ability. A majority of respondents felt most recruiting but not subsidizing practices were also desirable in Canadian university athletics.

The written opinionnaire (Chapter V) indicated in the majority of cases athletic recruiting has and will increase and is considered desirable. Athletic subsidizing has and will in the majority of cases remain the same and continue to be rejected despite the split which has emerged in terms of the desirability of athletic scholarships.

Analysis of the independent variables indicated time was the most significant variable in athletic recruiting and subsidizing. The regional association of the university, role of the respondent and administrative structure of the physical

education/athletic department accounted for other differences in respondents' attitudes and beliefs on recruiting and subsidizing.

### Discussion

The issue of athletic recruiting and subsidizing remains unsolved in Canadian university athletics. Although highly interrelated, only a separated examination of the recruiting and subsidizing concepts can uncover their relative influence on university athletics. Study conclusions indicated athletic recruiting will be the major problem facing athletic policy-makers in future years.

#### Athletic Recruiting

Athletic recruiting in both Canada and the United States has been cited as the major problem facing intercollegiate athletics. George Hamilton, Commissioner of the Pacific Eight Conference, in commenting on the recruiting activity associated with athletic scholarships stated:

The ideal situation would prevail if students matriculated to the institutions of their choice, and go and make the team. This is a much more democratic way and with the incentives that normally impel athletes, I believe they would do as good a job as they do now. Coaches would be infinitely better off in that they would be devoting their time developing athletes instead of spending 80 percent of their time recruiting (Gage, 1976).

The issue of athletic recruiting encompasses four significant areas. These are (1) the acceptance of the recruiting principle,

(2) the evolution of recruiting in a manner similar to the United States, (3) the practicality of implementing recruiting policies, and (4) the lack of attention concerning recruiting developments.

#### 1. Acceptance of the Recruiting Attitude

Responses of subjects on both the audio interviews and written opinionnaire indicate a philosophy favouring athletic recruiting has developed in Canadian university athletics. Declining enrollment has contributed to this philosophy as athletic personnel attempt to increase the university population. The preoccupation with securing the best possible athletes underlines another reason for this recruiting philosophy. Canadian university athletics are expected to become of the highly competitive nature. The improved calibre of play focused in spectator sports is expected to enhance the prestige of the universities involved.

This philosophy, expressed by the athletic department, will primarily be enacted by the coaches. Although not all coaches may want to recruit as indicated by the lack of strain among coaches for recruiting control, they will be compelled to secure athletes under university policy. Demands by athletic directors to coaches to obtain the best athletes is increasing. Coaches recruiting efforts are being accelerated with aid of athletic department funds.

The increased acceptance of recruiting has developed in

times of much pressure from the government, public and media citing successes under the American model. This trend toward intensifying recruitment of elite athletes has superceeded the concerns of the purity of athletes recruited. The practical demand for athletes has overcome the philosophical position of sport.

## 2. Evolution of Recruiting on the American Model

The analysis of time (significant in 70 out of 105 itmes) demonstrates the evolution of recruiting in a similar fashion as experienced in the United States. Crude recruiting practices have and will become organized efforts with recruiting policies changing from ones based on individual integrity to written guidelines based on athletic department policy. Casual recruiting alone by coaches in their spare time are expected to become increasingly delineated in their job descriptions. Efforts to find highly skilled athletes will intensify possibly at the expense of teaching skill development in intercollegiate athletics.

Not only are coaches active in recruiting athletes but alumni are also encouraged to become a recruiting force as in the United States. Increases in athletes discovered by letters to alumni evidence alumni recruiting independently and incooperation with athletic departments.

The final force in university athletic recruiting is the High School Liason Officer (HSLO). Funded by the university

to attract students, the HSLO utilizes athletic personnel or work conjunctively with the athletic department to secure athletes of promise for the university.

The development of recruiting has occurred in times of little recruiting legislation and much dependence on individual university integrity. Now written rules are increasingly legislated to restrict recruiting in Canadian university athletics. A foundation is being created for the development of a complex set of rules and implied policing evident in United States athletics.

Finally, athletes have developed a consciousness similar to their American counterparts. Athletes are increasingly 'shopping around' around to find universities which will give the best financial deal. Many of these student athletes come to university primarily to participate in athletics. They attempt to enhance the importance of athletics by increasing the strain to win to increase the visibility of their teams.

### 3. Practicality of Implementing Recruiting Policy

Acceptance of recruiting philosophy does not solve the problem associated with increased recruiting activity. These problems included primarily financial costs of increased recruiting and sacrificed opportunity costs of the resources available.

Substantial costs must be incurred by universities maintaining or accelerating recruiting activity. Financial forecasts indicate funding for recruiting cannot come from existing university funds. A government favouring athletic scholarships



might provide one source of revenue for university recruiting but their focus involves primarily top level international athletes. Furthermore, proposed government policy depends upon private corporations to supply most of the anticipated funds. This source may not be as lucrative as expected as only moderate increases in alumni stress to recruit are projected. The source of funds for recruiting present a major problem for policy-makers particularly in a period of decreasing funding for the basic programs.

Opportunity costs involving university personnel and money allocation for recruiting must also be addressed by university athletic administrators. Study respondents indicated coaches' academic and athletic workloads will increase with Canadian respondents desiring coaches to have both academic and athletic commitments. The American experience indicates these two areas are not compatible since athletic recruiting associated with coaching comprises a full-time job and leaves no time for academic responsibilities. Furthermore, declining enrollment and resultant faculty cutbacks indicate increased academic workloads for all members of the university.

Increased recruiting support has not come at the expense of the desire to improve facilities thus far. Money for better facilities is expected to increase and is considered desirable. This poses a dilemma for university administrators. Under financial restrictions athletic departments will have to decide the worth of increasing recruiting at the expense of facility development.

#### 4. Lack of Attention toward Recruiting Developments

Athletic recruiting has been in the shadow of athletic scholarships in most discussions of these topics in Canadian university athletics. Athletic administrators either felt athletic recruiting was not very significant or could not be divorced from the scholarship question. There were very few recruiting rules implemented over the past ten years. Only now are athletic personnel demanding more clearly delineated recruiting guidelines to replace nebulous existing ones. University athletic directors and coaches desire clearly defined acceptable and unacceptable practices.

Gib Chapman, Athletic Director at Acadia University, emphasized the importance of recruiting separated from athletic subsidization:

The CIAU are against recruiting athletes because they feel recruitment means inducement as opposed to the concept of promoting and exposing your program which is important (Chapman, 1978).

#### Athletic Subsidizing

Athletic Subsidizing has been an area of much discussion over the last decade in Canadian intercollegiate athletics. Increased desires for the offering of financial support as offered in the United States has become apparent. The persistent philosophy against scholarships and more importantly present financial conditions have made the operation of athletic scholarships improbable and unfeasible on the Canadian scene.

Arguments supporting athletic scholarships have centred around traditional areas concerning the (1) work time loss athletes experience and (2) the financial need of many athletes. More recently scholarship supporters have demanded financial aid to reward athletic proficiency. They do not desire the whole criteria of the award to be athletic ability, justifying athletic scholarships when athletic ability is combined with academic ability or need. The support for scholarships to athletes entering university, to be continued throughout their academic career indicates the marriage of athletic financial aid with recruiting activity.

Influenced by the American experience, Canadian universities athletic personnel project concern for the distribution of and financial aid accepted in their university athletics. The awards office is considered the most unbiased distributor of athletic funds. Much concern was expressed for the involvement of the athletic department in any decision to award financial aid. Alumni donated awards were acceptable despite unethical alumni practices documented in American athletics.

Other areas of financial consideration seem the most probable area where aid to athletes may be given. Part-time employment may be a source of funds for athletes although athletic directors and coaches emphasize the difficulty of combining athletics, academics and part-time employment. Employment at summer sports camps has become the most utilized source to provide financial aid to students while they refine their athletic

skills. In-season training tables was another means of reducing athletes financial burden but economic conditions have eliminated this practice in most universities.

Executive director of the CIAU, Bob Pugh in discussing athletic scholarships felt:

Fifteen years ago when the CIAU discussed athletic scholarships, 90 percent were against to 10 percent for. Now it is 60-40 against and the gap is narrowing. Maybe 10 years down the road some form of scholarship or grant-in-aid with limitations and restrictions might be accepted (Pugh,1978).

In order to realize the scholarship possibility Canadian universities must uncover new sources of financial aid in addition to those currently available. Furthermore, acceptable and unacceptable athletic scholarship practices need further delineation before athletic scholarships may be realized.

#### Recommendations to the CIAU

The following recommendations discuss areas of examination in athletic recruiting and subsidization for the Canadian Intercollegiate Athletic Union:

1. Increases in athletic recruiting and subsidizing trends from past to future indicate a similar evolution in Canada as has occurred in the United States. Examination of the American recruiting and subsidizing system today should be undertaken before any further recruiting and subsidizing policy formulation commences in Canadian universities.
2. The CIAU should examine and act upon recruiting and subsidizing items which are predicted to increase in the future but

are considered undesirable. In recruiting these areas of concern include alumni recruiting in co-operation with the athletic department, entertainment of athletes using athletic department funds, public and media recruiting stress, athletes expecting subsidization and entering university primarily for athletics and coaches (especially unsuccessful ones) putting strain on themselves to win. In subsidization further concern was expressed concerning athletic department influence in athletic scholarships and part-time employment of athletes in the athletic department and off-campus.

3. The CIAU should delineate more concisely athletic recruiting and subsidizing rules at the national level. Broad recruiting and subsidizing rules are not adequate in Canadian university athletics for there is a wide variance of acceptable and unacceptable practices within both the recruiting and subsidizing areas.

4. Further examination of current and future subsidizing in the regional associations should be undertaken. Disparities in the offering of financial aid exist and are predicted to increase at higher levels in GPAC and the AIAA than in the CWAA, OUAA or QUAA.

5. The relationship between the CIAU universities and the federal government in any policy awarding athletic scholarships should be clearly defined. Although government recruiting stress to develop skilled athletes is predicted to increase, the CIAU membership is split concerning its desirability. Approximately half of the sample felt this stress was desirable while a large

minority felt government stress to develop skilled athletes was undesirable. Recent government proposals supporting athletic scholarships to universities partially through government funding imply a certain amount of governmental control in subsidizing policy decisions.

#### Recommendations for the Research System

The following recommendations are potential changes in this study's research model to make the technique more effective:

1. The opinionnaire collection and percentage of return is of prime importance in research of this nature. Whenever possible the Modified Delphi opinionnaire could be distributed to the respondents and retrieved in a short period of time.
2. More quantification of the audio interviews could be attempted to decrease the number of items on the written opinionnaire. This would decrease the bulk of material to be quantitatively analyzed in the written opinionnaire.
3. As computer programs become increasingly utilized, more attention at the early stages of the research should be given to finding the most appropriate programs for the research conducted.

#### Recommendations for Future Research

The following recommendations are potential areas of investigation concerning this complex athletic recruiting and subsidizing question:

1. Studies using this Modified Delphi opinionnaire could be conducted to assess the attitudes and beliefs of university

presidents, deans and directors of the physical education/athletic departments and faculty who work conjunctively with or separately from the athletic personnel. Student athletes and non-athletes are another population whose attitudes should be assessed before recruiting and subsidizing policies are formulated.

2. Content analysis of national and regional documents, legislation and disputes could be undertaken to determine the present status of athletic recruiting and subsidizing practices and policies in the CIAU.

3. A comparative analysis of recruiting and subsidizing in Canada and the United States could compare and contrast the evolution of these practices and policies in the two countries.

4. A comparative analysis of recruiting and subsidizing in men's and women's athletics could compare and contrast the evolution of these policies between the two organizations.

5. Factor analysis to reduce the number of items on the opinionnaire for future use on other organizations could also be employed.

6. A historical examination of the role and function of government aid for university athletics should be conducted.

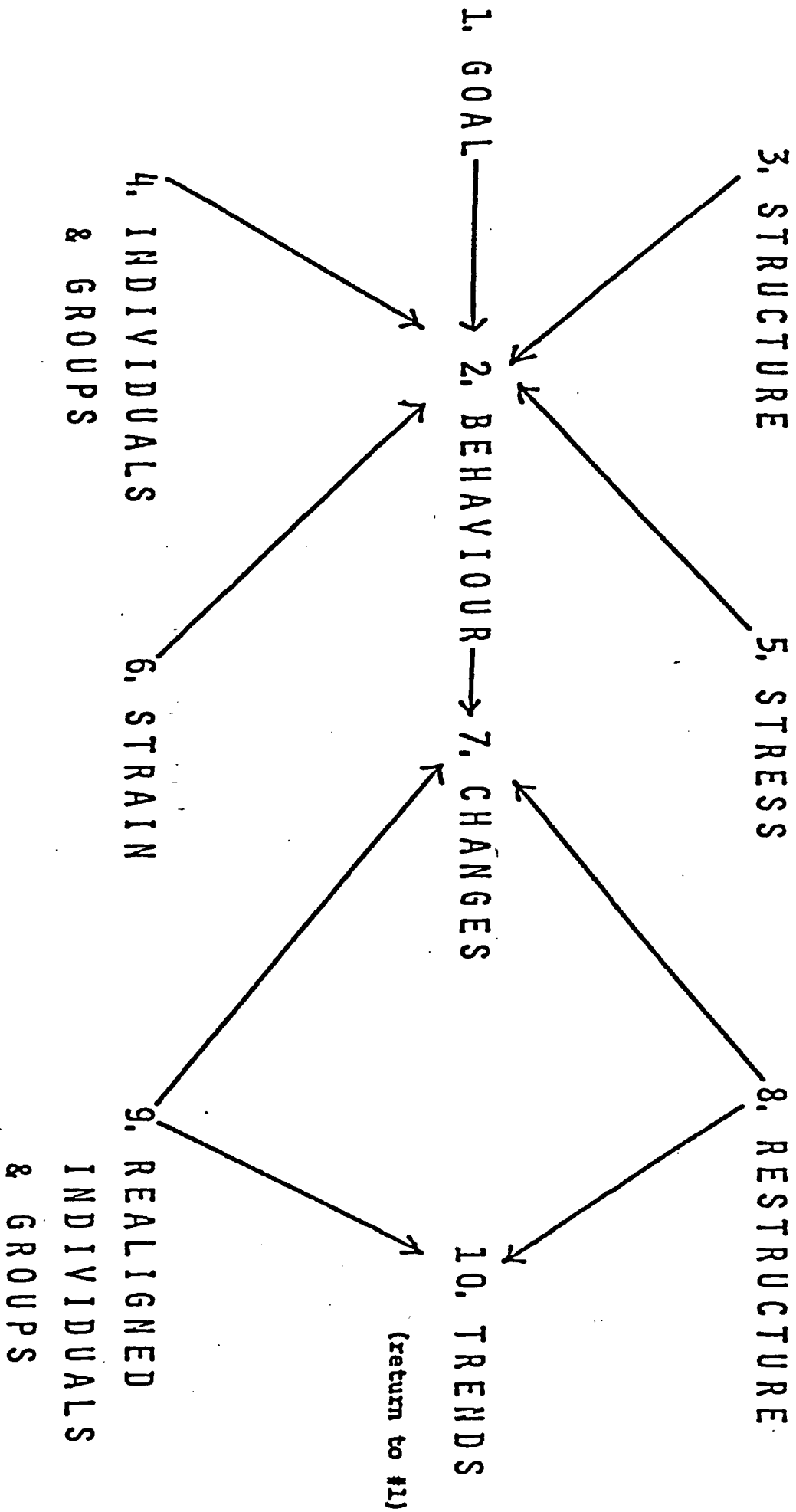
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SIR MODEL



## APPENDIX B

## Semi-Directed Focused Interview

List the following below in pencil on the cassette label before the interview.

Name of Interviewer \_\_\_\_\_

Name of Interviewee \_\_\_\_\_

Position \_\_\_\_\_

Date \_\_\_\_\_ Place \_\_\_\_\_

Focus of Interview (Organization) \_\_\_\_\_

Note: \_\_\_\_\_ = (name of organization)

Initial Statement: The University of Windsor and \_\_\_\_\_  
are working cooperatively to make \_\_\_\_\_  
more effective and efficient.

Reinforcement Statement: You are one of those closest to \_\_\_\_\_  
and therefore I appreciate an opportunity to interview you and record your  
observations and feelings.

Elicit response on Items #1 -

1. Could you please identify the ultimate goal (mission) (1) you see in  
\_\_\_\_\_.

2. Could you comment on conflict (obstacles) (2) which prevent achievement of  
this goal.

Events

3. Could you identify significant events (3) you see in \_\_\_\_\_  
such as (3-a) task (or aims) for this year.

4. Could you comment on (3-b) structure (or organization).

5. Could you comment on (3-c) control (or administration).

Individuals and Groups

6. Could you please identify significant (4) individuals or groups you see in  
\_\_\_\_\_.

7. Could you comment on (4-a) their traits (or characteristics).

8. Could you comment on (4-b) their situation (or roles).

9. Could you comment on (4-c) their behavior (or expectations).

External to Focus - Supra

10. Could you comment on (5) social stresses on \_\_\_\_\_  
from outside the organization.

External to Focus - Intra

11. Could you comment on (6) constituent strain on \_\_\_\_\_  
from within the organization.

12. Could you comment on (7) recommended changes (or alternate management  
techniques) you would like to see in \_\_\_\_\_.

13. Would you comment on the role of the following organizations in \_\_\_\_\_
- 
- a) national athletic organizations  
 b) provincial/state athletic organizations  
 c) regional or local athletic associations  
 d) government/state involvement in \_\_\_\_\_  
 e) other organizations or individuals groups such as alumni, sponsors, etc.
14. What effect does \_\_\_\_\_ have upon the quantity and quality of athletes/players in your school/organization from your region? From other regions?
15. What effect does \_\_\_\_\_ have on your role?
16. \_\_\_\_\_ is taking place - true or false?
17. \_\_\_\_\_ is good or bad?
18. \_\_\_\_\_ is taking place - true or false?
19. \_\_\_\_\_ is good or bad?
20. How do you feel about criticism of \_\_\_\_\_.
21. Is it possible to have recruiting without subsidizing?  
 Yes or No. Desirable or Undesirable
22. Is it possible to have subsidizing without recruiting?  
 Yes or No. Desirable or Undesirable

At this point revert to any covert conflict which was alluded to during the interview.  
 Close with a positive thank-you reaction for the time and expertise of the interviewee.

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RECRUITING AND SUBSIDIZING CHECK-OFF OPINIONNAIRE

Please indicate your preference by checking (✓) one (1) choice only in the items listed below:

1. Recruiting and subsidizing of athletes in your region is  fine as it is,  needs a little change  needs drastic change.
2. The ultimate goal or mission of recruiting or subsidizing in your region is  agreed upon and well understood  controversial and misunderstood
3. The nature of conflict and obstacles confronting recruiting and subsidizing in your region, ranked in order of significance, is (indicate 1 through 5)
  - technical  philosophical  organizational  public relations  financial
4. The structure for recruiting and subsidizing in your region is  centralized  decentralized
5. Control for recruiting and subsidizing should be in the hands of
  - national administrators  regional administrators
  - state/provincial administrators  local administrators
6. The role of the coach/teacher involved in sports/athletics in a recruiting and subsidizing situation and the role of the teacher/coach involved in a non-recruiting and subsidizing situation requires
  - the same types of individuals  different types of individuals  depends upon the situation
7. The major stress or criticism of recruiting and subsidizing outside of the system comes from  the general public  media
  - parents  amateur teams  government  professional teams  alumni  other schools /Others
8. The major strain or pressure from within the institution comes from  students overall  male students  female students
  - administrators  coaches  male athletes/players  female athletes/players  alumni
9. If change is required in your system, what is, in your estimation, the best way of bringing it about?
  - from above  from below  a combination of these
10. The program of recruiting and subsidizing in sports/athletics for men and women should be  integrated  segregated
  - separate but equal  under the jurisdiction of the most qualified personnel
11. Structure of sports/athletics most conducive to increasing the educational benefit for students is
  - sports/athletics is integrated into physical education  segregate physical education and sports/athletics
  - physical education is integrated into sports/athletics  physical education and sports/athletics are separate but equal, sharing some facilities and personnel

## APPENDIX D

## Identification Questions

University Name: \_\_\_\_\_

Athletic Director       Coach      Sport \_\_\_\_\_

A.I.A.A.    Q.U.A.A.    O.U.A.A.    G.P.A.C.    C.W.A.A.

Age of school - from founding \_\_\_\_\_

- as a degree granting institution \_\_\_\_\_

University has had or does have a religious affiliation    \_\_\_ Yes    \_\_\_ No

Size - (full time students)

0-2,999    3,000-5,999    6,000-8,999    9,000-11,999

12,000-14,999    15,000-17,999    18,000-20,999    21,000 and above

Type of Organizational Structure:

- Type 1 - The intercollegiate organization is organized as a function of the physical education department with the same person serving as director for the physical education and intercollegiate athletics.
- Type 2 - The intercollegiate athletic programme is organized as a function of the physical education department with the Director of Athletics responsible to the Director or Dean of Physical Education.
- Type 3 - The intercollegiate athletic department is organized as a separate and autonomous department with a co-ordinated relationship to the physical education department in such areas as staffing facilities and equipment usage.
- Type 4 - The intercollegiate programme is organized as a separate and autonomous department with no administrative relationship to the physical education department, including the prospect that no physical education department exists.

Athletic Director -     Male     Female

Number of years in Athletic Director's position \_\_\_\_\_.

Number of men's intercollegiate teams (1976-77) \_\_\_\_\_.

Total number of scholarships (including athletic ability as a factor) offered at your university (1976-77) \_\_\_\_\_.

Total number of bursaries (including athletic ability as a factor) offered at your university (1976-77) \_\_\_\_\_.

Total number of government scholarships/bursaries received by varsity athletes at your university (1976-77) \_\_\_\_\_.

Total number of other third party bursaries/scholarships offered to varsity athletes at your university 1976-77) \_\_\_\_\_.

Approximate percentage of the athletic department budget allocated to recruiting of athletes (1976-77) \_\_\_\_\_.

Approximate percentage of athletic department budget allocated to faculty/staff for the time they spend recruiting athletes (1976-77) \_\_\_\_\_.

Approximate percentage of athletic department budget allocated to faculty/staff for the time they invest to offer financial assistance to athletes (1976-77) \_\_\_\_\_.

Number of recruiting interactions of the Athletic Director with the High School Liason Officer/Committee of your university (1976-77) \_\_\_\_\_.

Number of recruiting interactions of the Athletic Director with the Registrars Office (1976-77) \_\_\_\_\_.

Number of subsidization interactions of the Athletic Director with the High School Liason Officer/Committee of your university (1976-77) \_\_\_\_\_.

Number of subsidization interactions of the Athletic Director with the Awards Office(1976-77) \_\_\_\_\_.

Identification Questions

University Name: \_\_\_\_\_

Athletic Director       Coach      Sport \_\_\_\_\_

Status:

Off-campus coach       Coach in athletic department  
 Faculty professor/coach

Number of years in coaching of your sport at your institution \_\_\_\_\_

Record in your sport for the 1976-77 season.

Regular league \_\_\_\_\_ Play-off \_\_\_\_\_

Overall \_\_\_\_\_

Percent of your professional workload devoted to recruiting athletes in your sport in the 1976-77 season \_\_\_\_\_

Percent of athletes in your sport who come from the catchment basin (the area from which the majority of your student population is drawn) in your province (1976-77) \_\_\_\_\_

Percent of athletes in your sport who come from your province but outside your catchment basin (1976-77) \_\_\_\_\_

Percent of athletes in your sport who come from the United States (1976-77) \_\_\_\_\_

Number of bursaries given in your sport which include athletic ability as a factor (1976-77) \_\_\_\_\_

Number of Scholarships given in your sport which include athletic ability as a factor (1976-77) \_\_\_\_\_

Number of scholarships/bursaries in your sport, which include athletic ability as a factor, given to athletes in your catchment basin (1976-77) \_\_\_\_\_

Number of government scholarships given in your sport which include athletic ability as a factor (1976-77) \_\_\_\_\_

Number of recruiting interactions of coach with:

- (1) Liason Officer/Committee of your university (1976-77) \_\_\_\_\_
- (2) Registrars Office (1976-77) \_\_\_\_\_

Number of subsidization interactions of the coach with:

- (1) Liason Officer/Committee of your university (1976-77) \_\_\_\_\_
- (2) Awards Office (1976-77) \_\_\_\_\_



Recruitment and Subsidization of Athletes/Past, Present and Future Practices and Policies

Listed on the following pages are a series of questions in which we would like to have your response on three independent scales:

- (1) past to present trends - 1966-67 to 1976-77 (based on your involvement or your perception of athletic recruiting and subsidization practices in intercollegiate athletics)
- (2) present to future trends - 1976-77 to 1986-87
- (3) the desirability of the recruitment and subsidization practice and policy statements

For each item we would like to have you indicate what has and will occur by circling for both the past to present and present to future trends, one of (+2) greatly increase(d) (+1) moderately increase(d) (0) remains the same (-1) moderately decrease(d) (-2) greatly decrease(d).

In addition we would like to have you indicate the desirability of the recruitment and subsidization statements by circling one of, (+2) very desirable (+1) desirable (0) neutral (-1) undesirable (-2) very undesirable.

In responding to a particular question on any one scale you should not be influenced by your responses on that item on the other two scales.

For example, in the sample item; Students pursuing a university education has/will/is:

- (1) On the past to present scale the respondent indicated that this had moderately increased by circling the number for the moderately increased alternative under the past to present trend
- (2) On the present to future scale, the respondent indicated that this will moderately decrease by circling the number for moderately decrease under the present to future trend
- (3) On the desirability scale the respondent indicated that Students pursuing a university education is desirable by circling the desirable alternative. The decision that this statement is desirable was in no way influenced by the responses on the past to present or present to future scales.

Sample Item	Past to Present (1966 to 1976-77)	Present to Future (1976-77 to 1986-87)	Desirability
Students pursuing a university education	has +2 +1 0 -1 -2	will +2 +1 0 -1 -2	is +2 +1 0 -1 -2
	greatly increased moderately increased remains the same moderately decreased greatly decreased	greatly increase moderately increase remains the same moderately decrease greatly decrease	very desirable desirable neutral undesirable very undesirable
	Increased/decreased	Increased/decreased	desirable/undesirable

## RECRUITING

## Ultimate Goal Effects of Recruiting at Our University

	Past to Present (1966 to 1976-77)	Present to Future (1976-77 to 1986-87)	Desirability
1. Recruiting efforts providing our students a high level of competition	has $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increased/decreased	will $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increase/decrease	is $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ desirable/undesirable
2. Recruiting efforts contributing to the educational experience of our athletes	has $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increased/decreased	will $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increase/decrease	is $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ desirable/undesirable
3. Recruiting efforts encouraging the development of leadership roles	has $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increased/decreased	will $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increase/decrease	is $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ desirable/undesirable
4. Recruiting efforts developing the athletic ability of our athletes	has $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increased/decreased	will $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increase/decrease	is $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ desirable/undesirable
5. Recruiting efforts enhancing the prestige and visibility of our university	has $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increased/decreased	will $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increase/decrease	is $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ desirable/undesirable
6. Recruiting efforts drawing the best possible athletes from our catchment basin (the area from which we draw the majority of our student population)	has $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increased/decreased	will $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increase/decrease	is $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ desirable/undesirable
7. Recruiting efforts increasing the number of students on campus	has $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increased/decreased	will $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increase/decrease	is $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ desirable/undesirable
8. Recruiting efforts increasing the number of student athletes on campus	has $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increased/decreased	will $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increase/decrease	is $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ desirable/undesirable
9. Recruiting efforts improving the calibre of play	has $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increased/decreased	will $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increase/decrease	is $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ desirable/undesirable
10. Recruiting efforts to make the national finals	has $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increased/decreased	will $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increase/decrease	is $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ desirable/undesirable
11. Recruiting efforts to attract the best student athletes in a wide variety of sports	has $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increased/decreased	will $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ Increase/decrease	is $^{+2}$ $^{+1}$ $0$ $^{-1}$ $^{-2}$ desirable/undesirable

## Conflict- Obstacles preventing the Achievement of Our Athletic Goals

	Past to Present (1966 to 1976-77)	Present to Future (1976-77 to 1986-87)	Desirability
1. Philosophic objections concerning the pureness of the amateur athletes we recruit	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
2. The availability of high school athletes in our catchment basin (the area from which we draw the majority of our students)	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
3. The transfer of our athletes to other universities due to their recruiting efforts	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
4. The number of high school athletes recruited to the United States	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
5. Financial resources for the recruiting of high school athletes	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
6. Aggressive alumni recruiting independently of the athletic department	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
7. Aggressive alumni recruiting in cooperation with our athletic department	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
8. Aggressive coaches recruiting outside the philosophy of our athletic department	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
9. Aggressive coaches recruiting within the philosophy of our athletic department	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable

Significant Events

	Past to Present (1966 to 1976-77)	Present to Future (1976-77 to 1986-87)	Desirability
1. The identification and recruiting of athletes through newspaper clippings	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
2. The identification and recruiting of athletes through examination of allstar lists of high school players	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
3. The identification and recruiting of athletes through letters to alumni	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
4. The identification and recruiting of athletes through personal visits by coaches	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
5. Recruiting by coaches paying their own funds to entertain prospective athletes	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
6. Recruiting through the entertainment of athletes using money budgeted by the athletic department	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
7. Recruiting through the entertainment of athletes using money budgeted by the High School Liaison Committee	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
8. Recruiting through circulars or advertisements sent out by the athletic department	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
9. Recruiting through circulars or advertisements sent out by our university	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
10. Recruiting by coaches speaking at high school banquets or clinics	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
11. Recruiting through the promise of trips to other countries during the season	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
12. The variety (number) of sports offered at your institution	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable

... of advertisements sent out by our university has  $^+2$   $^+1$   $0$   $^-1$   $^-2$  will  $^+2$   $^+1$   $0$   $^-1$   $^-2$  is  $^+2$   $^+1$   $0$   $^-1$   $^-2$  desirable/undesirable

Structure - Initiative for Athletic Recruitment

	Past to Present (1966 to 1976-77)	Present to Future (1976-77 to 1986-87)	Desirability
1. Recruiting by the High School Liason Committee (with consultation of the athletic department)	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
2. Recruiting by the High School Liason Committee independent of the Athletic Department	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
3. Recruiting by the athletic department acting as a separate entity	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increase/increase	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
4. Athletes shopping around for a university to attend	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
5. Encouragement from our athletic director to our coaches for increased recruiting	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
6. Recruiting in men's spectator sports	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
7. Recruiting in men's non-spectator sports	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
8. Recruiting in women's spectator sports	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
9. Recruiting in women's non-spectator sports	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable

Control - Types of Control of Athletic Recruiting

	Past to Present (1966 to 1976-77)	Present to Future (1976-77 to 1986-87)	Desirability
1. Control of recruiting based on the integrity of school's athletic department	has $+2 \ +1 \ 0 \ -1 \ -2$ increased/decreased	will $+2 \ +1 \ 0 \ -1 \ -2$ increase/decrease	is $+2 \ +1 \ 0 \ -1 \ -2$ desirable/undesirable
2. Explicit recruiting rules and directives in our school's athletic department	has $+2 \ +1 \ 0 \ -1 \ -2$ increased/decreased	will $+2 \ +1 \ 0 \ -1 \ -2$ increase/decrease	is $+2 \ +1 \ 0 \ -1 \ -2$ desirable/undesirable
3. Explicit recruiting rules and directives in our regional association	has $+2 \ +1 \ 0 \ -1 \ -2$ increased/decreased	will $+2 \ +1 \ 0 \ -1 \ -2$ increase/decrease	is $+2 \ +1 \ 0 \ -1 \ -2$ desirable/undesirable
4. Explicit recruiting rules and directives in the C.I.A.U.	has $+2 \ +1 \ 0 \ -1 \ -2$ increased/decreased	will $+2 \ +1 \ 0 \ -1 \ -2$ increase/decrease	is $+2 \ +1 \ 0 \ -1 \ -2$ desirable/undesirable
5. Explicit recruiting rules and directives from government to universities which have third-party government funded athletes	has $+2 \ +1 \ 0 \ -1 \ -2$ increased/decreased	will $+2 \ +1 \ 0 \ -1 \ -2$ increase/decrease	is $+2 \ +1 \ 0 \ -1 \ -2$ desirable/undesirable
6. Recruiting time allotted in coaches professional workloads	has $+2 \ +1 \ 0 \ -1 \ -2$ increased/decreased	will $+2 \ +1 \ 0 \ -1 \ -2$ increase/decrease	is $+2 \ +1 \ 0 \ -1 \ -2$ desirable/undesirable
7. Recruiting travel expenses allotted for coaches by the university	has $+2 \ +1 \ 0 \ -1 \ -2$ increased/decreased	will $+2 \ +1 \ 0 \ -1 \ -2$ increase/decrease	is $+2 \ +1 \ 0 \ -1 \ -2$ desirable/undesirable

Significant Individuals and Groups - People Involved in Athletic Recruiting

	Past to Present (1966 to 1976-77)	Present to Future (1976-77 to 1986-87)	Desirability
1. Recruiting by current athletes satisfied by our school's athletic programme	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 Increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 Increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
2. Recruiting by coaches whose job security is partially dependent on their coaching success	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 Increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 Increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
3. The attracting of athletes due to the calibre of our coaching staff	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 Increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 Increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
4. Out of country trained athletes in our athletic programme	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 Increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 Increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
5. The attracting of athletes due to the high calibre of our academic programme (professional schools)	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 Increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 Increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
6. The make-up of our athletic teams reflecting the distribution of the general student population	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 Increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 Increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
7. Government aid given to equalize disparities of enrollment or funds for travel at our institution	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 Increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 Increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
8. "Walk-on" athletes on our athletic teams	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 Increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 Increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
9. Government involvement in our university to develop international athletes	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 Increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 Increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable

## Social Stress (Outside)

	Past to Present (1966 to 1976-77)	Present to Future (1976-77 to 1986-87)	Desirability
1. Stress on our recruiting by our alumni	has $+2$ $+1$ $0$ $-1$ $-2$ increased/decreased	will $+2$ $+1$ $0$ $-1$ $-2$ increase/decrease	is $+2$ $+1$ $0$ $-1$ $-2$ desirable/undesirable
2. Stress on our recruiting by the public who compare the Canadian university athletic system with the American system	has $+2$ $+1$ $0$ $-1$ $-2$ increased/decreased	will $+2$ $+1$ $0$ $-1$ $-2$ increase/decrease	is $+2$ $+1$ $0$ $-1$ $-2$ desirable/undesirable
3. Stress on our recruiting by the media who compare the Canadian university athletic system with the American system	has $+2$ $+1$ $0$ $-1$ $-2$ increased/decreased	will $+2$ $+1$ $0$ $-1$ $-2$ increase/decrease	is $+2$ $+1$ $0$ $-1$ $-2$ desirable/undesirable
4. Stress on our recruiting by professional or semi-professional teams looking for our university to produce skilled players	has $+2$ $+1$ $0$ $-1$ $-2$ increased/decreased	will $+2$ $+1$ $0$ $-1$ $-2$ increase/decrease	is $+2$ $+1$ $0$ $-1$ $-2$ desirable/undesirable
5. Stress from athletes who expect subsidization when recruited	has $+2$ $+1$ $0$ $-1$ $-2$ increased/decreased	will $+2$ $+1$ $0$ $-1$ $-2$ increase/decrease	is $+2$ $+1$ $0$ $-1$ $-2$ desirable/undesirable
6. Stress from the government on our university to develop highly skilled athletes	has $+2$ $+1$ $0$ $-1$ $-2$ increased/decreased	will $+2$ $+1$ $0$ $-1$ $-2$ increase/decrease	is $+2$ $+1$ $0$ $-1$ $-2$ desirable/undesirable



Social Stress (Within the University)

	Past to Present (1966 to 1976-77)	Present to Future (1976-77 to 1986-87)	Desirability
1. Recruiting strain by our athletes who want to win	has $+2 \ +1 \ 0 \ -1 \ -2$ increased/decreased	will $+2 \ +1 \ 0 \ -1 \ -2$ increase/decrease	is $+2 \ +1 \ 0 \ -1 \ -2$ desirable/undesirable
2. Recruiting strain among our coaches in order to maintain or increase our institutions prestige.	has $+2 \ +1 \ 0 \ -1 \ -2$ increased/decreased	will $+2 \ +1 \ 0 \ -1 \ -2$ increase/decrease	is $+2 \ +1 \ 0 \ -1 \ -2$ desirable/undesirable
3. Recruiting strain from non-athletic students who feel our athletes get special considerations	has $+2 \ +1 \ 0 \ -1 \ -2$ increased/decreased	will $+2 \ +1 \ 0 \ -1 \ -2$ increase/decrease	is $+2 \ +1 \ 0 \ -1 \ -2$ desirable/undesirable
4. Recruiting strain by our coaches who desire more control of recruiting in their own sport	has $+2 \ +1 \ 0 \ -1 \ -2$ increased/decreased	will $+2 \ +1 \ 0 \ -1 \ -2$ increase/decrease	is $+2 \ +1 \ 0 \ -1 \ -2$ desirable/undesirable
5. Recruiting strain which successful coaches put on themselves in order to maintain a winning record	has $+2 \ +1 \ 0 \ -1 \ -2$ increased/decreased	will $+2 \ +1 \ 0 \ -1 \ -2$ increase/decrease	is $+2 \ +1 \ 0 \ -1 \ -2$ desirable/undesirable
6. Recruiting strain which unsuccessful coaches put on themselves in order to improve their athletic record	has $+2 \ +1 \ 0 \ -1 \ -2$ increased/decreased	will $+2 \ +1 \ 0 \ -1 \ -2$ increase/decrease	is $+2 \ +1 \ 0 \ -1 \ -2$ desirable/undesirable
7. Athletes coming to university mainly to participate in the inter-collegiate programme	has $+2 \ +1 \ 0 \ -1 \ -2$ increased/decreased	will $+2 \ +1 \ 0 \ -1 \ -2$ increase/decrease	is $+2 \ +1 \ 0 \ -1 \ -2$ desirable/undesirable

Recommended Changes

	Past to Present (1966 to 1976-77)	Present to Future (1976-77 to 1986-87)	Desirability
1. The attempt of the C.I.A.U. membership to define recruitment	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
2. The attempt of the C.I.A.U. membership to define subsidization	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
3. The restriction of recruiting through legislation	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
4. The restriction of subsidization through legislation	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
5. The academic workload of our coaches	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
6. The athletic workload of your coaches	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
7. Pressures on the C.I.A.U. to implement a tiering structure in inter-collegiate athletics	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable
8. Money allocated to the athletic department for the obtaining of better coaches and facilities	has <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increased/decreased	will <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 increase/decrease	is <sup>+</sup> 2 <sup>+</sup> 1 0 <sup>-</sup> 1 <sup>-</sup> 2 desirable/undesirable

Subsidization

	Past to Present (1966 to 1976-77)	Present to Future (1976-77 to 1986-87)	Desirability
1. Financial aid given to our athletes to offset their time or money (employment) loss	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
2. Financial aid given to our athletes in recognition of their athletic proficiency	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
3. The ability of your awards office to provide financial aid to students	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
4. Financial awards, in which athletic ability is one criterion given by the Awards/Bursors Office	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
5. Financial awards, in which athletic ability is one criterion given by the University Senate	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
6. Financial awards, in which athletic ability is one criterion, given by the athletic department	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
7. Financial awards, in which athletic ability is one criterion, given by the alumni through recognized university funding agencies	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
8. Financial awards, in which athletic ability is one criterion, given by the Provincial government	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
9. Financial awards, in which athletic ability is the sole criterion, given at our university	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
10. The influence of the athletic department in the awarding of financial aid to athletes through the Awards/Bursors Office or Senate	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
11. Financial aid given to athletes for a combination of athletic ability and financial need	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
12. Financial aid given to athletes for a combination of academic and athletic ability	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ Increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable

13. Financial aid given to athletes for a combination of athletic ability and academic performance and need	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
14. Bursaries and/or scholarships in which athletic ability is one criterion, given to athletes entering university	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
15. Bursaries and/or scholarships, in which athletic ability is one criterion, given to athletes in second year or above	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
16. Merit awards given to athletes where qualities of leadership and character are emphasized	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
17. Rules and directives at our institution against the awarding of financial aid to student athletes	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
18. Rules and directives by our regional association against the awarding of financial aid to athletes	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
19. Rules and directives by the C.I.A.U. against the awarding of financial aid to athletes	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
20. Part-time employment for athletes over general students in the athletic department	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
21. Part-time employment for athletes over general students in the university outside the athletic department	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
22. Part-time employment for athletes over general students off campus	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
23. Part-time employment for athletes over general students in summer sports camps	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
24. The provision of training tables for varsity athletes after in-season practices	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
25. The provision of training tables for varsity athletes before in-season games	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable
26. The provision of training tables for varsity athletes in the off-season	has $^+2$ $^+1$ $0$ $^-1$ $^-2$ increased/decreased	will $^+2$ $^+1$ $0$ $^-1$ $^-2$ increase/decrease	is $^+2$ $^+1$ $0$ $^-1$ $^-2$ desirable/undesirable

WRITING OPINIONNAIRE RESULTS

Item	Frequency		Desir-		Regional Cross-tabulations		Region	Role	Size	Structure	Time
	Past	Future	ability	ability	Past	Future					
1. Recruiting for high level competition	/	/	/	/							F-1.9 /P-2.2
2. Recruiting contributing to athletes educational experience	/	/	/	/							F-2.2 /P-2.4
3. Recruiting to develop leadership roles	/	/	/	/			1-1.4 /A-2.1 /5-2.7 /3-2.8 /2-2.8				F-2.4 /P-2.6
4. Recruiting efforts to capitalize on athletic ability	/	/	/	/							S-1.7 /M-2.2 /L-2.3 /P-2.2
5. Recruiting to increase university prestige	/	/	/	/							S-1.4 /M-2.3 /L-2.5

LEGEND  
 1=AIAA  
 2=QUAA  
 3=OUAA  
 4=GPAC  
 5=CMAA

1=AIAA  
 2=QUAA  
 3=OUAA  
 4=GPAC  
 5=CMAA  
 AD=athletic director  
 C=coach  
 S=small  
 M=medium  
 L=large  
 S=segregated  
 I=integrated  
 P=past  
 F=future

Item	Frequency		Desir-		Regional Crosstabulations		Analysis of Variance					
	Past	Future	ability	ability	Past	Future	Region	Role	Size	Structure	time	
6. Recruiting to get best catchment basin athletes	/	/	/	/								F-1.9 /P-2.3
7. Recruiting to increase the number of students	/	/	/	/								F-2.1 /P-2.4
8. Recruiting to increase Athletic population	/	/	/	/								F-1.8 /P-2.3
9. Recruiting to improve calibre of play	/	/	/	/								F-1.7 /P-2.5
10. Recruiting to make national finals	/	/	/	/								F-1.6 /P-2.1

Item	Frequency		Desir-	Regional Cross-tabulations		Analysis of Variance				
	Past	Future		Past	Future	Region	Role	Size	Structure	Time
11. Recruiting to get variety of best athletes	/	/	/							F-1.8 /P-2.3

Conflict

12. Objections concerning of athletes recruited

\_\_\_\_\_

13. Availability of catchment basin athletes

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/

/

$$\begin{array}{r} 5 \\ 4 \\ 1 \\ 3 \\ 2 \end{array}$$

$$\begin{array}{r} A-2.0 \\ 4-2.4 \\ 1-2.5 \\ 3-2.7 \\ 2-3.7 \end{array}$$

C-2.5

AD-3.1

14. Transfers of athletes

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

15. Athletes recruited to the United States

/

\_\_\_\_\_

/

$$\begin{array}{r} 4 \\ 5 \\ 2 \\ 1 \\ 3 \end{array}$$

F-2.5

P-2.8

Item	Frequency		Desir-ability	Regional Crosstabulations		Region	Analysis of Variance		
	Past	Future		Past	Future		Role	Size	Structure
16. Financial resources to recruit	—	—	/						F-2.5 /P-2.7
17. Alumni recruiting independently	—	—	/						F-2.5 /P-2.9
18. Alumni recruiting with athletic department	—	/	/						F-2.3 /P-2.8
19. Coaches recruiting independently	—	—	/						
20. Coaches recruiting with athletic department	/	/	/						



Significant Events

	Item	Past	Future	Desir-ability	Regional Crosstabulations	Desir-ability	Region	Role	Size	Variance	Structure	Time
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21. Athletes found through examination of newspaper clippings

22. Athletes found from all star lists

F-2.2  
P-2.5

23. Athletes found by letters to alumni

F-2.3  
P-2.7

24. Coaches making personal visits

F-1.9  
P-2.3

25. Entertaining athletes using athletic dept. funds

F-1.4  
P-2.2

Item	Frequency			Regional Crosstabulations		Analysis of Variance				
	Past	Future	Desir-ability	Past	Future	Region	Role	Size	Structure	Time
26. Entertaining athletes using coaches funds	—	—	/							

27. Entertaining athletes using HSLO funds	—	—	—							
--	---	---	---	--	--	--	--	--	--	--

1 4 5 2  
3

28. Athletes found by athletic Dept.	—	/	/							/F-2.2 /P-2.6
--------------------------------------	---	---	---	--	--	--	--	--	--	------------------

29. Recruiting through university circulars	—	/	/							/AD-2.1    /S-2.0    /F-2.4 /C-2.5    /M- and L 2.4    /P-2.0
---	---	---	---	--	--	--	--	--	--	--

30. Recruiting by Coaches at clinics	/	/	/							/F-2.0 /P-2.4
--------------------------------------	---	---	---	--	--	--	--	--	--	------------------

Item	Frequency		Desir- ability	Regional Crosstabulations		Desir- ability	Analysis of Variance			
	Past	Future		Past	Future		Region	Role	Size	Structure
31. Promise of trips	—	—	—							
32. Number of sports offered	/	—	/							
33. HSIO recruiting with athletic department	—	/	/							F-2.3 /P-2.8
34. HSIO recruiting separately	—	—	/							
36. Recruiting by athletic dept. separately	—	/	/							F-2.1 /P-2.8

Item	Frequency			Regional Cross-tabulations			Analysis of Variance				
	Past	Future	Desir-ability	Past	Future	Desir-ability	Region	Role	Size	Structure	Time
37. Athletes shopping for a university to attend	/	/	/								
38. Recruiting Encour-agement from AD to Coaches	/	/	/								
39. Recruiting in men's spectator sports	/	/	/								
40. Recruiting in men's non-spectator sports	/	/	/								
41. Recruiting in women's spectator sports	/	/	/								

F-2.1  
/P-2.7

F-2.5  
/P-2.8

F-2.2  
/P-2.5

	Frequency		Desir-	Regional Crosstabulations		Analysis of Variance					
Item	Past	Future	ability	Past	Future	ability	Region	Role	Size	Structure	Time
42. Recruiting in women women's non-specta- tor sports	_____	_____	/								
								/	C-2.5		
								/	AD-2.9		

Control

43. Control by athletic  
dept. integrity

\_\_\_\_\_

\_\_\_\_\_

/

44. Rules in athletic  
department

\_\_\_\_\_

\_\_\_\_\_

/

/

F-2.3

P-2.7

45. Rules in the  
region

\_\_\_\_\_

\_\_\_\_\_

/

/

F-2.5

P-2.7

46. Rules in CIAU

/

/

/

Item	Frequency		Desir- ability	Regional Cross-tabulations		Analysis of Variance		
	Past	Future		Past	Future	Region	Role	Size

47. Rules for 3rd party scholarships

\_\_\_\_ /

48. Recruiting time in coaches workload

\_\_\_\_ /

49. Expenses for coaches travel

\_\_\_\_ /

Significant Individuals and Groups

50. Athletes satisfied by program

/ / /

/ C-1.7

/ I-1.8

/ AD-2.4

/ S-2.2

51. Recruiting by coaches for job security

\_\_\_\_ /

Item	Frequency		Desir-		Regional Crosstabulations		Analysis of Variance			
	Past	Future	ability	ability	Past	Future	Region	Role	Size	Structure

52. Athletes attracted by the calibre of coaching

Past     Future     ability     ability

Regional Crosstabulations: Past  $\begin{matrix} 1 & 4 & 5 & 3 \\ & \swarrow & \searrow & \\ & 2 & & \end{matrix}$  Future  $\begin{matrix} 1 & 2 & 5 & 3 \\ & \swarrow & \searrow & \\ & 3 & & 4 \end{matrix}$

Analysis of Variance:  $\begin{matrix} / \\ \backslash \end{matrix}$  F-1.8  
 $\begin{matrix} / \\ \backslash \end{matrix}$  P-2.1

53. Foreign trained athletes in athletic program

Past     Future     ability     ability

Regional Crosstabulations: Past  $\begin{matrix} 1 & 4 & 5 & 3 \\ & \swarrow & \searrow & \\ & 2 & & \end{matrix}$  Future  $\begin{matrix} 1 & 2 & 5 & 3 \\ & \swarrow & \searrow & \\ & 3 & & 4 \end{matrix}$

54. Athletes attracted by academics

Past     Future     ability     ability

Analysis of Variance:  $\begin{matrix} / \\ \backslash \end{matrix}$  F-2.7  
 $\begin{matrix} / \\ \backslash \end{matrix}$  P-2.1

55. Athletic population reflecting student population

Past     Future     ability     ability


Regional Crosstabulations: Past  $\begin{matrix} 1 & 4 & 5 & 3 \\ & \swarrow & \searrow & \\ & 2 & & \end{matrix}$  Future  $\begin{matrix} 1 & 2 & 5 & 3 \\ & \swarrow & \searrow & \\ & 3 & & 4 \end{matrix}$

56. Government aid for disparities in travel

Past     Future     ability     ability

Item	Frequency		Desir- ability	Regional Cross tabulations		Analysis of Variance				
	Past	Future		Past	Future	Region	Role	Size	Structure	Time
57. Walk-on athletes	—	—	/							
58. Government involvement to develop inter-national athletes	—	/	/							F-2.4 /P-2.6
Social Stress										
59. Alumni recruiting stress	—	—	/	/		4-2.2 /1 5 .2 .3				4-2.2 /1-2.3 2-3-5- 3.0 3.0 3.0
60. Public recruiting stress										
	/	/	/							F-2.2 /P-2.5
61. Media recruiting stress										
	/	/	/			4 /1 3 /5 2				AD-2.1 /C-2.5 F-2.2 /P-2.3

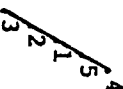


Item	Frequency			Regional Cross-tabulations			Analysis of Variance						
	Past	Future	Desir-ability	Past	Future	Desir-ability	Region	Role	Size	Structure	Time		
62. Stress by pro teams for skilled athletes	—	—	✓			 1 4 2 5 3							/F-2.4 /P-2.6

63. Stress by athletes expecting money	✓	✓	✓											
--	---	---	---	--	--	--	--	--	--	--	--	--	--	--

64. Stress by government to develop athletes	—	✓	✓										/AD-2.1 /C-2.6	/F-2.2 /P-2.6
--	---	---	---	--	--	--	--	--	--	--	--	--	-------------------	------------------

Constituent Strain

65. Strain by athletes wanting to win	✓	✓	—			 5 4 1 2 3						/I-2.2 /S-2.8	/F-2.1 /P-2.6
---------------------------------------	---	---	---	--	--	--	--	--	--	--	--	------------------	------------------

66. Strain among coaches to win	✓	✓	✓										/F-2.0 /P-2.6
---------------------------------	---	---	---	--	--	--	--	--	--	--	--	--	------------------

Item	Frequency		Desir-ability	Regional Cross-tabulations		Region	Analysis of Variance				
	Past	Future		Past	Future		Role	Size	Structure	Time	
67. Strain from athletes to non-athletes	—	—	—	—	—	4	4	F-2.5			
				5	1	2	5	1	3	2	P-2.7
68. Strain by coaches wanting recruiting control	—	—	—	—	—	4	4	F-1.9			
						5	1	3	2	P-2.2	
69. Strain by coaches on themselves to win	/	/	/	—	—	2	2	F-2.2			
						1	3	5	2	P-2.2	
70. Strain on unsuccessful to win	—	/	/	—	—	4	4	F-2.2			
						5	1	3	2	P-2.5	
71. Athletes coming to university primarily to participate in athletics	—	/	/	—	—	—	—	—			

Item	Frequency		Desir-ability	Regional Cross-tabulations		Region	Analysis of Variance				
	Past	Future		Past	Future		Role	Size	Structure	Time	
72. CIAU attempts to define recruiting	/	/	/	/						/ F-1.7 / P-2.1	
73. CIAU attempts to define subsidizing	/	/	/	/							/ F-1.9 / P-2.1
74. Recruiting restriction by legislation	/	/	/	/							
75. Subsidizing restriction by legislation	/	/	/	/							
76. Academic workload of coaches	/	/	/	/							

Item	Frequency		Desir- ability	Regional Cross-tabulations		Analysis of Variance		
	Past	Future		Past	Future	Region	Role	Size

77. Athletic workload for coaches

/	/	/							
---	---	---	--	--	--	--	--	--	--

78. Tiering pressures

/	\								
				4	5				
				2	3	1			

79. Money for better facilities

/	/								
---	---	--	--	--	--	--	--	--	--

80. Subsidizing to offset time loss

—	—	—							
---	---	---	--	--	--	--	--	--	--

81. Subsidizing athletes for athletic proficiency

—	—	—							
---	---	---	--	--	--	--	--	--	--

F-2.6  
P-2.9

Item	Frequency		Desir-ability	Regional Cross-tabulations		Region	Analysis of Variance		
	Past	Future		Past	Future		Role	Size	Structure
82. The ability of the awards office to give financial aid	—	—	/			$\begin{array}{c} 4 \\ /1 \\ 2 \\ /5 \\ 3 \end{array}$	$\begin{array}{c} 8-2.5 \\ /M, L \\ 2.9 \end{array}$		
83. Financial awards including athletic ability by the awards office	—	—	/			$\begin{array}{c} .4 \\ .1 \\ .2 \\ .3 \\ .5 \end{array}$			
84. Athletic subsidizing by the Senate	—	—	$\begin{array}{c} /4 \\ 1 \\ /2 \\ 5 \\ 3 \end{array}$						
85. Athletic awards given by the athletic dept.	—	—	/			$\begin{array}{c} /4 \\ 1 \\ /5 \\ 2 \\ 3 \end{array}$			
86. Athletic awards given by alumni	—	—	/						

Item	Frequency		Desir-ability	Regional Cross-tabulations		Region	Analysis of Variance			
	Past	Future		Past	Future		Role	Size	Structure	Time
87. Athletic awards given by the provincial govt.	—	—	/							.F-2.5 .P-2.7
88. Athletic awards based solely on athletic ability	—	—	/							
89. The influence of the athletic dept. in subsidizing	—	—	/			$\begin{array}{r} 4 \\ 1\ 5\ 3\ 2 \end{array}$				
90. Subsidizing based on athletic ability and need	—	—	/			$\begin{array}{r} 4 \\ 1\ 5 \\ 2 \\ 3 \end{array}$				
91. Subsidizing for athletic ability and academics	—	—	/			$\begin{array}{r} 4 \\ 1\ 5 \\ 2\ 3 \end{array}$	$\begin{array}{r} 5-2.5 \\ M, L \\ 2.9\ 2.8 \end{array}$			

Item	Frequency		Desir- ability	Regional Cross-tabulations		Region	Analysis of Variance		
	Past	Future		Past	Future		Role	Size	Structure
92. Subsidizing for athletics, academics and need	—	—	/			4 5 1 — 2			
93. Scholarships for athletes entering university	—	—	/			4 5 1 — 2			
94. Scholarships to athletes in second year and above	—	—	/			4 5 1 — 2			
95. Merit awards for leadership	—	—	/						
96. Rules against giving aid to athletes	—	—	/						

Item	Frequency		Desir-	Regional Cross tabulations		Analysis of Variance		
	Past	Future		Past	Future	Region	Role	Size

97. Rules against subsidizing in our league

\_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_



98. Rules by the CIAU against awarding financial aid

/ / /

99. Part-time employment of athletes in the athletic dept.

\_\_\_\_\_ / \_\_\_\_\_

100. Part-time employment of athletes in the university

\_\_\_\_\_ / \_\_\_\_\_

101. Part-time employment of athletes off-campus

\_\_\_\_\_ / \_\_\_\_\_



Item	Frequency		Desir-ability	Regional Cross-tabulations		Region	Analysis of Variance		
	Past	Future		Past	Future		Role	Size	Structure
102. Part-time employ-ment of athletes in summer sports camps	—	/	/			4 5 1 2 3	S-2.3 L-2.4 M-2.7		
103. Meals after in-season practices	—	—	/				S-2.9 M-3.3 L-3.5		
104. Meals before in-season practices	—	—	/				S-2.6 M-3.2 L-3.4		
105. Meals in the off-season	—	—	/						

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