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# NCAA Fencing Championship

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

**NCAA Fencing Championship**

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

**by  
Zachary Moss  
St. Paul, Minnesota  
June 2015**



## **Dedications**

This project is dedicated to everyone who helped me accomplish my dream of working in college athletics – to my parents, my friends, my coaches, my mentors, and my girlfriend. I couldn't have accomplished anything without all of your support.

### **Abstract**

This paper examined the many aspects of planning, organizing, and managing a sporting event. Specifically, it focused on the management of the 2019 NCAA Fencing Championships utilizing Welsh-Ryan Arena at Northwestern University as the host site. Every aspect of the event is examined beginning with the organization responsible for it, going through the structure of the event itself, outlining a marketing plan for the event, analyzing the management of employees and volunteers, discussing of potential risks associated with the facility for this event, analyzing ethical concerns of the event itself, and concluding with personal reflection from the paper's author. Included within the event analysis are items like budget breakdowns, facility layout, and images documenting the facility itself. The paper as a whole represents a comprehensive analysis and breakdown of the management of the NCAA Fencing Championships, which is designed to be utilized as an exploratory examination of all of the elements that go into working in the field of sports management, particularly as an event host.

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## Chapter One: Introduction

The focus of this paper is the National Collegiate Athletic Association's (NCAA) annual Collegiate Fencing Championship. This event is a four day competition with 6 events each featuring the top-24 fencers for that event from colleges around the country. Over two days, these athletes fence against every other competitor in their field before the top four go head-to-head to determine the individual winners (NCAA, 2013). All varsity level college fencers are eligible to compete and competitors are determined by regional qualifying events around the country. The tournament is also fairly unique as it is one of the only national championships that have a combined men's and women's championship. The event takes place over a four day period with two days of men's competition and two days of women's competition. It is one of the most prestigious fencing events in the United States as it regularly features some of the top fencers in the entire United States and the World, since many of the best fencers are in college. For example, in 2013, the event featured 7 former Olympians (NCAA, 2013).

The organization that puts on this event, the NCAA, is "...a membership-driven organization dedicated to safeguarding the well-being of student-athletes and equipping them with the skills to succeed in the playing field, in the classroom and throughout life" (NCAA, n.d.b, para 1). With a membership consisting of, "More than 1,200 schools, conferences and affiliate organizations" (NCAA, n.d.a para. 1), the NCAA is an enormous organization that manages college athletics at all levels and features 89 championship events. The championship event for fencing is just one of these and one of the lesser known at that. However, it is still managed and organized following the principles and core values that drive the organization:

The Association – through its member institutions, conferences and national office staff – shares a belief in and commitment to:

- The collegiate model of athletics in which student participate as an avocation, balancing their academic, social and athletics experiences.
- The highest levels of integrity and sportsmanship.
- The pursuit of excellence in both academics and athletics.
- The supporting role that intercollegiate athletics plays in the higher education mission an in enhancing the sense of community and strengthening the identity of member institutions.
- An inclusive culture that fosters equitable participation for student-athletes and career opportunities for coaches and administrators from diverse backgrounds.
- Respect for institutional autonomy and philosophical differences.
- Presidential leadership of intercollegiate athletics at the campus, conference and national levels. (NCAA, n.d.c).

This list of core values is crucial in informing the role that the NCAA Fencing Championship plays in college athletics. In many ways, due to its more obscure nature in the realm of athletics, it is all the more crucial that managers of the event focus on ensuring that the goals of the event are clear. In fact, the NCAA (2014a) has provided the event itself has its own core statement that is meant to guide the management and goals:

The championships and alliances staff strives to administer competition in a fair, safe, equitable and sportsmanlike manner so that the experience of the student-athlete is paramount. This is attained by:

- Ensuring student-athletes' optimal experience.



- Executing championship events reflecting appropriate quality and values to/for stakeholders – student-athletes, administrators, member institutions, coaches, sport committees, fans, broadcast partners and corporate champions/partners.
- Coordinating all aspects of championships in an efficient, effective manner through common operating policies and practices, using internal and external resources.
- Integrating championships with broadcast and corporate relationships in a manner that maintains the integrity of the championship.
- Assuring effective management of the business aspects of the operation.
- Enhancing the assets of the NCAA and their value by collaborating with internal and external expertise to achieve heightened exposure (e.g., community programs, fan events, banquets, anniversaries, etc.). (p. 2)

These two sets of values clearly demonstrate the background and mission of the organization that runs the event to be focused on in the coming chapters. This paper will strategize, plan, analyze, and evaluate the NCAA Fencing Championship with these key values in mind.

## **Chapter Two: Event Introduction**

As outlined in Chapter One, the NCAA Fencing Championships is a four day event with lots of drama and excitement. Yet, despite the outstanding caliber of competition, the event receives very little coverage in the media. In particular, the event has not received any live television coverage even in the current environment where live sporting events are the most lucrative programming for television networks. In today's television market with the multitude of ways that viewers can see shows on their own time and in their own ways, live sporting events have become the most-watched television events. The London Olympics had 219.4 million American viewers, which set the record for the most-watched event in U.S. television history (NBC Sports, 2012). However, in looking at coverage of past NCAA Fencing Championships (NCAA TV Broadcast Schedule, 2007), while live streaming of the event has been available online through NCAA.com and ESPN3 for the past three Championships, the only television coverage of the events has been taped-delayed highlights on ESPNU and CBS airing a week or more after the event had already concluded.

Overall, some of this lack of interest could be tied to an overall lack of interest or understanding of the sport in general. Furthermore, unlike sports with major professional markets, the number of people with fencing experience is very small. In 2012-2013, there were 469,210 athletes participating in the NCAA at some level and of those 1301 were fencers, or approximately .3% (Irick, 2013, 73-74). However, there are other sports that have similarly low NCAA participation rates, like wrestling at 1.5% and rowing at 1.6% (Irick, 2013, 73-74) that get live broadcasts. During the 2012 Summer Olympic Games, rowing and wrestling were the third and fourth most watched Olympic events (NBC Sports, 2012) respectively. This seems to

suggest that there may be other factors at play other than a lack of interest or understanding of the sport of fencing overall.

For this reason, many of the decisions in planning this event are tied to increasing the value for spectators and attempting to make a more marketable event. This is important from a facilities perspective as the qualities of the facility selected will go a long way towards aiding in these goals. Another important element to consider is that due to fencing's place in the hierarchy of NCAA sports, it tends to rely on venues that can be provided by participating schools which saves on cost.

The nature of the event requires extensive planning and preparation including hiring elite officials to referee and run each event, acquiring the equipment for the strips (playing area), coordinating concessions, managing the space, and ensuring that all NCAA procedures are properly followed. The event requires the use of nine strips and twenty-one referees. In addition, a leadership team consisting of someone in charge of organizing the bout committee table (those responsible for running the actual competition), a head referee, a NCAA representative to ensure adherence to NCAA protocol and regulation, a concessions manager, and a volunteer coordinator to manage the people who are needed for other odd tasks associated with the event (e.g., directing spectators). Furthermore the facility needs to accommodate an area of spectators, a playing space that allows access to coaches but still allows referees to control the area, an area for the bout committee table (those running the tournament), team areas, trainer space, an area for the armorers, a registration area, sales/concessions areas, and practice space.

Thus, a large customizable facility is needed since there are no designated fencing competition venues. Utilization of a large field house would allow the segmentation and design of the space to include all of the necessary components. While there are numerous venues that fit

this need, this paper will focus on utilizing Welsh-Ryan Arena at Northwestern University to host the event. The space is a great location and is centrally located within the country allowing reasonable transportation for individuals from all over. Evanston, IL is closely located to Chicago as well as O'Hare Airport. The area is well-acquainted with hosting numerous major professional and collegiate sporting events so the infrastructure, knowledge, and awareness for hosting these types of events is already present. Northwestern also hosted the NCAA Midwest Regional in 2015, which is the qualifying round to the NCAA Championship, so there is institutional knowledge readily available for hosting fencing events. Additionally, the Northwestern team is regularly one of the top ten teams in country which means that they have a strong presence within the athletics department and are able to garner the support necessary to act as hosts. Finally, the Welsh-Ryan Arena features three basketball courts worth of space as well as extensive spectator seating. As the main venue for the Northwestern basketball teams, it has all of the infrastructure in place to host major sporting events. For all these reasons, the Welsh-Ryan Arena is an ideal location for the NCAA Fencing Championships.

For some background on managing the space and maximizing the effectiveness of the facility, the head referee from the previous three NCAA Fencing Championships and four NCAA Championships overall, Jon Moss, was contacted. In communication with J. Moss, he noted that one of the major issues with this event in the past has been the lack of clear boundaries to eliminate issues with overpowering spectators and giving coaches the opportunity to communicate with their fencers (personal communication, November 28, 2014). As a result, he suggested the layout mapped in Appendix A and explained in Appendix B. This layout allows the referees to control the playing area without being overwhelmed by fans who in the past had been able to be in the area labeled Sports Zone. In addition, this made it very difficult for all

spectators to get a good view of the action. Under this new layout, all spectators will get a good view of all the action going on in the venue and have more space overall. Additionally, this allows the coaches easy access to their athletes and the ability to move freely and easily between the pods to coach their various athletes. Finally, by limiting access to the sport zone, tournament organizers and referees are able to more easily control the event and ensure that the best possible experience is being provided for all athletes.

Beyond the actual playing area, the facilities allow for the creation of ample viewing area for spectators as well as easy passage to various areas of the facilities that will be of use for spectators, coaches, tournament officials, and athletes alike. These include team areas, bout committee table, concessions, restrooms, practice strip space, trainers, armorers, and merchandise sales. By creating a separate concourse space to house all of these additional amenities that is somewhat separate from the playing area, the layout mimics many of the common standards used at other more major sporting events. Spectators are able to leave the viewing area to easily access all of these areas and then re-enter the viewing area at their leisure. Similarly, athletes are able to easily leave the sports zone to access the various resources offered at the event and then regain access when needed.

These amenities and features are all made possible by the Welsh-Ryan Arena's adaptability and size. This size allows for the facilities to be setup both to create the optimal playing space for athletes, coaches, and referees. In addition, it allows for the establishment of clear zones for spectators to enjoy the best possible experience thus creating a more positive experience and fulfilling my goal of creating an event that can be more widely marketed. Finally, the use of zones allows for the possibility of more marketing and sponsorship space to be used for various promotional activities designed to add value to the consumer's experience. All of

these factors combined helped to determine that the Welsh-Ryan Arena will be the ideal venue for the NCAA Fencing Championships and establish a new model to used and built upon in future years.

As for the timing of the event, that is dictated by the NCAA itself. The NCAA Regionals fall on, “The weekend of the first full week in March (Saturday-Sunday)” (NCAA, 2014a, p. 10) and the NCAA Championship falls, “Two weeks after regionals (Thursday-Sunday) (NCAA, 2014a, p. 10). Additionally, since sites are already selected for the event in 2016, 2017, and 2018, this paper will present an opportunity for Northwestern to host the 2019 NCAA Fencing Championships. This means that the dates for the 2019 NCAA Fencing Championship are Thursday, March 21 through Sunday, March 24. The day schedule for the event is also dictated by the NCAA. Men and women each fence two out of the four days with the order of which gender competes first alternating each year. So, in 2015, men fenced Thursday and Friday while women fenced Saturday and Sunday. By 2019, this will have switched multiple times but will ultimately be back to women fencing on Saturday and Sunday and men fencing Thursday and Friday. The start time for events also remains the same every year. Fencing begins at 9am every day and the individual championship matches occur on Friday and Sunday for the respective gender. These matches start at 1:30pm on both days (NCAA, 2014a, p. 12-13).

With a framework for the event and a schedule established, the budget must now be examined (complete breakdown of the event budget can be found in Appendix C). This event must meet the values established in the core values, while also working within modest resources for an event of this size. The three largest expenses are the costs for personnel and athletes (transportation, accommodations, and wages for event officials, athletes, and coaches), equipment and supplies (transportation, storage, and acquisition), and venue rental. The event

officials need to be flown in from locations throughout the country and then housed for four to five nights since the championship takes place over four days. This is all on top of their wages for the four days of work. Since there are twenty referees hired plus the head referee, the bout committee, armorers, event staff, athletic trainers, a video replay technician, and a statistician, this cost is pretty significant. Likewise, the NCAA pays for the athlete's travel and accommodations as well as a certain number of coaches per team (as determined by the number of athletes qualified). The costs associated with travel and accommodations for these groups represent the greatest expense.

Additionally, there are nine to twelve playing areas set up which include a scoring machine and fourteen meters by two meters of metal plating. All of this equipment needs to be shipped to the venue and stored when not in use. Additionally, the various supplies like batteries, writing instruments, computers, software, paper, etc. all need to be acquired and maintained in order to ensure proper management of the tournament. Since Northwestern already owns all of this equipment, there is no cost for this equipment at this venue. The only cost is for the miscellaneous supplies that are necessary. Finally, a venue needs to be selected to host the event. This usually happens at one of the schools that has a team, but sometimes happens at other venues. There is the potential for significant cost to rent out a venue if it will not be provided for free. So, while there is a chance that the venue could be free, money needs to be budgeted in the event that a free venue cannot be acquired. In the context of the event being hosted at Welsh-Ryan Arena, however, money does not need to be budgeted for venue rental as Northwestern supplies it for free.

Similarly, there are two major revenue sources for the NCAA Fencing Championships. They are sponsorships and entry fees. Sponsorships and partnerships allow revenue by way of

providing additional resources and promotional materials that otherwise would have had to be purchased. Additionally, they provide money that can be used to cross-promote both the event and the product. Local companies in the host city and fencing gear supply companies are the main sponsorship targets as they are the companies that will have the most direct correlation to the event itself. The other significant revenue source is entry fees. With 144 total athletes competing, each participating institution is expected to pay for their athletes to compete in order to offset the costs of running the event. This has been the main source of revenue in the past. Future hopes for the event are to continue to build the, currently limited, sponsorship revenue and also to gradually increase ticket sales. This will allow an increase of revenue and, with that, an ability to increase the value of the event and continue to grow the exposure of the sport.



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

As discussed in Chapters One and Two, the NCAA Fencing Championship has a unique structure in which both genders contribute to the determination of an overall champion. Combined with the grueling nature of the format, this leads to tremendous tension and an outstanding fan experience. Plus, the event regularly features some of the top fencers in the United States and the World. Despite the high level and engaging format, the event receives very little attention from a marketing perspective. The general sentiment among those within the sport is that the lack of popularity of the sport within this country is largely to blame for seeming lack of interest. As discussed in Chapter Two, there are other sports with similarly low participation rates that elicit much more interest from the general population. This seems to suggest that there may be other factors at play other than a lack of interest or understanding of the sport of fencing overall. With this in mind, there is clearly a need to develop a comprehensive marketing plan from the ground up in order to ensure that potential target audiences are being reached with a message that will capture their attention and their business.

#### **Purpose**

The first step to developing a marketing plan is to establish what purpose the plan is working to achieve. Therefore, in the development of this purpose, we start by examining the mission of the organization that hosts this event. To start, as Pedersen, Parks, Quarterman, and Thibault (2011) explain, “Sport marketers must establish a context to provide a direction for what they are trying to accomplish and how they expect to do so” (p. 253). Since the NCAA is the governing body of the event in question, the place to begin is with the NCAA mission statement and core values. These will identify the direction that the marketing plan for the Fencing Championships should take.

The mission statement for the NCAA is, “Our purpose is to govern competition in a fair, safe, equitable and sportsmanlike manner, and to integrate intercollegiate athletics into higher education so that the educational experience of the student-athlete is paramount” (NCAA, n.d.d, para. 1). This mission statement identifies and puts significant emphasis on the importance of the experience of the student-athlete as it relates to education. Therefore, when considering this mission for an athletic event, the focus of the event is that it provides educational values and maintains the qualities espoused in the first half of the mission. The NCAA’s core values (as outlined in Chapter One of this paper) provide further direction in this regard. A thorough examination of these values provides a set of ideals that any event that the NCAA hosts should strive to represent: leadership, integrity and sportsmanship, the pursuit of excellence, and enhancing the sense of community and identity of member institutions.

Therefore, the NCAA Fencing Championships marketing plan purpose will be built around these ideals. The value that this event provides is student-athletes in pursuit of excellence in fencing demonstrating key values and representing their member institution. As such, any marketing decisions made in further development of a marketing plan need to demonstrate that this is value of the event – to experience, witness, and learn from the pursuit that these student-athletes have undertaken. Consumers (spectators) will develop a respect for the passion, commitment, and outstanding nature of the athletes and the event, which, in turn, will entertain them and provide an appreciation for the sport.

The next step in the planning process is to set some “clearly defined and measurable goals and objectives...goals are generally summary statements of expected outcomes...objectives are the specific activities that enable the sport marketer to obtain the expected outcomes” (Pedersen, et al, 2011, p. 254). In order for consumers to experience the

event they must be tuning in online, through television, or in person. Unfortunately, there is almost no data available on attendance or revenue from past events, so specific number-oriented goals will be difficult to set. However, more generally speaking, the overall goals of this marketing plan need to focus on media coverage and consumer attendance. Year-to-year goals designed to increase these two facets will be key in future marketing planning (e.g., 5% increase), but at this juncture, just setting the general goal of increasing media coverage, including live coverage, and increasing in-person event attendance will suffice.

In order to create these increases, a stronger target audience needs to be developed that does not rely on close personal relationships with those involved (e.g., not family members, teammates, and friends), thereby increasing overall interest and creating a stable, consistent consumer base. In addition to identifying a more inclusive target audience, interest can be improved by developing a stronger fan experience that provides added value by including giveaways, merchandise sales, and additional entertainment. Furthermore, this value needs to be properly assessed and admission fees that demonstrate this value should be charged, perhaps with discounted pricing for youths. Additional value could also be offered by providing interaction with athletes and coaches either in a youth camp environment or even through a question and answer/autograph signing setting.

By creating additional value with activities like these, a stronger target market can be developed and can fulfill the purpose of the event – to provide consumers with an opportunity to experience the exceptional student athletes and the values that they pursue. It is essential moving forward in the development of this marketing plan to always return to this purpose and the guiding mission of the NCAA.

## **Product**

As Mullin, Hardy, and Sutton (2007) explain, “The sport product is three-dimensional, composed of tangible goods, support services, and the game or event itself” (p. 253). The NCAA Fencing Championship also contains all of these components. The event features six events – men’s foil, women’s foil, men’s epee, women’s epee, men’s saber, and women’s saber. The participants in these events are chosen on an individual basis and are selected based on a combination of their season results and their results at the Regional Qualifiers (Breece, 2013, p. 4). “Each school can qualify up to two fencers per gender, per weapon, up to the region’s limit of allocations per gender per weapon” (NCAA, 2012, p. 3). This means that up to 24 teams can be represented in a given event, which provides the opportunity for significant parity at the event. The other aspects of the core product outside of the event itself include the clothing and equipment that the fencers and coaches use; the athletic trainers; and the referees, tournament officials, and armorers. These elements are all essential for the event itself to function.

However, beyond the competition itself and the resources needed to run the events, there are numerous product extensions that should be considered to add value to the experience. In the past with this event, very little of has been done. As Mullin et al. (2007) explain, “Product extensions are the ancillary items, such as the mascot, music, halftime entertainment, concession, bands, and cheerleaders associated with the overall sport experience” (p. 253). While NCAA merchandise and concessions are sold at the championships, more should be done to market the merchandise of the competing teams and to provide additional entertainment like contests, bands, cheerleaders, and mascots. Additionally, there should be an opportunity for youth involvement and interaction, like a top youth fencers’ display during a break in the competition. This should include the opportunity for young fencers to interact with the NCAA fencers in some way. One

possibility could be standing with them during the playing of the national anthem and a short opportunity to talk with the athletes.

### **Project Market**

This analysis will serve as an assessment of the market climate of the NCAA in regards to the organization and marketing of the NCAA Fencing Championships. Examining the past and present market climate allows for the opportunity to learn from past mistakes or successes, while also predicting potential future market trends. “Assessing the sport climate requires an examination of internal and external factors as they affect marketing efforts” (Pedersen et al., 2011, p. 255). Therefore, the ideal tool for assessing this climate is a SWOT analysis. This analysis examines the internal strengths and weaknesses of the organization and product that contribute to its position within the market. It also explores the opportunities and threats that exist external from the company but within the market itself. The following is an analysis of these four elements as they apply to the NCAA and its marketing of the NCAA Fencing Championships.

#### **Strengths:**

- Between the March Madness, the Bowl Championship Series (and now college football playoffs), and overall quality brand management, the NCAA is a household name that effectively has complete control over the national market of college sports.
- The NCAA has an extensively large membership base, “More than 1200 schools, conferences and affiliate organizations collectively invest in improving the experiences of student-athletes – on the field, in the classroom, and in life” (NCAA, n.d.a para. 1).
- “The NCAA recorded a nearly \$61 million surplus for its 2013 fiscal year” (Berkowitz, 2014, para. 1) and “had nearly \$913 million in total revenue in fiscal 2013” (Berkowitz,

2014, para. 4). Between membership dues from all institutions, corporate sponsorships, and television revenue, the NCAA has very strong financial standing and stability.

- The NCAA maintains strong regulation in the form of compliance manuals to control athletes', sports', and institutions' behaviors. Failure to adhere to these rules will result in costly sanctions.

#### Weaknesses:

- The big business of college athletics has led to decreased support for sports that are not considered "revenue-producing". Since 1981-1982, the number of NCAA men's fencing teams has dropped from 79 to 34 (Irick, 2013, p. 12 & p. 74). The number of NCAA women's fencing teams has dropped from 76 to 42 over the same time period. (Irick, 2013, p. 11 & 73).
- The small number of NCAA fencing teams compared to the majority of other NCAA sports means that there is a relatively small base of support for this sport. In 2012-2013, fencing had the third fewest number of women's teams and the fourth fewest number of men's teams (Irick, 2013, p. 74)

#### Opportunities:

- The overall growth in popularity of live sports and the financial opportunities associated with that growth present an opportunity for more sports to step into the spotlight and gain greater coverage.
- The absence of fencing in the market means that there is an opportunity for the NCAA to fill this void and introduce the sport to the general population. This in turn would give the NCAA the opportunity to be the primary provider of this product.

#### Threats:

- Legislation, like Title IX, can have a negative effect on men's sports that are not "revenue-producing", "Since the implementation of Title IX and the proportionality standard, 400 teams have been cut from men's intercollegiate athletic programs" (Mabry, 2013, p. 511).
- The potential effects that unionization of college athletes could have on the NCAA and the world of college athletics as it exists now are unknown but could certainly lead to a very different college athletics landscape in the future.
- Litigation, like O'Bannon v. NCAA, could also pose a potential threat to the future viability of the NCAA, "O'Bannon is suing to stop the NCAA from preventing student players from seeking payments when their games are televised. Under NCAA regulations that treat athletes as amateurs, they can be stripped of their scholarships and barred from playing if they accept payment" (Gullo, 2014, para. 3).
- The potential lack of interest in and understanding of fencing by the general population poses a threat to the potential marketability of the sport.

This analysis provides substantial insight into the market that both the NCAA and the NCAA fencing championships operate within. There is clearly an opportunity right now for sporting events to get a lot of attention through live coverage since, in the current market, they are some of the highest selling products. For fencing, there is a clear void that could be filled with the already established event and strong brand equity of the NCAA. However, there are clear and substantial threats and weaknesses that stand in the way of fulfilling the event's marketing plan, but the opportunity is definitely there. With that in mind, this analysis will be very useful in developing the marketing plan as it provides insight into potential pitfalls and barriers that could prevent success. However, it also outlines the significant assets that exist and

provides insight into how the market may develop. Therefore, it will be essential in marketing this event to ensure that fencing does not remain relatively obscure over the long term and that one of the main focuses needs to be on enhancing the general populace's exposure to the sport.

### **Position**

In positioning the product, it is essential to consider the goal(s) that the product promotions should be designed to accomplish, what the mission and marketing purpose are for the event, and how the promotions plan will fit the needs of the championship. To start, this quote from Mullin et al. (2007) does a really good job of giving us a basis for what the promotions plan should be working to accomplish, "Promoting sport products involves implementing a mix of activities that will best (1) communicate the desired image of the product to the target audiences, (2) educate and inform the target audiences about the product and its benefits, and (3) persuade the target audiences to buy the product" (p. 263). Note the emphasis on target audiences. The issue of target audience is very important for the NCAA Fencing Championships as we will discover in the Pick Players section of this paper.

With that in mind, recall the low participation rates relative to other NCAA sports and the lack of media coverage that have been outlined in the Introduction and SWOT Analysis sections of this Chapter. Most of the issues that surround the marketing of this event are due to the absence of a plan and, seemingly, of any effort. There is no outreach nor is there even a strong web presence for the event. Additionally, there seems to be no concept of who the target audience is because the event is not really marketed to anyone. Attendants are largely limited to those with personal relationships with participants, like family, teammates, and friends. Therefore, the purpose of the marketing plan is to increase the media coverage of the event, including the live broadcast coverage, and to increase the in-person event attendance. This will



be accomplished by developing a clearer and stronger vision of the target audience, emphasizing the value of the event, and adding value to the event to create a better atmosphere for consumers. By building the consumer base and turning this into a consumer-driven event that highlights the high level product that the athletes provide, this will develop a base from which future championships can build. Further explanation of how this marketing plan will position the product for success can be found in the Promotion section.

### **Pick Players**

Unfortunately, there is very little research done into audience interaction and motivation at fencing competitions in the United States. As such, in developing the target audience for the NCAA Fencing Championships, research regarding similar sports or events must be relied upon and that information must be extrapolated based on what is known about the NCAA Fencing Championships. First, to review, right now there is little to no spectator attendance at the NCAA Fencing Championships outside of those with personal connections to the participants. This includes friends, family, and teammates. As has been previously mentioned a significant reason for this is the lack of marketing of the event and, especially, a failure to identify a target audience.

Krohn, Clarke, Preston, McDonald, and Preston (1998) present a strong blueprint for building up attendance at small university sports, which can also be applied to smaller sports in general. Their conclusions include, “focus on establishing a fan identity by making their athletes more visible in the community” (p. 10), “children are drawn to college athletes participating in games they enjoy playing” (p. 10), “one way to attract students is to make the events into more of a social gathering” (p. 10), and “Fan involvement has proven to be a successful method. By giving the fans a sense of responsibility you make them more a part of the event” (p. 10).

Looking at the bigger picture that these conclusions represent, we see a picture of a target audience centered on children who may already participate in fencing or be interested in fencing, college students whose teams are represented in competition, and the overall community by making the athletes more visible.

For the NCAA Fencing Championships, this means that the target audience is young fencers, the general fencing community, and students who attend the schools that are competing in fencing. There could also be some work done in targeting the general non-fencing population in the host city since the event will bring a large number of people into their community. This, again, would draw on the idea of making the athletes visible within the community.

### **Package**

As Mihai (2013) explains, “Implementation involves establishing a system for planning and managing the implementation of the sport company’s marketing strategies” (p. 236). For this marketing plan, this means implementing a progressive plan for fulfilling the goals and ideas expressed in other sections of this paper. Specifically, adding value for the customer, emphasizing the value of the event, and focusing on the target audience by developing a better website, utilizing targeted advertising, hosting activities and inducements, and providing community relations events. These steps should be taken in a systematic method in order to maximize effectiveness.

First, the event needs to be redesigned and reimagined to include greater opportunity for fan interaction and fan entertainment. This should include a greater sponsorship presence to allow for greater giveaway opportunities and fan contests. It also should feature greater presence of entertainment during breaks, the opportunity to buy a variety of merchandise, and a strong

cheerleader presence. There should also be opportunities during the four day event for fans to interact directly with athletes.

Once the event has been thoroughly planned out, the website needs to be designed to draw in potential consumers. It needs to provide interactivity and information, including regular updates and the ability to buy tickets. “Websites infused with cues that express familiarity, helpfulness, and intelligence (for example) generate a social response from users of the site leading to greater enjoyment of the website. Users believe such websites are stimulating, exciting, adventurous and enjoyable” (Wakefield, Wakefield, Baker, & Wang, 2011, p. 129). . By creating a website that generates a social response, the user attributes positive qualities to the website and to the organization/event. This means that the website would provide a positive presence that would help to supply information and build buzz for the NCAA Fencing Championships. This needs to be established prior to the start of the season and, in future years, shortly after the end of the previous season. Such a timeframe is ideal so that the information is readily available for consumers to access it as they need.

Next, a presence needs to exist at all of the national level US Fencing competitions. These events were held October 10-13, November 7-10, December 5-8, January 9-12, February 13-15, and February 27-March 1 during the 2014-2015 season and are likely to be held at similar time periods during future seasons (US Fencing, 2014). This presence should consist of some sort of inducement, activity, autograph signing, or youth clinic aimed at promoting the NCAA Championships and the value of attending. The promotions at these events should be geared more toward attracting youth and teenage fencers. Additionally, a similar presence should exist at the various NCAA fencing events throughout the season, but with a greater emphasis on pulling in college students who attend the schools with fencing teams. Since the Championships

will be held on March 24-27 at the Welsh-Ryan Arena at Northwestern University, it is essential that these events are focused on in such a way that buzz is built throughout the season and every opportunity is taken to demonstrate the value of attendance at the NCAA Fencing Championships.

By utilizing both in-person signups at the various fencing events mentioned and the US Fencing membership lists, targeted advertising and promotional material should be sent via email blasts to keep the event fresh in the consumer's mind. Again, this should be done on regular basis throughout the season and more frequently during the month prior to the Championships. In addition internet advertising as well as advertising in American Fencing magazine and general college sport magazines will help to start to introduce the event to the greater general non-fencing population while also reaching college students and the general fencing population.

Finally, during the months leading up to the event, outreach should be done into the host community. This should be designed to create awareness and to draw some consumers out of the local market. An emphasis on youth will be most effective here as they will be the potential consumers most attracted to viewing a new sport.

### **Price**

Price is one of the most fluid and flexible elements of a marketing plan, especially for an event like this where there is no previous expectation of revenue from ticket sales. The ability to utilize discounts and ticket giveaways as prizes at promotional events should serve to help drive more consumers to the event. Similarly, creating ticket packages that have additional value like signed merchandise or a meet-and-greet with certain athletes will serve as further inducement for attendance at the event. There is also so possibility of pricing the event so that there is a discount for a four-day or two-day pass over a single day ticket.

That being said, it is important to consider the insight of Pedersen et al. (2011), “Consumers tend to equate price with value. Therefore a new sport franchise should price tickets to be comparable with competing products (e.g., other sporting events, movies) rather than set a lower price. Consumers might equate a lower price with an inferior product” (p. 263). With this in mind, an ideal price for the event would be something that is comparable to other collegiate sports, especially ones that feature multiple days of competition and multiple events (e.g., track and field). This provides a price that is competitive while also demonstrating that the event has value to the consumer. While much ticket pricing is currently not available at the time of this paper’s writing, utilizing the pricing model of the USA Track and Field (2014), a price in the range of \$10-\$50 depending on seating selection would be appropriate. Previous years at the NCAA Fencing Championships have utilized the pricing structure outlined in the budget for the event - \$10 for one day and \$30 for all four days.

### **Promotion**

The promotion plan for this event will focus on adding value for the consumer, emphasizing the value of the event, and developing a strong sense of the target audience. Value can be added for the customers by providing sponsorships and giveaways, production and sale of merchandise, fan contests, and additional entertainment at the event. The value of the event can be emphasized in promotions by highlighting the caliber of the athletes, the emotional drama and tension, and the historical stakes and accomplishments. Finally, focusing on the target audience can be accomplished by providing opportunities for youth involvement and interaction, while also providing networking opportunities for future NCAA fencers. Note that while not everything here is part of the promotional mix or a promotional strategy, they are all important concepts that need to be represented in all promotional materials. For an event that has had little

fanfare in the past, it is important to highlight key and new features that will make the event more appealing. Hence, the need for adding value at the event through contests, giveaways, and additional entertainment. Similarly, it is crucial to stress the value provided by the main product of the event and the opportunities unique to the event—like networking and the chance for youth interaction and involvement. With these key points in mind, we proceed to the promotional tools that will be used.

The first tool that needs to be focused on and addressed is the event website. In previous years there has been very little web presence and the presence that was there was limited to a live results page and a daily recap of the event. There has been very little buildup to the event on that website. However, last year there seemed to be a more steady buildup to the event and more consistent coverage of the lead up events. There were even some preview articles. That being said, based on the News Archive of the fencing page of ncaa.com (NCAA, 2014b), there were still only five articles posted during the three week period leading up to the 2014 Championships. There needs to be a much stronger web presence that is marketing the event by discussing what will be happening, providing travel information, selling tickets, etc. in order for the marketing plan goals to be met. Establishing this presence is the first step in the process.

**Advertising.** Much like with the web presence, very little advertising has been done in past years. Therefore, under this promotions plan, there would be an increase in targeted advertising utilizing email blasts, signage at other events (fencing and other college sporting events), magazines, the Internet, and perhaps some television. Largely, this would be targeted towards the general fencing public, but some would also need to be targeted at college sport fans in general. In particular, the advertising content would need to focus on those three key areas discussed earlier to demonstrate that there is real value to in-person attendance at the event. The

goal of this is to start to raise awareness among the target audience and bring the event more publicity, which, in turn, would hopefully help to build chatter about it.

**Publicity.** In order to generate publicity for the event, various news stories will be pushed that focus on the unique athletes that participate in the event. The idea with this part of the plan is to generate interest in the event and in the athletes by getting media outlets to generate stories on athletes from unique backgrounds or who have done incredible things. An example of such a story could be to highlight a participating athlete who made a previous Olympics and their path to where they are today.

**Promotional Activities.** Our next element of the promotion plan, and perhaps one of the most important, is activities and inducements. Mullin et al. (2007) describe these as, “Promotions to encourage consumers to purchase the sport product. These come in the form of giveaways, coupons, product samples, cash refunds, contests, raffles, and so on” (p. 263). For the NCAA Fencing Championships, this would entail developing a presence at other events like USA Fencing competitions (the national sports organization), other NCAA Fencing events, and other college sporting events. At these events, there would need to be various forms of activities and inducements designed to educate the audience about what the Championships offer while also providing giveaways, raffles, and coupons that are tied into the event.

**Public and Community Relations.** This promotions plan calls for public and community relations events designed to get the athletes’ faces out to represent what the event is about. This would involve activities like autograph signings, demonstrations, and youth clinics which would be aimed at getting people excited about event. These would also hopefully help to generate interest in the sport and help potential consumers develop an attachment to certain athletes or teams.

**Media Relations.** Much like the plan outlined under publicity, media relations would be maintained by working to create content for the media to run that benefits both the outlet and the event. This would include items like press releases and feature stories. In addition, occasional news conferences and media-day events could be held. These would be tied with the USA Fencing events and other NCAA events discussed in detail in the Package section of this plan.

**Personal Selling.** With an event with so little established fan base and minimal exposure, personal selling will largely be done at associated events. These include the national events that are part of the USA Fencing season as well as event like NCAA Regionals, Conference Championships, and NCAA regular season events. Focusing personal selling at these events allows salespeople to reach the fencing-literate audience directly in a way that allows communication of a personalized message to these individuals.

**Sponsorship.** As this promotions plan is just starting, establishing extensive sponsorship will be difficult. The main focus will be to generate the best possible package from a fencing equipment supply company. This will allow a supply of equipment to help offset potential costs while simultaneously helping to cross-promote the NCAA Championships at other fencing events where a vendor may be selling their products. Additional sponsorship possibilities exist by reaching out in the community of the host school to find local businesses that could benefit from the exposure at such an event.

## **Place**

The 2019 NCAA Championships will be held at Welsh-Ryan Arena at Northwestern University. The venue at Northwestern provides an established venue that can host the event with ease and success, while also providing a city in Chicago, IL that has a lot to offer those who may be attending and are not local. Tickets for the event will be sold at various events



throughout the year like the USA Fencing NACs, NCAA Regionals, and Conference Championship events. In addition tickets will also be sold on the event website and at the event itself. Tickets made available through multiple sources helps to ensure that the event is structured in a way that will, “facilitate consumers’ ability to take part in the sport experience, or purchase the product, in a timely and convenient manner, thereby promoting marketing success” (Pedersen et al., 2011, p. 265).

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

The final, and often, most crucial step in developing and implementing a marketing plan is the evaluation stage. “Evaluation involves establishing a system for analyzing marketing strategies to determine if the strategies are accomplishing the established objectives” (Mihai, 2013, p. 236). With regard to this marketing plan, the focal marketing strategies centered on establishing a target consumer base and making the event more spectator friendly. Additionally, the NCAA Fencing Championships is an event with very little marketing history or exposure. This means that there is no quantitative data to compare to from past events and that the goals of this marketing plan are more centered on establishing a base to build from in the future. As such, the Pedersen et al. (2011) suggestion of utilizing of feedback like, “ticket sales; merchandise sales; and customer inquiries, complaints and suggestions” (p. 265) is a very appropriate evaluation plan. Since this event does not have a history of selling many tickets outside of very specific groups, gathering data on the number of tickets sold at the event, the number of tickets sold in advance of the event, and on where spectators traveled from would all be good indicators of the success of the marketing plan.

Perhaps, more importantly, getting consumer feedback in the form of surveys designed to gather data on what made them decide to attend the event and what aspects of the event they

enjoyed or didn't like. Similarly, these surveys should also be designed to glean whether consumers would be likely to return the following year and what would draw them back or keep them from returning. Finally, they should elicit potential ideas for improving the event in future years. A similar type of survey should be used to poll the participants at the event to gather their responses to the marketing plan and whether they have any ideas for improvement in future years.

Overall, it is essential that the evaluation mechanisms outlined not only measure the financial success of the event, but also how well it fit with the mission of the organization and the marketing goals set forth. In the case of the NCAA Fencing Championships, this means ensuring that the event is focused on the educational values and displaying the qualities that the NCAA focuses on in the Mission Statement and Core Values Statement.

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

With a marketing plan in place and an overall strategy for the organization of the NCAA Championships, the next step is to make sure that staffing needs are considered and addressed. In planning and managing this event, there are several key aspects that are essential to understand in order to motivate and retain high performing employees. There are many types of staff needed for this event, with the most important areas being referees, bout committee (those running the tournament), and armorers (responsible for ensuring all the equipment is working order). There are additional staff provided by the university that is hosting like security and directional staff, but these individuals are often part of the university's staff and are managed separately. The majority of the employees involved with this event are not full-time employees for this job. This is a four day event that happens once a year and requires highly skilled individuals to run it. However, the staff are simply contracted for the weekend before returning to whatever other jobs they have in their everyday lives. This means that extensive research and examination of past experiences are required to select staff for the event in order to ensure the best quality. Finally, even though there is a set format to the event, there are many moving pieces that are all happening simultaneously, so each team of employees needs to operate effectively independently and need to be informed enough and capable of making decisions on the fly. They are often able to consult with supervisors, but usually not in the moment of need.

With all that in mind, the first key to hiring, motivating, and retaining staff begins with pay structure. Due to the need to be highly flexible and with the focus on difficult skill sets required, a pay structure that rewards highly effective and knowledgeable staff will be best. For this reason, the use of a skill-based pay structure would be most appropriate. As Noe, Hollenbeck, Gerhart, and Wright (2008) explain, "an important potential advantage of skill-

based pay is its contribution to increased worker flexibility, which in turn facilitates the decentralization of decision making to those who are more knowledgeable” (p. 505). This type of pay structure will reward both staff with multiple skills and staff with a high level of expertise in specific areas. By combining these two types of staff, teams can be created that will provide a high level of flexibility and in-depth situational knowledge.

Another key element to the event will be the benefits provided. Again, since this is only a four day event, the more traditional benefits, like healthcare, retirement, etc., will not be provided. However, since this is a very high level event, the pay scale would be at the highest end for the industry so as to ensure that the top talent is being drawn. Likewise, there are additional benefits for the staff that are hired beyond pay. There is a level of prestige associated with working this event that comes with the exposure and experience gained with such a high-profile event. In the same vein, the event provides an opportunity to network with some of the top professionals in the field who will also be present and the opportunity to get feedback from these same people. Finally, there are the additional perquisites of having all meals, accommodations, and travel covered and free NCAA paraphernalia.

With that pay structure and the benefits provided in place, the next piece of the event to examine is the selection and placement of staff. There are a number of different ways to approach the selection process and many could be successful for this event. However, in order to maximize the potential for success an in-depth multi-step system should be implemented. Since only experienced staff should be hired and there is not a professional system or training program for officials established by the NCAA, the manager must rely on the structure that exists within the United States Fencing Association (USFA) to develop staff that could be suitable for the

event. So, in order to ensure good hiring decisions, the manager for the event needs to rely on references, work samples, and the use of personality inventories.

By getting references from other professionals in the field, the manager can start to narrow down the field of candidates to those who are most highly regarded by their peers and supervisors. From that point, work samples must be examined and, in doing so, the manager must observe the potential staff at various events throughout the year to see how they handle and respond to difficult situations. This is important because, “the key in work-sample tests is the behavioral consistency between the requirements of the job and the requirements of the test” (Noe et al., 2008, p. 251). By utilizing previous high-pressure moments, the manager is able to get very clear consistency.

Finally, using personality inventories allows the manager to test potential candidates on aspects of personality that are important for success at the event. Perhaps, of the big five dimensions of personality, the most important for this event will be conscientiousness. “People who are high on conscientiousness strive to accomplish difficult goals and stand out relative to others, and hence are generally easier to motivate in work contexts” (Noe et al., 2008, p. 249). By utilizing this type of test, staff can be selected that have characteristics that will make them easiest to motivate in the context of the event and that can be made into high performing teams as outlined earlier. The use of these tests will help in forming these teams because, “team contexts require that people create and maintain roles and relationships, and several traits like agreeableness and conscientiousness seem to promote effective role taking” (Noe et al., 2008, p. 248).

The last element for retaining and motivating high performing employees is how performance management and staff development are handled. This is a somewhat unique

situation for many of the reasons already addressed in this paper and there is little ability to systematically train since the staff are really only hired for a four day period. However, there is a lot of opportunity over the course of the event to help the staff develop their skills and to provide feedback with the goal of retaining staff for the next year's event and improving their ability to perform. It is important to note that all staff are already experienced and performing at a high level in their field, so there is the chance that they have a better grasp of their job than their manager. However, there are elements available that are inherent in the event that allow for feedback and development. By utilizing the team format outlined previously, the opportunity is created for staff to receive feedback and learn from their peers. Likewise, for all referees, since all bouts are recorded as a matter of course, review sessions of the film should be planned and a copy of all of their work should be provided so that they can examine and learn from potential mistakes that they made. By utilizing these training and developmental techniques, the manager can promote an environment where skills are honed and staff are encouraged to practice at other events, so that they will have more experience for the next year's event.

In conclusion, the challenges associated with managing staff in such a way as to select, motivate, and retain high performing employees are different with such an event as they would be at a normal nine-to-five job. However, many issues can be solved with similar tools. By offering top-of-the-line pay, utilizing a skill-based pay structure, administering a well-designed selection method based on previous work, and providing meaningful professional development and support, the event manager can create an atmosphere that will be certain to attract, retain, and develop an ideal staff for the NCAA Fencing Championships.

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

With a plan in place for managing event staff for the NCAA Fencing Championships, this paper must turn now to the best ways to utilize staff and the planned facility to ensure that any potential risk is addressed. As discussed in previous chapters, the proposed host venue for the 2019 NCAA Fencing Championships is the Welsh-Ryan Arena at Northwestern University. Welsh-Ryan Arena is home to the Northwestern University Wildcats' men's and women's basketball teams, volleyball team, and wrestling team. It located within McGaw Memorial Hall, which "has been the home of the Wildcats since 1952" (Northwestern University, n.d.). When it was built, McGaw Hall was considered one of the best facilities in the nation; however, "after its early glory days, the structure to which the Wildcats returned in 1983-84 was not the same one they had left 12 months earlier. A \$6.75 million renovation of the building had dramatically altered its interior, with the biggest improvement being the completion of Welsh-Ryan Arena" (Northwestern University, n.d.). Since this renovation, two additional improvements have taken place at McGaw Hall: one that updated flooring and created practice space for the basketball programs and an additional one that added in three state-of-the-art scoreboards for the 2014-2015 season. That being said, this means that Welsh-Ryan Arena itself has had very little work aside from cosmetic upgrades since 1983-84. As a result, many of the building standards that one would expect to see at a venue like this are not present, and many of the risk and liability issues are directly related to the age of the building. Hence, this chapter will outline a risk management plan to ensure the safest and best possible environment for both participants and spectators at the NCAA Championships.

As part of the process of establishing Welsh-Ryan Arena as a potential venue and to analyze any risks associated with such a choice, an in-depth interview and site survey with the

facility manager was conducted. The facility manager for Welsh-Ryan Arena is Carrie Forsman, Northwestern University's director of athletic facilities. Forsman has been with Northwestern since 2000 and has worked as both the associate director of facilities and as the director of facilities. In this role, Forsman "acts as the direct contact and game manager for football, men's and women's basketball, and field hockey. Her duties involved the coordination of facility preparation, media access, security and other event personnel, including event venue set up and take-down" (Northwestern University, 2012). In this role, she is the person in charge of Welsh-Ryan Arena during basketball games and, therefore, was the ideal person to interview about the facility and the risk associated with it. After the interview was conducted, a thorough analysis of potential risk was conducted that included identifying areas of risk and classifying them. Later on, treatments for these potential areas of risk are prescribed and recommendations for reducing the overall risks within the facility will be discussed. This methodology allowed for a comprehensive picture of the facility's risk to be captured and analyzed.

According to Forsman, the main issue created by Welsh-Ryan Arena is that it is an old facility and many standards that would exist in more modern buildings cannot be added without updating a significant number of elements that right now are not financially feasible for the school. As a result, much of the risk stems from the facility managers needing to deal with the facility they are given and the issues that arise from that. Examples include:

- Heating and cooling systems are not state of the art, which means that it is difficult to control the climate at times within the venue. Overheating has a tendency to occur.
- There is only one elevator, which means meeting the needs of the physically disabled can be complicated.



- The floors in the concourse are made of a material that can become very slippery and dangerous when wet, which does not mix well with Chicago winters and all the snow that gets dragged into the facility.
- Stairwells are not insulated which can result in snow that is tracked in melting and then refreezing on the stairs.

Overcrowding also seemed like a potential issue that might arise as it appears likely that there would be a bottleneck at exits. However, Forsman explained that because there are so many doors that people can go through, it is not an issue. This is the case even though there are not that many exit locations.

Forsman also explained that crowd control tends not to be a big worry as Northwestern basketball does not seem to attract the rambunctious fan who wants to charge the court. She also explained that while it is very rare that the students attempt to rush the court, when they do it is usually clear it's going to happen well in advance. They simply position more staff there to ensure no one gets hurt and to make sure that the players and coaches are kept safe, but otherwise, they let the students go. They have also worked to maintain a good relationship with the students, particularly the regulars. This allows event staff to communicate directly with the students to make sure that they don't get out of line.

The other main concern that the venue presents is getting the visiting team on and off the court. Their exit is not through a private passage way so event staff are required to make the area secure when the team passing through. The same goes for officials, who get on and off the court the same way as opposing coaches. This can at times present a problem when the visiting coach has been unhappy with the way the game was refereed.

One big way that Forsman and her department manage risk is by utilizing contracted services: all security is handled by two security companies that they regularly hire; all event staff are also contracted; concessions staff are all through a contracted relationship with Sodexo (which is also the food vendor all over campus); and all cleaning is handled by a contract with a company called Aramark. This means that there is very little staffing responsibility for the university and that they can rely on these companies to manage most aspects of game-day risk management. Additionally, the university has hired a new liaison to work with all the staff provided by these companies (particularly the security) to ensure ideal customer service reflecting what Northwestern leadership would envision is provided to consumers.

Further evaluation of the facility, beyond Forsman's expertise and knowledge, demonstrated that Welsh-Ryan Arena is fairly well-maintained considering the age of the facility and regularity of its use. The facility is in dire need of some updates but manages to disguise this by rolling out a fantastic looking playing floor and state-of-the-art scoreboards. The facility is clean and well-laid out, which provides ideal viewing opportunities for consumers. There are also good choices available for concessions and as easily accessed as can be expected. Much of the seating is bleachers which is not ideal or common-place in arenas meant for power conference programs, but for the most part that can be overlooked due to the other amenities presented in the venue. Burke (2015) gives a good summation of this assessment of the arena, "There is a certain charm to attending a game at Welsh-Ryan Arena, but it is absolutely a building that has seen its better days and is in desperate need of significant renovation or replacement in order to marginally compete in the ever expanding Big Ten."

As can be seen in the images in Appendix D, the facility has clear and well-located signage that provides ample direction on where attendees should be going. It helps that the

facility is not overly large and does not restrict access in many places. This allows easy correction if a person does somehow end up taking a wrong turn and winds up in the wrong place. Additionally, there are event staff well-placed throughout the venue to give direction if need be during most events.

Utilizing the evaluation tool for identifying, classifying, and treating risks as outlined by Cotten and Wolohan in *Law and Recreation for Sport Managers* (2013, p. 280-283), Appendix E was created to demonstrate the potential areas of risk presented by Welsh-Ryan Arena. A close examination of these potential risks, when compared with Forsman explanation of operations at Welsh-Ryan Arena, reveals that Northwestern University does a reasonably good job at avoiding risk at this venue. However, the Arena is mostly managed by a combination of institutional knowledge, seat-of-your-pants decision-making, and a heavy reliance on contracted companies. From a facility management standpoint, the best thing that the University could do to reduce risk would be to update the facility so that it fits all current standards and falls in line with industry best practices. This would eliminate many of the problems identified in the previous section as well as fulfilling many of the goals set out in the Athletic Department's Mission. That being said, the financial costs associated with such a move may not be feasible at the current time, so there alternate steps that can be taken to help reduce risk. Additionally, many of these issues are not as crucial when the Arena is well below capacity. This would be the expectation for the 2019 NCAA Fencing Championships since, while they do provide an opportunity to grow spectatorship, it cannot be reasonably expected that the facility reach anywhere near capacity.

With that in mind, there are several important steps that can be implemented to address the risk present in utilizing this facility for the event. First, greater documentation of the risk management plan as well as a crisis plan will help ensure that Welsh-Ryan Arena isn't simply

relying on institutional knowledge that is solely known by current employees. In addition to this, attempting to subscribe to some industry best practices, or even best practice guides from similar industries, would help ensure that the best decisions are being made in developing and implementing a risk management plan. The hiring of a liaison to the contracted companies will help substantially in ensuring that all event staff understand their roles in relation to the greater goals of the risk management plan and the department as a whole. In addition the role creates a contact person for event staff to raise risk issues at all events. Finally, as suggested above, simply addressing some of the surface issues and absences of railings would reduce many of the most frequent risks.

In conclusion, while the Welsh-Ryan Arena management has some work to do to reduce their overall risk, the Athletic Department has been very successful at managing risk given the resources they have and the facility that they are managing. Many of the most important steps for reducing risk at this facility have already been taken, and the institutional knowledge to further reduce risk can be found among the current staff. A slightly better use of resources and a more coherent overall management strategy would go a long way towards improving the risk that the facility faces every time it hosts an event. This would ensure the safest possible event facility for the 2019 NCAA Fencing Championships.

## Chapter Six: Ethical Analysis

With the logistics associated with managing the 2019 NCAA Fencing Championships now established, this chapter of this paper will focus on an ethical analysis of a long-standing issue connected with this event. In NCAA competition, the sport of fencing is one of the few that has a combined men's and women's championship. At this championship event, "fencing's team champion is determined by combining the total points of each institution's men's and women's teams" (Johnson, 2005, 7). The complication with this, and where the ethical considerations come into play, is that this means that it is effectively impossible for a team that only fields one gender to have a chance to win the championship. In fact, "since fencing became a combined championship, no single-gender...team has been among the top four in any year" (Johnson, 2005, p. 7). This has been recognized and over the past fifteen years a number of alternatives have been proposed in an attempt to alleviate this issue. To get a complete understanding of the ethical considerations of the various alternatives though, the very nature and purpose of the NCAA must first be analyzed.

The NCAA's website states that it is "a membership-driven organization dedicated to safeguarding the well-being of student-athletes and equipping them with the skills to succeed on the playing field, in the classroom and throughout life" (NCAA, n.d.d, para. 1). It elaborates by explaining that "The NCAA membership and national office work together to help more than 450,000 student-athletes develop their leadership, confidence, discipline and teamwork through college sports" (NCAA, n.d.d, para. 3). Based on this, it seems pretty clear that the NCAA's goals are to help instill student athletes with skills and attributes that will give them success later in life. With this in mind, the purpose of holding a championship event is that it would serve as a

way of testing and further developing those same qualities. This is very much in line with the ethical considerations put forth by Simon (2010) for why competition in sports is important:

...competition in the context of sports is most defensible ethically when understood as a mutual quest for excellence in the intelligent and directed use of athletic skills in the face of challenge. Athletic competition of this sort, under appropriate conditions, may have such beneficial consequences as expressing important values and reinforcing the development of desirable character traits. Perhaps more important, competition in sports may have intrinsic worth as a framework within which we express ourselves as persons and respond to others as persons in the mutual pursuit of excellence. (p. 38)

It can be concluded, therefore, that the ethical standing of the NCAA is based in the education of student-athletes and utilizes the competitive environment (and the challenges that come with it) to instill qualities for future success. The championship event fits this need by serving as the highest test of excellence and skill development. It is a crowning achievement towards which the student-athletes work that allows them to acquire the desired qualities.

With such a strong ethical basis for the existence of the championship, the question now is whether the event in its current format best serves the goals established by the NCAA. Based on those goals, there are a few alternatives to the current format that have been considered in the past and could perhaps be reexamined in an effort to address the shortcomings of the current structure. There are, of course, positive and negative potential consequences to each alternative structure and, as a result, ethical considerations.

The first, and perhaps most obvious, alternative is to split the championship into two separate championships. In fact, this is the way that the championship winning teams used to be determined, "Before 1990, there were separate men's and women's championships, but several

men's programs were eliminated, which prompted the combination approach" (Johnson, 2005, p. 7). This is where it starts to get complicated. Due to Title IX considerations and the lower prevalence of fencing as compared to other sports, separating the championships could lead to a nation-wide elimination of men's fencing programs in the NCAA. The issue in the eyes of the fencing community leaders in the NCAA is one of recognition of the successes of the single-gender programs. "To rectify the problem, the fencing committee is recommending that awards be presented to the top four men's and women's teams, as well as the top combined teams. The cost of distributing eight additional awards is estimated at \$3200" (Johnson, 2005, p. 7). The idea of adding additional recognition for those schools that only field single-gender programs seemingly fixes all of the previous concerns. However, this proposal from 2005 was denied. Most likely, the added cost contributed heavily to the decision.

There are clearly concerns for the NCAA and for the fencing community with any conceived format for the championships. Therefore, with these different possibilities established, an analysis of this issue from the perspectives of the three ethical theories, put forward by Malloy and Zakus, of teleology, deontology, and existentialism can provide additional insight into the ethical strengths and weaknesses of each.

Since "the teleological approach to decision making advocates the position that decisions can be judged good or bad based on their outcomes or consequences alone" (Malloy & Zakus, 1995, p. 40), a teleological perspective on this issue would show that the decision to move to a combined championship was correct. This decision was correct because it successfully stabilized the sport and helped to halt the cutting of programs. While it did partially hurt the single-gender programs' ability to be recognized for their achievement at the championship, the decision benefitted the greater good for the sport substantially. Following the NCAA goals, the more

athletes and programs that exist then the more student-athletes there are who are able to reap the benefits of participation. Therefore, teleologically, this was a very good decision.

Deontology focuses on the process by which decisions are made with little regard for the outcome and is mainly concerned with the rightness of the actions taken (Malloy & Zakus, 1995). With that in mind, a deontological perspective would suggest utilizing a system that presents a mixed-gender championship and also recognizes the top four women's and men's teams. Such a system would ensure that all parties were taken into consideration and were provided with the opportunity to strive towards the pinnacle of success, thereby allowing the maximal possibility for the goals of the NCAA to be achieved. That is, by giving all teams, regardless of their gender limitations, the opportunity to receive the ultimate success in NCAA competition, the NCAA would also be providing all fencers the opportunity to gain the values and attributes that are the central focus of NCAA competition.

Finally, existentialism is concerned primarily with authentic behavior and that "individuals are shaped by the decision that they freely make and for which they take 'absolute' responsibility, rather than by predetermined or extraneous circumstances (e.g., family, society, religion)" (Malloy & Zakus, 1995, p. 45). This means that in the context of the issue under discussion, existentialists would potentially argue for a return to single-gender championships which is in line with how nearly all other NCAA sports operate. This is the most authentic course of action because it does not create a specific culture or attempt to steer the actions of each individual school. If an institution wants a fencing team and chooses to maintain it in an effort to fulfill the goals of the NCAA, it will do so. However, if an institution decides that doing so is not in its best interest, it can make that authentic decision and cut it.



In conclusion, the situations at play here can create very complex issues as to what is the best course of action. The ethical theories of teleology, deontology, and existentialism all offer different perspectives on what the most appropriate decision is. As such, often the best decision is to rely on a more hybrid theory that allows multiple theories to be considered “in an effort to develop more comprehensive approaches to ethical behavior” (Malloy & Zakus, 1995, p. 42). Utilizing such a theory would suggest that “our moral obligations are prima facie; that is, they are self-evident truisms” and “we must follow these principles (deontologically) unless, through our mature and reasoned analysis, we find that a conflicting obligation is (teleologically) more important” (Malloy & Zakus, 1995, p. 43). Such an approach allows for multiple concepts and ways of viewing an ethical dilemma to be considered in an effort to help make the best choice. In regard to the NCAA Fencing Championship situation, such a perspective would suggest that following the deontological view of a mixed gender championship that recognizes the top men’s and women’s programs is the best course of action unless there is a conflicting obligation that is more important. In this case, the only conflicting obligation is the additional cost for the awards. That makes the ethical question one of whether the projected additional \$3200 that these awards would cost could not be better served elsewhere within the NCAA. Considering the goals of the NCAA and the inability of a significant portion of the fencing teams to compete for a championship because of the fact that they are single-gender teams, “more than 20 percent (10 of 43) of the institutions that compete in the sport have single-gender or mixed programs” (Johnson, 2005, p. 7), it certainly seems that ethically-speaking it is in the NCAA’s best interest that these teams have the ability to receive recognition for their achievements.

## **Chapter Seven: Personal Statement**

The final chapter of this paper will focus on personal reflection by the author in regards to leadership, the coursework associated with earning a Master's Degree in Sport Management from Concordia University-St. Paul, and how this program have helped me grow. In the field of coaching and in sports administration, leadership is one of the most important skills a person can possess. While everyone leads in their own unique ways, it is essential for coaches and administrators to be able to utilize various leadership strategies to ensure that their team and/or organization has the greatest possible success. This paper will examine, reflect, and plan my personal leadership traits and goals in the context of the various theories, approaches, and models. To do so, we will need to understand the context of my decision to pursue this degree, how I came to realization that I wanted my career to be in sport management, and how working towards a Master's Degree from Concordia aided me in these aspirations.

For nearly the entirety of my life, athletics has taken up a significant portion of my time and energy. I always loved participating in sports and they played an important role in my development throughout my childhood and adult life. As a former high school, collegiate, and national level athlete, I understand and have a great passion for the impact of athletic competition and the need for proper management to ensure success. Despite that, and my obvious passion for athletics, it took me quite some time to determine what I would be most interested in pursuing for a career. I have spent substantial time working in a variety of fields to help me to better grasp what I really enjoy. In doing so, I ultimately reflect back on my life and work experiences over the years to see that a common thread appears. It was in following this thread and reflecting on what I enjoyed most that I eventually came to the conclusion that I wanted to pursue a career in the field of Sport and Recreation Management.

As an undergraduate student at Duke University, I worked two different university jobs and enjoyed both of them. The first was as part of the library staff where I worked my way up to Student Manager. The second was as part of the Sports Information Department. In this role, I was able to be part of a staff that was tasked with producing promotional materials for athletic teams, interviewing players and coaches, and helping to make sure that the administrative elements of a sporting event went smoothly. It was a terrific job that I thoroughly enjoyed. So much so that when I graduated college and came to Minnesota, I hoped to find a job in a similar field. It took a few years, but I was eventually able to get hired as the Junior Varsity Volleyball Coach and Varsity Fencing Coach at St. Paul Academy and Summit School. I coached these programs for three years prior to applying to the Master's degree program at Concordia and loved every minute of it. Ultimately, after my fourth year, I accepted a position at Northwestern University as the Assistant Fencing Coach and left Minnesota. However, I credit those years as a high school coach for helping me discover my true passion and career path. Getting the opportunity to help create and share in the pride and joy that the athletes experienced with their accomplishments was overwhelming. Seeing how my actions helped them grow both as athletes and as people, while simultaneously instilling within them a passion for the sport that I care so deeply about, allowed me to shape my own personal career goals. This led me to the decision that, while I was gaining experience in the sport management world as a high school coach, I needed to take the additional step of getting some educational background to provide me with the jump start into the field.

Clearly, when discussing the field of sport management, leadership plays a crucial role. The theories behind leadership, as well as the various approaches and models, have been one of the most beneficial areas of study in this course for me and have been directly applicable to my

current job. In order to evaluate and fully understand my current level of leadership development, we must first try to pin down what type(s) of leadership I utilize. The logical place to start in this analysis is to apply the trait approach to analyze what traits I possess and what types of leadership they lend themselves towards. Utilizing the Leadership Trait Questionnaire provided by Northouse (2013, p. 38), I rank most strongly for possessing the traits self-confident, trustworthy, dependable, conscientious, and empathic. My worst rank is in determined. In comparing these results of this questionnaire to the leadership traits most central to successful leaders of “intelligence, self-confidence, determination, integrity, and sociability” (Northouse, 2013, p. 23), it can be seen that I am strongest in most of the traits commonly found in successful leaders. However, I am also weakest in one of those traits as well.

I possess a strong sense of self-confidence in both my abilities and my resolve to persevere towards success. This results in the sense that I can “feel assured that [my] attempts to influence others are appropriate and right” (Northouse, 2013, p. 24). Likewise, I rank well on traits connected to intelligence as Northouse describes them (2013, p. 24), “strong verbal ability, perceptual ability, and reasoning.” Within these traits I ranked well, which demonstrates an ability to communicate ideas and concepts well to those around me, therein creating an immediate sense of intelligence and knowledge. Finally, my high rankings in trustworthy, dependable, and empathic reflect well on my ability to display integrity and sociability. By being trustworthy and dependable I meet the qualities associated with integrity as Northouse describes them; “People who adhere to a strong set of principles and take responsibility for their actions are exhibiting integrity. Leaders with integrity inspire confidence in others because they can be trusted to do what they say they are going to do” (2013, p. 25). This description fits directly with the definitions of trustworthy and dependable as supplied on the questionnaire for this approach.

My strong sense of empathy has the same correlation to sociability; “Leaders who show sociability...are sensitive to others’ needs and show concern for their well-being” (Northouse, 2013, p. 26). The athletes that I lead have continually told me that they are very happy to have me as part of the team because I understand their point of view and am able to translate that to our head coach to ensure that their needs are being met.

Looking again at those five central traits, we see that my main weaknesses is in determination. The questionnaire describes this as “takes a firm stand, acts with certainty” (Northouse, 2013, p. 38). I personally feel that I lack in this and need to improve this area of my leadership. The difficulty I have with this quality is that due to my overall inexperience as a high level coach, I am not always certain that I am taking the right course of action and have a tendency to hedge or to seek affirmation that I am making the correct choice. I believe that with greater experience and opportunity, my determination will improve. In the same vein, I tend to take many risks and try to be courageous in branching into new areas, so I feel confident that continuing to do this will also help develop my sense of determination.

Upon initial examination of these traits and reflection on my leadership style, my inclination was that I utilize mainly a situational approach to leadership. My thinking was that while I definitely lean more towards a coaching and supporting style, I usually “adapt [my] leadership style to the demands of different situations” (Northouse, 2013, p. 99). This approach seems most logical as well considering that I deal with a large number of athletes with varying skills and attributes. This suggests that it would be difficult to apply a blanket method of leadership that doesn’t allow for a large range of flexibility. Situational leadership allows for just that by adjusting to the needs of a given situation and leveraging the appropriate style to fit the need. However, upon further reflection and a more in-depth examination of the traits I possess, I

do not think I truly utilize a situational approach to leadership. While I do have a tendency to alter and adapt my leadership style to certain situations, these changes do not really fall within the scope provided by the situational leadership model. Instead, I believe that my leadership style is more of a servant leadership approach.

“Servant leaders make a conscious choice to serve first – to place the good of followers over the good of leaders’ self-interests. They build strong relationships with others, are empathic and ethical, and lead in ways that serve the greater good of followers, the organization, the community, and society at large” (Northouse, 2013, p. 248). This description provides a good basic understanding of what this type of leadership is. Additionally, there are key traits and characteristics that help define servant leadership. They are “listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community” (Northouse, 2013, p. 248). Of these, the two that most directly reflect traits, instead of behaviors, are listening and empathy. Reflecting back on the traits that were strongest within my behaviors, trustworthiness and empathy ranked very highly and are directly connected to servant leadership. Therefore, my natural traits definitely lend themselves more to a servant leadership approach.

This method of leadership is particularly relevant to me as a coach. For, in this role, my focus is constantly centered on creating the best possible environment for success for my athletes. This entails putting the needs of my athletes first and foremost while simultaneously doing the best to help them grow and succeed. My biggest concerns as a coach are that my athletes enjoy their time on the team, experience performance and personal growth, and feel supported in their endeavors. This usually means putting my personal needs aside and focusing on fulfilling theirs, which is at the root of what defines servant leadership.

Furthermore, as a coach, there has been research done that demonstrates that servant leadership may be the most effective type of leadership for achieving the typical goals and successes associated with athletics. One such study by Rieke (2008) demonstrates that "...college athletes who perceived their coach to be a 'servant' leader also displayed higher intrinsic motivations, were more 'mentally tough,' and were more satisfied with their sport experience than athletes who were coached by 'non-servant' leaders" (p. 229). This means that moving forward as a coach, it would be beneficial for the well-being and enjoyment of my athletes that I continue to work to utilize servant leadership. Furthermore, the same study demonstrated that "...athletes who were coached by servant leaders felt that they were getting better training and instruction than athletes of non-servant leader coaches" (Rieke, 2008, p. 235) and "The servant leader coaches...were also the most successful suggesting that 'winning-at-all-cost' coach behaviors are not necessary, nor desirable, for winning outcomes" (Rieke, 2008, p. 236). Such research implies that, not only is acting as servant leader best for the mental health, enjoyment, and growth of the athletes, but it also provides greater success for the team as a whole and to the coach by association. So, servant leadership as a coaching style does not only appear to be best for the athletes, but also best for the coach. It is no surprise, then, that as future goals, I will have a focus on utilizing many of the behaviors that are characteristic of servant leaders.

Building on this understanding of my traits, the type of leadership I implement, and what approach I should be working to utilize moving forward in my role as a coach, we now move on to my plan for future leadership development. Currently, in my role as assistant coach, I am limited to influencing small groups within the context of the overall leadership and message put forth by our head coach. I can attempt to make slight alterations and improvements through him,

but as he will be retiring within the next few years, I will focus my plan on the steps I would take assuming I were to take over for him as head coach. In creating this plan, I leaned heavily on the ideas put forth in *The Leadership Challenge*. I see it as a very strong outline for establishing a culture that stimulates leadership, trust, and success. This is especially true in light of my personal focus on servant leadership as the much of what the book focuses on centers around creating an environment within an organization, which is very much what the servant leadership approach works to do.

With that being said, this plan starts by working to model the way and establish a set of values that are important to me personally. These values "...serve as guides to action. They inform the priorities you set and the decisions you make" (Kouzes & Posner, 2012, p. 49). For me these values, while always developing, are centered on the idea of creating the best possible four-year experience for each and every member of my team. Additionally, I expect respect, trust, honesty, hard work, passion, communication, and commitment. As is the case in this first step, it is essential to model all of these values and build a sense of credibility. In doing so, I can begin to create a culture with these values as the building blocks.

As Kouzes and Posner explain in *The Leadership Challenge* (2012, p. 75), "Leaders are their organizations' ambassadors of shared values. Their mission is to represent the values and standards to the rest of the world, and it's their solemn duty to serve the values to the best of their ability. People watch your every action, and they're trying to determine if you're serious about what you say. You need to be conscious about the choices you make and the actions you take, because other people use these signals to determine whether you're doing what you say."

That is, a leader's credibility is the very backbone of their effectiveness. A leader who lacks credibility cannot reach anywhere near their full potential in their role. Without the



credibility, no one will follow the model that is set, which means that it is impossible to get people to share in a vision for the organization, to accept challenges to the process, to be interested in acting on that vision, or to believe any reinforcement that they receive. Effectively, without credibility, a leader is simply a manager and will be unable to inspire change or enact any influence.

Duke University Men's Basketball Coach Mike Krzyzewski also has some valuable input on the importance of credibility and modeling the way when it comes to values; "I think coaching is about relationships. It goes way beyond the x's and o's. You have to create an environment of trust among your staff and athletes. Without trust, you have nothing. If you do have trust, you will be able to accomplish great things" (Dale, 2013). Thus, it is essential that in building towards the future as a leader I ground myself in those values that I hold most dear and that I continue to build an understanding of what those values are.

Once that base and those values are established, the next step is to use these values as well as the values that are important to the athletes and build a vision for the future. This vision must take in the input of others in order to be successful; "By knowing their constituents, listening to them, and taking their advice, leaders are able to give voice to their constituents' feelings" (Kouzes & Posner, 2012, p. 117). It also must be forward-facing and present a future that provides a clear picture of success.

Even as you stop, look, and listen to messages in the present, you also need to raise your head and gaze out toward the horizon. Being forward-looking is not the same as meeting the deadline for your current project. Leaders have to prospect the future. They have to be on the lookout for emerging developments in technology, demographics, economics,

politics, arts, and all aspects of life inside and outside the organization. (Kouzes & Posner, 2012, p. 110)

Forming this vision within my role as a coach has to do with examining trends in coaching, the NCAA, and the university as a whole to create a future that is achievable. Examples within the current context include an increased use in video technology for scouting, building an outside club to help generate additional funding, working towards creating a specialized facility for the sport, and keeping an eye out for the prospect of either adding a men's program or changing the way the NCAA recognizes fencing so that there is a chance for my team to one day be recognized as a team champion. All of these are future goals that require formulating a vision and enlisting team members. In addition, the vision for the team must reflect individual success as it is a team sport and each individual has their own goals as well as the overall team goals.

This transitions directly into the next step, which is to challenge the process. As outlined in the previous paragraph, there are numerous steps that can be taken to be innovative and change the way a fencing team, as well as the sport overall, operate. Generating those opportunities and encouraging that same initiative in the team members allows for the establishment of a culture that is willing to take chances to be better. "Change requires leadership, and every person, down to the most junior member of the team, can drive innovation and improvements in a team's processes" (Kouzes & Posner, 2012, p. 166). A willingness to take risks is an essential piece of this puzzle and generating a team environment that encourages risk-taking is crucial to maximizing potential success. This will require leadership that rewards risk-taking and innovative ideas even if they don't totally pan out. It also helps to provide personal growth for the athletes as they will develop the ability and willingness to take chance and innovate in their lives outside of sport.

The final two steps are closely tied together and go back to building a specific culture tied around trust, confidence, and support. By both enabling others to act and encouraging them, a leader can build a culture that builds towards that vision established in the second step of this process. For me, this means utilizing the behaviors that are characteristic of servant leadership to establish a climate of trust and facilitating relationships within the team to ensure that trust permeates to every corner. Additionally, it is important to believe that every single person will achieve a level of success that even they may not believe is possible. “Belief in others’ abilities is essential to making extraordinary things happen. Exemplary leaders elicit high performance because they strongly believe in the abilities of their constituents to achieve even the most challenging goals” (Kouzes & Posner, 2012, p. 276). But, belief alone is not enough; having an expectation of success and giving recognition to every little step along the way is essential to ensuring that goals are achieved. Building this type of culture and using it to build toward that vision is essential for my future success as a leader. It all goes back to utilizing the servant leadership approach and relying on those key traits that allow such a culture to be built. As Coach K says, “The most fundamental thing about being a good leader is the ability to communicate in a trustworthy manner. You only establish that when you look each other in the eye and tell the truth. If you can do that on a consistent basis, the element of trust is developed – which is the cornerstone on which every relationship or coach-athlete relationship should be built” (Dale, 2013).

This all ties back into my decision to embark on the challenge at Concordia University to earn a Master’s Degree in Sport Management. By moving through this program, learning concepts and reading materials that I never would have discovered on my own, I have begun a life-long journey towards a career in sports. The skills developed through this program,

especially in regards to understanding leadership as it applies to coaching, will be very beneficial to my career aspirations to eventually be either a varsity college head coach. I recognize this all the more because I was able to get an assistant coach job prior to completing the program. This allowed me to apply much of what I was learning immediately and helped me to synthesize the knowledge, while reinforcing just how important much of the information would be in my career.

Finally, in conclusion, I have found that both the classes that I have taken and the resources that they have introduced me to, are essential in my development of a plan for my future career. They have given me skills and insight, especially in regards to leadership, that will start me along my plan for the future. The base of this course and of my future must be my abilities as a leader. For, as someone who wishes to be a leader in his field, I must continue to develop my leadership skills in order to succeed. This will require constant reflection on leadership style, successes, and failures as well as continual revisiting of both my personal leadership development plan and my overall career vision. And, above all else, I must ensure that my passion stays fresh for all the little steps along the way as well as the big picture. For, as Kouzes and Posner state, "Leadership is not an affair of the head. Leadership is an affair of the heart" (2012, p. 345).

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## Appendix

### Appendix A

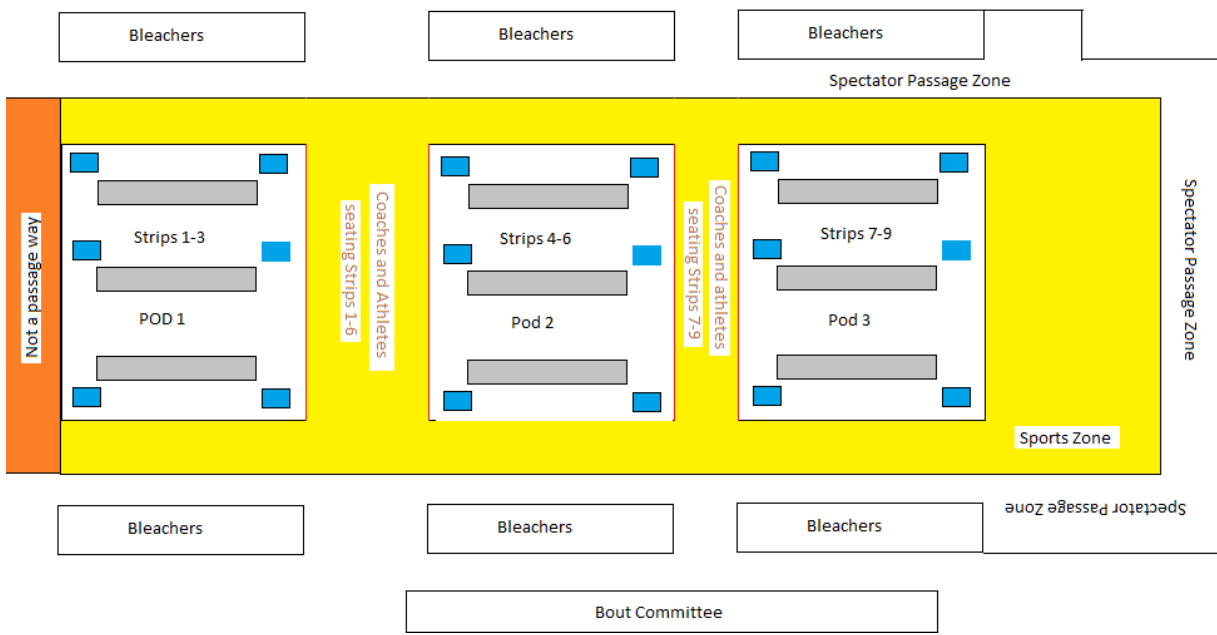


Figure 1. NCAA Championships Floor Plan from J. Moss (personal communication, November 28, 2014)

## Appendix B

Schematic Proposal for 2015 NCAAs from J. Moss (personal communication, November 28, 2014)

### *The Process using this floor plan:*

There are essentially 4 zones in this floor plan that differ from the 2014 floor plan (Note: areas like the armory, trainer, bout committee, team areas, and food areas would remain the same); 1) spectator zone (The white area around the Sports Zone)}, 2) spectator passage zone, 3) sports zone (the yellow area), and 4) the pods (The white area inside the Sports Zone).

Access to the Spectator Zone is essentially unlimited. However, referees should not be in this zone. Policing of this situation should be handled by the Bout Committee/Committee.

Access to the Sports Zone is limited to the credentialed competitors, coaches, referees, and auxiliary officials (e.g. scorekeepers, boom operators, et al). Chairs will be provided for the athletes and coaches in this zone. These chairs are to remain in this area only.

Within each pod, scoring tables, shared or not, and video will be used. Video replay screens will be placed to limit coaches' access. Access into the Pods is limited to the two active fencers on each strip, the referees, the auxiliary officials, and one coach per fencer. The coach must remain seated at the end of the strip in the "Coach's Box". (The blue boxes at the end of each strip) while the bout is in progress.

Coaches may coach their athletes in the Sports Zone while the athletes wait for their next bouts. When the athletes and coaches are in the Pod for the bouts, the coaches must remain in their chairs in the "Coaches' Boxes" that are placed behind the end line on the same side of the strip as the referee. Coaches may not address the referee for the duration of the bouts, but may quietly coach their athletes between touches without disturbing the flow of the bouts. At the

conclusion of each bout, coaches must leave the Pod and return to the Sports Zone or leave the Sports Zone.

Note: The large space in the Sports Zone between the Spectator Passage Zone and Pod 3 is deliberate. This space, along with two or three “Red Coats” should deter spectators from congregating along that edge.

*Other Parts of the Floor Plan:*

The new floor plan is designed to utilize the existing pod space. Armorer, BC, trainers, registration, sales table, food areas, team areas, and practice strips need not change. Note: in the floor plan, the “Bout Committee” serves as the reference point.

## Appendix C

Table C1

### *Budget for the 2019 NCAA Fencing Championships*

<b>Revenue</b>	<b>Units</b>	<b>Per Unit Cost</b>	<b>Cost</b>	<b>Notes</b>
Entry Fees	144 athletes	\$500/athlete	\$72,000.00	
Sponsorships and Partnerships			\$30,000.00	
Ticket Sales	500 spectators	\$10/day, \$30 for four days	\$11,760.00	Rough estimate of 200 full event spectators and 300 single day spectators based on previous years
Apparel Sales	100 items	\$25/item	\$2,500.00	Rough estimate based on previous years
<b>Total</b>			<b>\$116,260.00</b>	
<b>Expenses</b>				
Officials (8 NCAA Committee, 22 Referees, 2 Bout Committee, 2 Armorers, 1 video replay technician, 1 statistician)				
Transportation	36 officials	\$350/person	\$12,600.00	
Accommodations	36 officials	\$150/person /day	\$27,000.00	
Pay	28 officials	\$150/person /day	\$16,800.00	NCAA Committee Members are not paid
Event Staff & Athletic Trainers Pay	10 event staff and 3 athletic trainers	\$150/day	\$1,950.00	
Athlete, Coach, and Officials Hospitality	275 athletes, officials, and coaches	\$12/person	\$8,250.00	Approximately half the will only need hospitality two days, while the rest will need it four days
Equipment and Supplies			\$1,000.00	Approximate

Promotions			\$1,000.00	Approximate
Awards	48 individual, 3 team	\$200/award	\$10,200.00	
Banquet	144 athletes, 78 travel party members	\$40/person	\$8,880.00	
Student Athletes and Travel Party	144 athletes, 78 travel party members	\$350/person, \$174/team & \$300 per person		
Athlete Transportation (more than 300 miles from venue)	72 athletes	\$350/person (airfare)	\$25,200.00	
Team Transportation (less than 300 miles from venue)	20 teams	max of \$168/team (mileage)	\$3,360.00	
Athlete Accommodations	144 athletes	\$600/two people	\$43,200.00	
Travel Party Member Transportation (more than 300 miles from venue)	78 travel party members	\$350/person	\$27,300.00	
Travel Party Member Accommodations	78 travel party members	\$600/person	\$46,800.00	
<b>Total</b>			<b>\$233,540.00</b>	

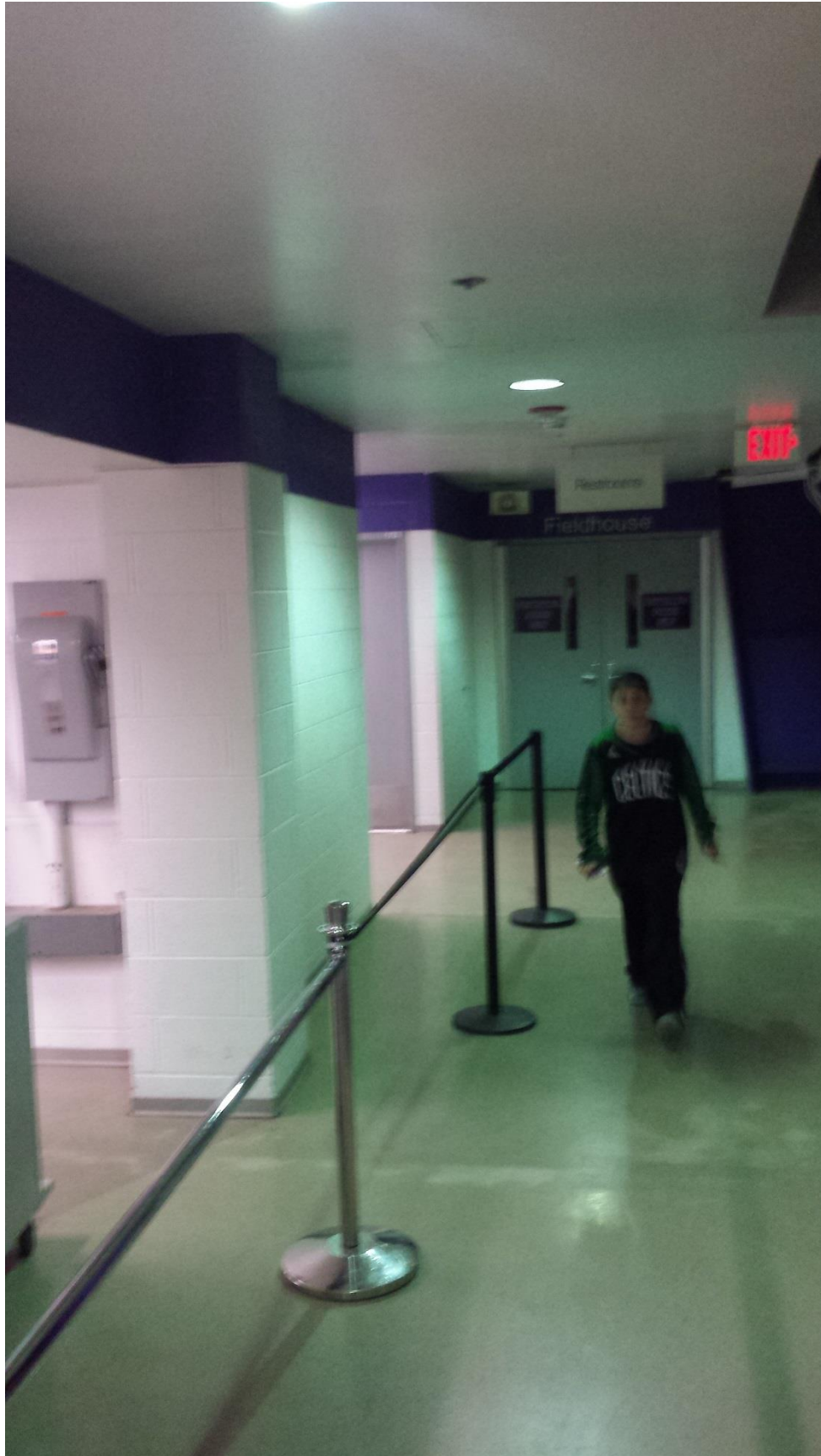
## Appendix D

### Photographs of Welsh-Ryan Arena

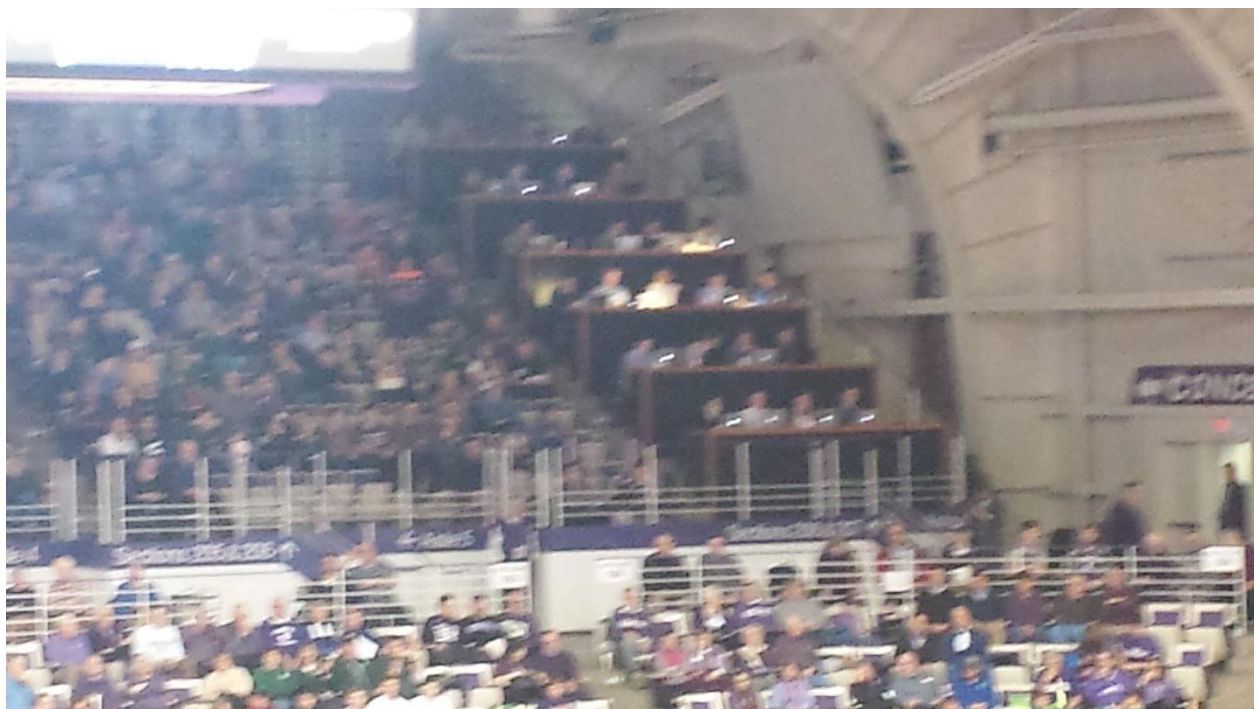


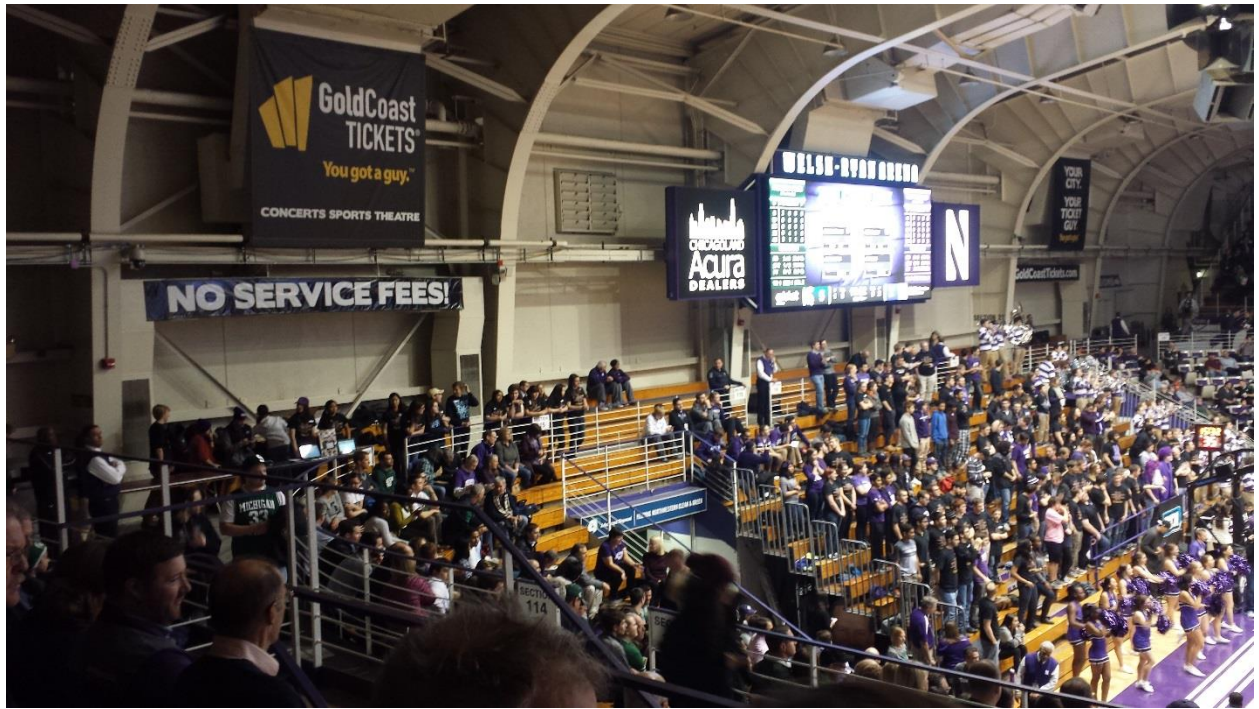


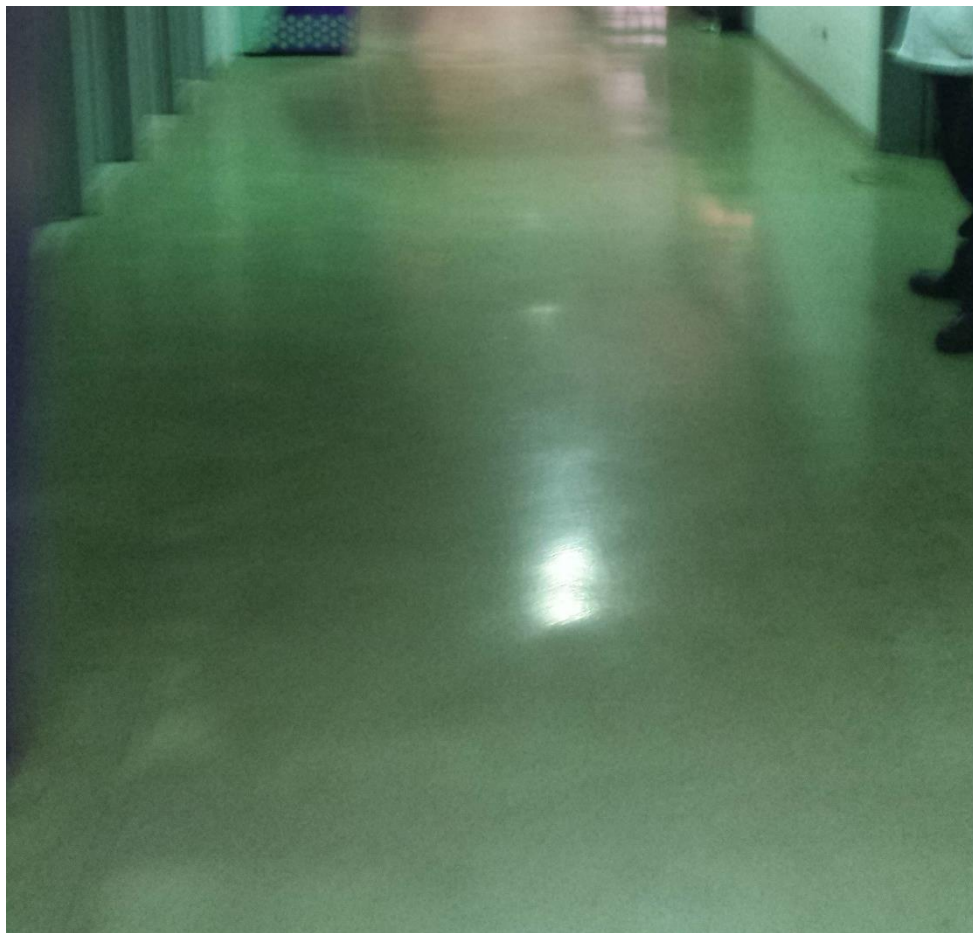


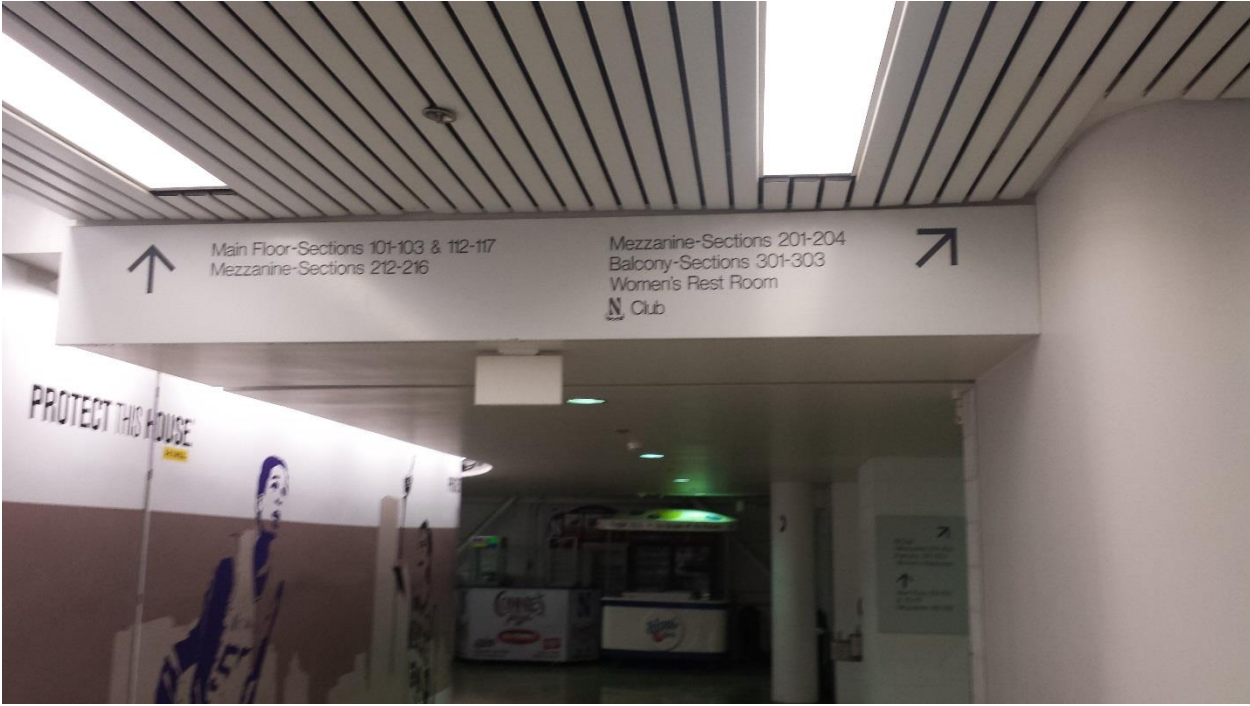














## Appendix E

Table E1

*Identification, classification, and treatment of risk at Welsh-Ryan Arena*

Location	Identify Area and hazard risk	Classify Type of Hazard	Treatment	Recommendation
Hallways	The hallways are narrow and could lead to over congestion in the event of an emergency.	Catastrophic/Critical Loss at a Low Frequency	Transfer & Reduction	Likelihood of this happening is low, so make sure that there is sufficient insurance coverage and utilize event staff to help manage flow of traffic.
Second Level Exits	There are few exiting options although many doors at each exit, but this could result in congestion during an emergency.	Catastrophic/Critical Loss at a Low Frequency	Transfer & Reduction	Likelihood of this happening is low, so make sure that there is sufficient insurance coverage and utilize event staff to help manage flow of traffic.
Roof	The heating/cooling system with vents located along the ceiling of the space is old and can lead to overheating issues.	Low Loss at a High Frequency	Retain & Reduction	This is likely to be a problem often but will only result in mild discomfort for some fans. This can be retained and should just be closely managed by someone familiar with the system.
Elevator	There is only one elevator which makes the building not very ADA-friendly.	Low Loss at a Medium Frequency	Retain & Reduction	The main issue with this is that it can inconvenience any physically handicapped fan if they are forced to wait for the elevator to get to their seat. Retain and attempt to plan ahead to avoid inconveniencing them.



Floors	The surface of the concourse doors can become very slick when snow is tracked in and melts.	Moderate Loss at High Frequency	Transfer & Reduction	Likelihood of this happening during the winter in Chicago is very high. Therefore, should make sure that there is sufficient insurance coverage and utilize event staff to make sure that any ice or water buildups are addressed quickly. Could also utilize carpets to help mitigate any buildup.
Seating Areas	Lack hand railing and steps are rather narrow. Could be a fall risk.	Moderate Loss at High Frequency	Transfer & Reduction	Make sure that there is sufficient insurance coverage and utilize event staff to assist people moving down the bleachers. Could also install handrails.
Stairwells	The stairwells to get up to the second level are uninsulated resulting in potential ice buildup which could lead to a fall risk.	Moderate Loss at High Frequency	Transfer & Reduction	Likelihood of this happening during the winter in Chicago is very high. Therefore, should make sure that there is sufficient insurance coverage and utilize event staff to make sure that any ice or water buildups are addressed quickly. Could also utilize carpets to help mitigate any buildup.
Student Section	There is a railing at the bottom of the student section that could lead to students being crushed if the section decided to rush the court.	Critical Loss at Low Frequency	Transfer & Reduction	This has a very low likelihood of occurrence, so making sure there is sufficient insurance coverage and then attempting to assist anyone trying to rush the courts from becoming injured will address this liability. Potentially removing the

				railing near the end of games and installing event staff in its place would help reduce risk as well.
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