### CONTENTS

Foreword by Packianathan Chelladurai xiii
Preface xv

### CHAPTER 1 INTRODUCTION TO SPORT GOVERNANCE

Introduction 3

What Is the Sport Industry? 3

Scope of the Industry 4

Definition of Governance 4

What Is an Organization? 5

Regulatory Power

External and Internal Influences on Sport Organizations

Organizational Units and Documents in Sport Governance 8

ni sinsimumi to elon sni

Decision Making.

General Assemblies &

Executive Committees and Management Councils 9

Standing Committees 9

Executive Staff 10

Constitutions and Bylaws 10

Why Study Governance? 12

Understanding the Big Picture 13

Meeting NASSM/NASPE Program Guidelines 13

How You Will Use Knowledge of Governance in Your Career 13

essint to sonahoomi ent

Strategic Management Activities and

SUMMARY 15

CHAPTER QUESTIONS 15

REFERENCES 16

### CHAPTER 2 MANAGERIAL ACTIVITIES 18

Introduction 19

Planning 19

The Importance of Planning for Sport Organizations 19

Resistance to Planning 20

Types of Plans The Planning Process 21 21 Mission Statements ENLINE TERMS NUMBER OF A VO. THOM 22 Goals **Objectives** 22 **Tactics** 23 23 Roles Evaluation 24 The Role of Planning in Governance 25 Organizing 25 Structural Features of Sport Governance Organizations The Role of Organizing in Governance 31 Decision Making 32 somemered to nothered Routine and Complex Decisions 32 32 The Rational Model The SLEEPE Principle 34 The Role of Decision Making in Sport Governance 37 SUMMARY 37 CHAPTER QUESTIONS

### CHAPTER 3 STRATEGIC MANAGEMENT AND POLICY DEVELOPMENT 40

39

REFERENCES

SUMMARY

REFERENCES

55

57

CHAPTER QUESTIONS

understanding the Big Picture Introduction Strategic Management 43 The Definition of Strategic Management 43 Strategic Decision Making 46 The Importance of Strategy in Sport Management Policy 48 What Is a Policy? 49 The Importance of Policy in Sport Organizations 50 Developing Policy 53 Strategic Management Activities and Policy Development

56

tire importance of Planni

54

### CHAPTER 4 ETHICS IN SPORT ORGANIZATIONS 58

Introduction 59

Sport as a Mirror of Society 60

Ethics Defined 62

Ethical Dilemmas 63

Ethical Decision-Making Models 64

Corporate Social Responsibility 66

Applying CSR in a Sport Setting 67

Sport Organizations and Corporate Social Responsibility in Practice 68

Ethics and Sport Governance Organizations 69

SUMMARY 72

CHAPTER QUESTIONS 72

REFERENCES 73

### CHAPTER 5 SCHOLASTIC SPORT 76

Introduction 77

History of High School Sport 78

Early Development 78

Development of the National Federation of State High School Associations (NFHS) 78

Value of High School Sport Today 79

Governance 80

National Federation of State High School Associations (NFHS) 80

2 Vanodueroen-lemment l'enolievi

State and Provincial High School Athletic Associations 82

Current Policy Areas 89

Eligibility 89

Amateurism 92

Gender Equity 92

Alcohol, Drug, and Tobacco Use 95

INDUSTRY PORTRAITS AND PERSPECTIVES 98

Funding 99

Home Schoolers 101

SUMMARY 102

CASE STUDY: Scholastic Sport 103

CHAPTER QUESTIONS 104

REFERENCES 104

### CHAPTER 6 AMATEUR SPORT IN THE COMMUNITY 108

Introduction 109

History of Community/Youth Sport 110

Public Sport Organizations 111

Nonprofit Sport Organizations 111

Governance 112

The Governance of Public Sport Organizations 112

INDUSTRY PORTRAITS AND PERSPECTIVES 114

The Governance of Non-Profit Sport Organizations 123

Current Policy Areas 130

Fundraising 130

Inactivity of Girls and Women 131

Parental Involvement 133

Violence in Sport 134

Selecting Youth Sport Coaches 135

SUMMARY 136

CASE STUDY: Unbecoming Conduct in Youth Sport-Children and

Parents 137

CHAPTER QUESTIONS 137

REFERENCES 138

### CHAPTER 7 CAMPUS RECREATION 140

Introduction 141

The History of Campus Recreation 143

The First Campus Recreation Programs 144

A Rationale for Campus Recreation 145

The Formation and Evolution of National Intramural-Recreational Associations 146

Governance 147

National Intramural-Recreational Sport Association (NIRSA) 147
Canadian Intramural Recreation Association/Canadian Association for

Health, Physical Education, Recreation, and Dance 150

Campus Recreation Department Structure 155

Programming in Campus Recreation 161

Current Policy Areas 164

Funding 164

Competition for Limited Facilities 165

INDUSTRY PORTRAITS AND PERSPECTIVES 166

Activity Trends 167

Access 167

Event Management 168

Risk Management 169

Medical Issues 170

Access for People with Disabilities 170

samed the artific violatil

SUMMARY 171

CASE STUDY: Facility Development 172

CHAPTER QUESTIONS 172

REFERENCES 173

### CHAPTER 8 INTERCOLLEGIATE ATHLETICS 176

Introduction 177

History of Intercollegiate Athletics 179

The Beginning 179

Original Events 179

Need to Control 180

Evolution of College Sport Organizations 181

echarate dinale, et espat meterri, or espuit and antimovido

Growth of Women's Sport 183

Governance 184

National Collegiate Athletic Association 184

National Association of Intercollegiate Athletics 189

Canadian Interuniversity Sport 195

Canadian Colleges Athletic Association 197

Individual Campus Athletics Management 199

Current Policy Areas 206

Eligibility 206

Amateurism 208

Substance Abuse and Performance Enhancement 209

Financial Aid 210

Gender Equity 211

INDUSTRY PORTRAITS AND PERSPECTIVES 212

Gambling 213

Enforcement 214

Funding 215

SUMMARY 216

CASE STUDY: Agents 217

CHAPTER QUESTIONS 217

REFERENCES 218

## CHAPTER 9 THE MAJOR GAMES IN AMATEUR SPORT 222

Introduction 223

History of the Major Games 224

Governance 225

Governing Structures for Amateur Sport in North America 225

insu-spanski may i

National Sport-Governing Bodies 232

Organizations That Manage Major Games in Amateur Sport 235

STATE TO STATE OF THE PARTY OF

Current Policy Areas 245

Definition of Amateurism 245

Sport and International Politics 246

Marketing and Fundraising 247

Global Conflict and Security 249

Performance Enhancement 250

SUMMARY 251

CASE STUDY: Major Games in Amateur Sport 252

CHAPTER QUESTIONS 252

REFERENCES 253

### CHAPTER 10 OLYMPIC SPORT 256

Introduction 257

History of the Olympic Games 258

The Ancient Olympic Games 258

The Modern Era of the Olympic Games 259

INDUSTRY PORTRAITS AND PERSPECTIVES 260

IX

Governance 261

International Olympic Committee (IOC) 262

National Olympic Committees (NOCs) 266

Organizing Committees for the Olympic Games (OCOGs) 276

Commissioner's Christie

lausdimaet isublyibal

MESTO HUNG

Current Policy Areas 280

Doping Control Through Drug Testing 280

Choosing a Host City 282

Corporate Sponsorship 285

Television Rights 286

New Olympic Sports 287

Image 288

Security 289

Politics at the Olympic Games 290

SUMMARY 291

CASE STUDY: Olympic Sports 292

CHAPTER QUESTIONS 292

REFERENCES 293

# CHAPTER 11

### PARALYMPIC SPORT 296

Introduction 297

Defining Disability Sport 297

Participants 297

INDUSTRY PORTRAITS AND PERSPECTIVES 298

History of the Paralympic Games

Governance 300

International Paralympic Committee (IPC) 304

National Paralympic Committees (NPCs) 306

International Paralympic Sport Federations 308

Current Policy Areas 308

Performance-Enhancing Activities 308

Marketing and Corporate Sponsorships 309

Women in Paralympic Sport 310

Integration and Inclusion of Athletes with Disabilities into Able-Bodied Sport 311

SUMMARY 313

	CASE STUDY: Sport for People with Disabilities	313
	CHAPTER QUESTIONS 314	
	REFERENCES 315	
		TO MINE
CHAPTER 12	NORTH AMERICAN PROFESSIONAL SPORT	31
	Introduction 317	
	History and Development of Professional Sport	31
	Major League Baseball (MLB) 318	
	National Football League (NFL) 319	
	National Basketball Association (NBA) 319	
	National Hockey League (NHL) 320	
	Governance 320	
	Commissioner's Office 321	
	Board of Governors or Owners Committee 322	2

Individual Team Level 323
Players Associations 325
Current Policy Areas 327

Labor Issues 328
Drug Policies 329

Criminal Activity by Players 332

Central Administrative Unity—League Office

Gambling 333

Policies on Increasing Diversity in Front Offices 333

323

SUMMARY 335

CASE STUDY: North American Professional Sport 336

CHAPTER QUESTIONS 337

REFERENCES 337

# CHAPTER 13

### CHAPTER 13 INTERNATIONAL PROFESSIONAL SPORT 340

Introduction 341

Governance 342

Soccer 342

Motor Sports 349

360

Current Policy Areas 353

Corporate Sponsorship by Tobacco Companies 353

Player Transfers 354

SUMMARY 356

CASE STUDY: International Professional Sport 356

CHAPTER QUESTIONS 356

REFERENCES 357

### CHAPTER 14 THE FUTURE OF SPORT GOVERNANCE

Introduction 361

Change Within Organizations 363

Pressures for Change 363

Goals of Planned Change 364

364 Procedures for Organizational Change

Future Industry Segment Issues 365

Scholastic Sport 365

Amateur Sport in the Community 366

Campus Recreation 367

Intercollegiate Athletics 368

368 The Major Games in Amateur Sport

The Olympic Games 369

370 The Paralympic Games

Professional Sport

372 International Professional Sport

Paralement, and the Admile Extra Bear Extra Contract Contract Contract Contract Contract Contract Contract Con

national adjustments. It is eligible materials alice that the part of the problem is a contract that

373 SUMMARY

373 CHAPTER QUESTIONS

REFERENCES 373

Index 376