

Managing Sport

and Risk Management Strategies

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Second Edition

Herb Appenzeller

CAROLINA ACADEMIC PRESS
Durham, North Carolina

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ISBN: 0-89089-664-X
LCCN: 2003102974

Carolina Academic Press
700 Kent Street
Durham, North Carolina 27701
Telephone (919) 489-7486
Fax (919) 493-5668
E-mail: cap@cap-press.com
www.cap-press.com

Printed in the United States of America.

To my beloved grandchildren, Justin, Kristy, Elizabeth, Kelly, Thomas, Barrett, David, Luke, Sarah, Mitchell and Spencer who put gold in my golden years.

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Preface

Centuries ago, Quintilian, a Roman educator, wrote that “education is not what you are able to remember but the things you can’t forget.” This book is about the things I can’t forget after years in teaching, coaching, and administration. This book is intended for sport administrators and all who aspire to such a position. This book reflects a practical approach to sport administration for the decision-maker in need of appropriate information to facilitate decisions and policies that are both educationally and legally sound. The text is not intended to be an exhaustive treatise of the sport administration field, but is an attempt to emphasize areas that need attention.

The book is different. It was designed that way. It uses meaningful examples from the on-the-job experiences of the author and the contributing authors. Anecdotes and personal stories of actual situations experienced by the authors fill the pages. Thomas Peters and Nancy Austin note in their bestseller *A Passion for Excellence* that stories, as nothing else, reveal what is important to an institution. They believe, as does this author, that stories convey the mistakes and successes of the past so that others can profit from them. Bob Gingham, a book editor for the *Greensboro News and Record*, writes that “no one develops learning tools by rote, but again by examples and by the story.” He concludes, “stories are the indispensable tools of teachers and students, without them, there is no such thing as moral imagination.”

Managing Sport is divided into five parts. Part I deals with Managing People, Part II Managing Operations that includes transportation, crowd management, drug education, sport medicine services, financial aspects and fundraising, promotion and technology for the sport administrator. Part III addresses risk management strategies so necessary for today’s sport administrator and technology and the sport administrator. Part IV presents contemporary issues that confront the sport administrator such as home schooling, violence, public relations, transportation, hazing, prayer, due process in the termination of personnel, eligibility rules and the athlete with disabilities and event security. It also examines the issue of sportsmanship and offers a model

incentive plan for the sport administrator to consider. Part V Appendices include forms and examples of contracts and other material that is important for the operation of a sound sport program.

The text updates material used in the 1993 first edition of *Managing Sports* and adds new material relevant to the new century.

In the text, the reader will find the words sport, sports, athletic and athletics used interchangeably.

One final note, I attended a coaching clinic for football coaches years ago. I got one idea from that clinic that provided an innovative play that enabled our football team to complete an undefeated season (the first and only in school history). I believe that the reader can get not just one idea, but many, from *Managing Sports*, that will benefit sport administrators who face difficult decisions and challenges in the daily operation of sport.

Acknowledgments

The mere listing of names is inadequate for the valuable contributions many individuals made toward the revision of this book, but I hope they realize how important they are and how grateful I am for their help. I especially appreciate the encouragement from Dr. Vaughn Christian, Chairperson for the Department of Health, Leisure and Exercise Science at Appalachian State University. Dr. Christian encouraged me to return to teaching as Executive-in-Residence at Appalachian State University. He provided the opportunity to direct the sport management graduate program and created an exciting work environment with outstanding colleagues and excellent graduate students. I am grateful for his constant support and encouragement.

During my planning of the revised text, I discovered nine outstanding individuals who used their sport background and research skills to present contemporary issues that confront today's sport administrators in their work environment. This group of outstanding students include, Dean Cole, Bradley Fisher, Shanda Fuqua, James Halsey, Jennifer Kelley, Michael Lee, George Morgan, Jason Raybon and Mark Teske. I am grateful for their important contributions to this book.

I want to thank Dr. Warren Miller, Ph.D. for his willingness to share excerpts from his book, *Political Risk Management*, a novel addition to the field of risk management. Special recognition is due Dr. Todd L. Seidler and Dr. David K. Scott from the University of New Mexico for their chapter on "Technology and the Sport Administrator." Appreciation is due Sarah Young, Indiana University for her part of her Delphi Study that provided an insight into the future of risk management strategies.

I am grateful for the outstanding help on the manuscript provided by John Reiland, Brent Anthony and Jason Halsey.

Appreciation is due Jay Stallings for his work in the preparation of this text. His concern and careful attention to detail and spirit of cooperation are appreciated in the effort to make the text the best it could be.

And as always, I thank my wife, Ann Terrill Appenzeller, who by her knowledge of administration, intelligence and enthusiastic encouragement has made this task a reality. Her spirit of dedication for this endeavor cannot be measured in mere words.

I am grateful for the many athletic directors, coaches, student-athletes, sport administration majors, and the colleagues who make sport administration challenging, exciting, rewarding and, best of all, fun.