Municipalities and University Athletic Departments: Economic Policy Development for Collaborative Capital Projects

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MUNICIPALITIES AND UNIVERSITY ATHLETIC DEPARTMENTS: ECONOMIC POLICY DEVELOPMENT FOR COLLABORATIVE CAPITAL PROJECTS

A Dissertation
Presented to
the Graduate School of
Clemson University

In Partial Fulfillment
of the Requirements for the Degree
Doctor of Philosophy
Educational Leadership

by
Anthony Franklin
December 2013

Accepted-by:
Dr. Russ Marion, Committee Chair
Dr. Patricia First
Dr. Curtis Brewer
Dr. Geary Robinson
ABSTRACT

Universities, intercollegiate athletic departments and municipalities regularly collaborate to improve their relationship and the atmosphere in which its constituents coexist. Leaders and elected officials within these institutions strive to offer state of the art facilities for their constituents, however financial allocations for these projects are often scarce. Stakeholder relationships, governmental structure, athletic event economic impact claims, citizen involvement and taxation influence university athletic capital improvement project subsidies. The purpose of this study is to investigate how university athletic departments collaborate with municipalities to create legislative policy that subsidizes athletic capital improvement projects while improving both entities.

Theoretical frameworks underlying this study include democracy, institutional, and critical theories. Qualitative methods were utilized to collect data and analyzed with the deployment of the NVivo 10 qualitative data analysis software package. The results showed that a Midwestern university and municipality successfully collaborated to fund intercollegiate capital improvement projects that were made possible by the approval of municipal tax legislation and an intergovernmental agreement. Social change was initiated via effective collaborations between the municipality and the university; however the effective relationships among leaders who were deeply rooted in the community made the plan come to fruition. Citizen knowledge of political processes and the political platforms of their elected officials are essential aspects shaping reality. Positive outcomes realized included economic impacts, municipal project funding, civic
pride, support for intercollegiate athletics, increased donor giving, increased recruitment and retention, and long term financial and facility benefits.

The findings from this study suggest multiple possibilities for future research and expand the work of previous researchers in the area of university, intercollegiate athletics and municipal collaborations. The outcome has implications for educational and municipal leaders outlining a comprehensive framework for implementing legislation to collaboratively fund intercollegiate and municipal capital improvement projects.
DEDICATION

I dedicate this study to my family; my supportive, loving, intelligent, and caring wife who continually bolstered my motivation; my knowledgeable older brother, sisters, and extended family for their support, mentoring, and continual encouragement; my late younger brother, a genuine soul briefly on this earth; my late father, a seasoned educator, public servant, Veteran, and law enforcement administrator; and most importantly my mother, a medical professional, quintessential teacher, and perpetual knowledge seeker who exemplifies the importance of learning, emphasizing faith, support, caring, values, integrity, encouragement, responsibility, dedication, professionalism, perseverance, and work ethic. Thank you all.
ACKNOWLEDGEMENTS

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I expressly thank you Dr. Russ Marion, for your role as a committee chair, teacher, listener, mentor, friend, and scholar. I appreciate you challenging me to think outside of the box in the classroom as well as during the dissertation discovery process, while encouraging critical thinking and innovation. I greatly appreciated you taking the time to chat via phone on Fridays as well as meeting over coffee to discuss the arduous journey of the dissertation.

Dr. Patricia First, thank you for your thought provoking conversations and your service on my committee. Your outstanding commitment to my research and success is greatly appreciated. Our impromptu conversations also motivated me and encouraged scholarship.

Dr. Curtis Brewer, I greatly appreciate your perspectives, and your ability to make your students examine the depths of their educational processes. Your classes were distinctive and prepared me to identify the “so what” of my research.

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To Dr. Jon Christensen, Dr. Daniel Bennett, Tim DuPont, and all of my friends and colleagues, your encouragement, advice, and motivation kept me going to reach the finish line.

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CHAPTER ONE

INTRODUCTION

This research study investigated the influence of stakeholder relationships, governmental structure, town and gown relationships, athletic event economic impact, citizen support, athletic esteem, quality of life, civic pride and taxation structure on university athletic capital improvement project municipal subsidies. Universities and municipalities regularly collaborate to improve their relationship as well as atmosphere in which its constituents coexist. University administrators and local government officials strive to enhance involvement of its constituents while enhancing both environments.

Increasing involvement of the citizenry and university constituents assists both groups in developing a committed relationship with the city government as well as the university. Athletic events held at universities affect local economies while providing entertainment for residents, therefore reciprocating the connection with the citizenship. The purpose of this study is to investigate how university athletic departments collaborate with municipalities to create legislative policy that subsidizes athletic capital improvement projects while improving both entities.

Statement of the Problem

The research problem is that financial allocations which support universities and local municipalities are dwindling, creating substantial budgetary shortfalls for university athletic improvement projects which have the ability to produce additional revenue for both parties. Further compounding the problem is that citizens and students are burdened with financing taxes that support such subsidies. These stakeholders are the final
decision makers who ultimately pay such tax levies. Research is more prevalent outlining how municipalities and professional sports teams have collaborated to construct municipal stadiums, however little empirical research has been conducted that examines the multidimensional aspects of university athletic department municipal subsidies for athletic capital improvement projects.

**Statement of Purpose**

The purpose of this study is to investigate how university athletic departments collaborate with municipalities to create legislative policy that subsidizes athletic capital improvement projects while improving both entities. Municipalities and universities place an increased significance on forging an atmosphere that will foster cooperation, “An increasing number of colleges and have developed strategies for community engagement” (Bruning, McGrew and Cooper, 2006, p. 125). Furthermore, Bruning, McGrew and Cooper (2006) indicate as universities and communities are operating in difficult financial climates it makes financial sense to join forces when applicable. The university and community constituents benefit not only from improving the quality of life, but through potential construction of athletic facilities as well as other multiuse venues.

Higher education bodies rely on majestic stadiums to bring people together to support fundraising efforts, communicate with the community, and enhance student recruitment (Smith, 2008). Additionally, businesses in the municipality consider moving to the new stadium vicinity as well as new business ventures taking advantage of the potential influx of new customers (Siegfried & Zimbalist, 2000).
The theoretical frameworks infused into this study include democracy theory, critical theory, and institutional theory. These theories converge to inform how university athletic departments collaborate with local municipalities in funding their capital projects. Evaluations on how organizational control affects stakeholder’s relationships will be developed with the goal of creating legislation to subsidize athletic capital improvement projects.

**Guiding Research Question and Supporting Questions**

The following research question guided this study: How does the interaction between university athletic departments and municipalities influence the emergence of polices to subsidize intercollegiate athletic capital improvement projects?

Supporting questions are as follows:

1. Who are the distinct stakeholders involved with the process of publicly funding an intercollegiate athletic capital project?
2. How do major stakeholders perceive the way in which town and gown relationships influence collaborative intercollegiate athletic capital improvement projects?
3. How does a home rule government structure influence funding athletic capital improvement projects?
4. How does civic pride and economic impact influence community support toward intercollegiate athletics?
Limitations

The study investigated a single case which comprised one municipality along with one university athletic department. Furthermore the size of the municipality, size of the university, National Collegiate Athletic Association (NCAA) division, demographical make up, and geographical region are specific to the case analyzed. However, findings to the study could be generalizable to other areas throughout the country and could assist municipalities and universities who are contemplating a collaborative effort in construction a stadium or other capital project.

Research Methods

The methodology associated with this research will be qualitative incorporating a single case study approach developed by R. K. Yin (2009). According to case study researcher Yin (2009) a case study encompasses an inquiry that investigates a contemporary phenomenon within a real life context, especially when the boundaries between phenomenon and context are not clearly evident. Adding to this line of thought, Creswell (2007) case study research approach encompasses the exploration of a concern investigated via detailed data collection with multiple information outlets.

An instrumental case study was conducted where one bounded case was selected to exemplify the issue (Creswell, 2007). Furthermore, I will be using models identified by Yin (2009) for analyzing the case study data collected from the aforementioned stakeholders. Yin (2009) outlined the following specific fundamental elements of case study protocol:

- Project overview (key objectives)
- Field Procedures (access to research site records)
- Questions (specific questions investigator must implement)
- Guide for the report (structure, outline, and format)

Efficiently developing these segments of the study enabled the researcher to produce a well-designed study. Another quintessential goal in qualitative research is to obtain comprehensive, rich, descriptive data from your constituents. Properly designing a qualitative study elicits a thought provoking process in your subjects that will produce essential information for current and future research.

**Data Collection and Analysis**

A holistic investigation will commence regarding how Midwestern Village (pseudonym), whose population is less than 40,000 collaborated with Midwestern University’s (pseudonym), athletic department in creating legislation which enabled the construction of an intercollegiate football stadium, additional intercollegiate athletic facilities, and ancillary municipal venues. Data was collected from structured interviews and other outlets associated with this collaboration.

Yin (2009) identified the following six sources of evidence: physical relics, participant surveillance, direct surveillance, interviews, archival records and official papers. Yin’s three principles pertaining to data collection will be followed, which include triangulation, creating a case study database, and maintaining a chain of evidence. Data for the study will be accumulated from the following sources:

- Interview data
- Public records and official documents
Financial data

Census statistics and demographics

Yin (2009) indicates that identifying emerging themes form different sources of data via triangulation enhances construct legitimacy. Utilizing NVivo 10, the researcher will categorize and code data sources for textual matching, categorizing, and theme emergence (Yin, 2009). An organizational level logic model will be utilized to fully analyze the complexities associated with actions over time (Mulroy and Lauber, 2004). Use of alternate organizational level logic models can assist in defining how action steps can prove advantageous in achieving the organizational goals (Yin, 2009). Processes associated with case studies are not completely linear, therefore explaining the dynamic flow of actions is essential (Yin, 2009). Data was organized utilizing these qualitative approaches and thematically illustrated the complex events in the case study.

**Conceptual Theoretical Framework**

The guiding theoretical framework for the study will be the theory of democracy. Social capital plays a vital role in democracy theory and explains citizen involvement (Wuthnow, 2002). According to Wuthnow (2002), there are four types of social capital, including associations, trust, civic participation, and volunteering. Bolstering this thought process, Ostrander (2004) also expresses how democracy promotes local change through community members coming together to solve problems via collaborative projects which improve the community. Throughout these interactions, community members collaboratively share and debate common problems, questions, and concerns (Ostrander, 2004).
Recent trends in democracy theory indicate that the United States has increased attention focused toward bridging the gap between the wealthy and the disadvantaged, which has the propensity to increase community involvement (Wuthnow, 2002). Walker (1991) also emphasizes the importance of overlooking socioeconomic status of constituents to increase community involvement. This increased participation can improve the cohesiveness of the community, resolve community social issues, and enhance the democratic process.

Institutional theory is an additional theoretical framework that will be utilized to further inform the research question. Greenwood and Suddaby (2006) demonstrate how institutional theory explains how organizational processes are affected by actors who are highly motivated to promote change. Adding to this debate, Marion and Gonzales (2014) sheds light on a “new institutionalism”, in which establishments are kept under control by trends and cultural molds.

Additionally, critical theory will also be utilized to inform the central research question, and in a general sense focuses on how organizational control affects individuals (Marion & Gonzales, 2014). Adding to this framework, Jermier (1998) examines how critical theory influences social relationships and societies’ hierarchy of control.

**Statement of Subjectivity**

The researcher has worked in higher education and municipal government for over eighteen years and has great interest in improving both realms. The researcher was previously associated with Midweteran University and obtained a bachelor’s degree, was a student-athlete under a full scholarship, and previously worked under Student Affairs at
the institution. Furthermore the researcher was appointed to the Planning Commission while living in the Midwestern Village. The researcher’s subject matter revolves around areas that are of vital importance and hope the findings will help society as a whole.

The researcher will eliminate any preconceived notions associated with Midwestern University and the Midwestern Village. In addition, all interviews were conducted while keeping the respondents identity masked. The researcher will keep subjectivities in check while researching the roles of athletics, municipalities, financial collaborations, policy, and related subject matter. The researcher’s quest is pursing educational harmony while creating scholarly work that will add value to society. The researcher continues a lifelong quest for worthwhile research in higher education and exhibits responsibility, dedication, communication, professionalism, and trustworthiness.

Chapter Summary

Implementing this instrumental case study research analyzes issues relating to the dwindling of state funding allocations to public universities and identify how innovative collaborative capital project fundraising agreements are vital to a university’s success, municipality’s success, and quality of life of the citizenry. Additional research is needed which specifically connects how university athletic departments collaborate with municipalities and create legislation that supports athletic capital improvement projects. Furthermore, targeted literature surrounding the concepts of governmental legislative processes that enable municipalities to institute tax levies which can be utilized for university capital improvement projects are needed. Research will add value to the topic
and add to the lack of research in this arena, and will enhance the knowledge base of practitioners as well as academicians.

**Organization of the Study**

This research study is comprised of five chapters. Chapter one introduces the statement of the problem, statement of purpose, research questions, design of research methods, data analysis and collection, theoretical framework, and subjectivity statement. Chapter two illustrates relevant empirical research focusing on explaining the importance of the stakeholder relationship between intercollegiate athletics and the local municipality, municipal taxation authority in relation to collaborative athletic capital projects, democracy theory, critical theory, institutional theory, and economic impact of intercollegiate athletics. Chapter three will thoroughly illustrate the research methods associated with the study. Chapter four discusses the findings in the research study. And finally chapter five discusses the conclusions of the study as well as implications for additional scholarship associated with this research ideology.

Figure 1.1 illustrates the multifaceted and interconnected research areas associated with this study, highlighting the major sectors that converge to support the end result of a municipal/intercollegiate athletics collaborated intercollegiate athletic capital improvement project. The leadership hierarchy in municipal government and higher education can bolster their knowledge base and sell the concept via an educated holistic approach, which emphasizes evidence based research, local data analysis, and unique geographical factors which impact the decision making processes of stakeholders.
Figure 1.1

*Multifaceted and Interconnected Research Areas*
CHAPTER TWO
LITERATURE REVIEW

Introduction

The purpose of this study is to investigate how university athletic departments collaborate with municipalities to create legislative policy that subsidizes athletic capital improvement projects while improving both entities. This chapter will investigate empirical research pertaining to stakeholder relationships, governmental structure, athletic event economic impact, voter support, athletic esteem, quality of life, and taxation while examining their influence on athletic capital improvement project subsidies. Empirical literature reviewing democracy theory, institutional theory, and critical theory will be analyzed which comprises the theoretical framework for this study. These theories draw a parallel to how university athletic departments and professional sports teams collaborate with local municipalities in funding portions of their capital projects. Literature will also evaluate how stakeholders forge relationships with the goal of creating legislation to subsidize athletic capital improvement projects.

The sources of the literature were peer reviewed research articles derived from the following Clemson University databases: Educational Research Complete, Sports DISCUS, SocINDEX, and Academic Search Premier. Strategic search terminology included these general words as well as combinations of the following:

- Athletic capital improvement
- Athletic economic impact
- Sports, government, and facilities
- Municipal taxation
- Town and gown relationships
- Athletic project subsidy
- Tax levy
- Democracy, Institutional, and Critical Theories
- Stakeholders
- Athletic esteem
- Athletic stadium image
- Image of the municipality
- Athletics and quality of life

**Principal Stakeholder Relationships**

**The Town and Gown Stakeholder Relationship**

Jongbloed, Enders, and Salerno (2008) arrange university stakeholders in three categories: internal, geographical or external, and members of these categories have an unequivocal rapport, opportunities, and responsibilities that are required of each segment. These responsibilities imply that there is a societal agreement between the stakeholder and the university, which requires the peripheral stakeholder to obtain a return on their investment in that institution (Jongbloed et al, 2008). This includes the need for a higher education institution to make a contribution regarding the resolution of major problems faced by the local community (Jongbloed et al., 2008). At times these contributions can be seen in the university’s investment in the local population via community service, project collaboration, research, establishment/support of local commerce. These
collective contracts require the need for continuous conversation between stakeholders and the institution thus the development of administrative functions that specifically address stakeholders (Jongbloed et al. 2008).

The stakeholder relationship between municipalities and the home town university has been a vigorous research topic in academia. Traditionally, universities and municipalities have struggled to work collaboratively to solve challenges that impact both entities (Martin, Smith and Phillips, 2005). Martin et al. (2005) indicate that the climate between universities and municipalities has realized incremental improvements over the past ten years. These improvements in their relationship stem from the implementation of a new governance paradigm, which emphasizes collaborative partnerships between the non-profit sector, the private sector, and the government sector. Additionally, the authors have identified the following seven essential elements for effective innovative university-community collaborations: financing, cooperation, communication, outcomes that are measurable, dissemination and visibility of results, organizational harmony, and straightforwardness. Furthermore, Martin et al. (2005) emphasizes that innovation may be an essential instrument within each element.

Further bolstering the argument, municipalities and universities have placed an increased significance on forging an environment that will foster cooperation, “An increasing number of colleges and have developed strategies for community engagement” (Bruning, McGrew and Cooper, 2006, p. 125). Bruning, McGrew & Cooper (2006) also explored the rewards a university can reap when community constituents are stimulated to take part in the myriad of activities offered on a campus, including athletics, academic,
artistic pursuits, and others. Furthermore, Bruning, McGrew and Cooper (2006) indicate “…in a time of cost cutting and shrinking resources, integrating the university and the town as a unified entity makes sound economic sense” (p. 126). Mayfield (2001) also illustrates the importance of the university and community relationship and says, “Comprehensively supporting the engaged university at an institutional level means changing the way the academy operates and including community concerns in research, teaching and administrative decisions” (p. 231). Mayfield (2001) also discusses historical accounts of community-based research which date from the time of the settlement crusade in America that bolster support for strong town and gown collaborations.

Town and gown relations continue to morph into complex multidimensional partnerships focusing on driving forces which stimulate the relationship, ranging from educative to economic, social to environmental (Mero, 2011). Historically, academic institutions and their encompassing communities have focused their efforts on projects which serve their specific entities. However in the current climate these entities have emphasized forging relationships that dissolve impeding barriers while emphasizing partnerships that holistically serve entire regions (Mero, 2011).

Another example of how excellent communication coupled with innovative business relations can improve the university as well as the community, the city of Clemson joined forces with the university to procure $800,000 in federal stimulus funds towards the future construction of a pedestrian bridge along SC 93 (Clemson University, 2011). The Pickens County Transportation Committee chipped-in another $200,000 in
local matching funds, and the proposed bridge will offer fans a safer and more aesthetically integrated access to the tennis facilities, as well as the soccer stadium at the adjacent Riggs Field. This is a classic example of how effective communications can produce excellent results.

University and municipal collaborations can produce innovative programs that have the opportunity to improve society as a whole. Creating an innovative partnership between universities and the municipalities in which they reside is a vital aspect to both entities success. Strategic partnerships between stakeholders can be influential in athletic stadium construction projects and require urgency to have the potential for optimal results (Collins 2008). Collins (2008) illustrates the importance of stakeholder collations in his article explaining how the local government and the Arizona Diamondbacks collaborated to construct the Bank One Ballpark. Stakeholders involved with this construction project also contributed to the overall downtown revitalization in Phoenix, Arizona (Collins, 2008). Both of these cases demonstrate how collaborative funding agreements assisted the sports organization and municipality in constructing a stadium for their community.

Higher education institutions rely on grandiose stadiums to bring people together to support fundraising efforts, communicate with the community, and enhance student recruitment (Smith, 2008). “The governing boards, which were increasingly dominated by business leaders and professional men, saw the benefits that football and large stadiums could give to their institutions” (Smith, 2008, p. 1467). Open lines of communication and positive relationships between key stakeholders play a vital role in collaborative stadium construction (Smith, 2008).
Democracy, Critical, and Institutional Theories

Democracy Theory

The guiding theoretical framework for the study will be the theory of democracy. Social capital plays a vital role in democracy theory and explains citizen involvement (Wuthnow, 2002). According to Wuthnow (2002), there are four types of social capital, including associations, trust, civic participation, and volunteering. Though interactions via these areas of social capital the United States has focused on strategies to ease the gap between the disadvantaged and privileged (Wuthnow, 2002). When the socioeconomic barriers are removed, citizens have the propensity to increase collaboration as well as community involvement (Wuthnow, 2002). Walker (1991) also emphasizes the importance of overlooking socioeconomic status of constituents to increase involvement while improving communities and resolving social issues to enhance the democratic process.

Bolstering this thought process, Ostrander (2004) also expresses how democracy can promote local change through community members coming together to solve problems and complete collaborative projects to improve the community. Throughout this process, community members collaboratively share and debate common problems, questions, and concerns (Ostrander, 2004). This collaborative approach expands into a participatory democracy theoretical perspective.

Building on this theory, a participatory democracy philosophy incorporates community members into governmental decision making processes which has the opportunity to build community support (Moote, McClaran, and Chickering 1997).
Furthermore, the participatory democracy approach can affirm what the constituents want to see from a governmental public land planning project for example, thus creating an environment more conducive for project acceptance. Some of the concepts associated with participatory democracy include access, representation, efficacy, participation, information exchange, and learning (Moote, McClaran, and Chickering 1997). Successful communication and collaboration between actors is dependent upon formulating rules of operation as well as decision making processes.

Moote et. al. (1997) illustrates the following five major public participation topics as well as evaluative principles for each segment:

- **Efficacy**: Parties who are impacted by municipal land decisions indicate that the strategy addresses their wants, issues, and ideals and they will not appeal the decision.

- **Access and representation**: Parties who might be impacted by the impending plan is participating and are not activist. Information is conveyed via public forums that give constituents an outlet to communicate their apprehensions. Organizational agents strive to create an atmosphere where constituents feel comfortable and respected.

- **Information exchange and learning**: Stakeholders are stimulated to converse about their requests, issues, and ideals in a casual manner. Encouragement of the stakeholders to engage in refining their objectives, goals and assessment of the proposal.
- Continuity of participation: Public participation is continual throughout all deliberations and decisions.

- Decision making authority: All participants share decision making powers, and organizations do not hold exclusive authority to make final decisions.

As university officials and municipal government officers collaborate regarding athletic capital projects it would behoove them to incorporate concepts associated with this ideology.

**Institutional Theory**

Institutional theory is an additional theoretical framework that will be utilized to further inform the research question and builds on the ideals of democracy theory. According to Norgaard (2001) “…democracy has its roots in a rational choice version of institutionalism, which assumes that rational informed actors – create and manipulate – institutions in pursuit of their own interests” (pg.37). Organizations influence how agents build a case for or against a given policy, project, or other institutional movement (Norgaard, 2001). This influence is also discussed by Arndt & Bigelow (2000) and their article explains how innovation in organizations is justified by injecting and aura of intimidating institutional pressure on the workforce. Organizations in the Arndt & Bigelow (2000) study indicated that structural changes in their organization were necessitated by internal environmental factors as well as wanting to follow industry standards. An additional persuading element in the study’s institutional setting stems from what society expects of the subject organization (Arndt & Bigelow, 2000).
Greenwood and Suddaby (2006) also demonstrate how institutional theory explains organizational processes that are affected by actors who are highly motivated to promote change. Furthermore, Greenwood and Suddaby (2006) investigate the concept of “institutional entrepreneurship”, which explains how prepared agents forecast implementation of their interests to formulate a different organization. These institutional entrepreneurs are intrinsically motivated visionaries that have a well thought out plan of action (Greenwood & Suddaby, 2006). Greenwood and Suddaby (2006) concluding remarks in reference to their article indicate “This article’s contribution to the broad purpose of understanding endogenous institutional change is its focus upon the dynamic role of elites, not as embedded defenders of the status quo and exemplars of institutional determinism, but as motivated agents of institutional change enabled, not constrained by their structural position at the center of an organizational field” (p. 44).

Battilanam, Leca & Boxenbaum (2009) also discuss how institutional entrepreneurs fit into the multidimensional process of institutional change. These motivated change agents strive to initiate and implement changes to their institution despite the popularity from many of their cohorts to maintain the status quo (Battilanam et. al., 2009). Furthermore, as these institutional entrepreneurs inject visionary changes based on their beliefs, they strive to energize the workforce as well as the leadership to rally behind them in their quest to change. University administrators, municipal government officials, as well as the citizenry have the potential to influence their institutions profoundly.
Adding to this debate, Marion (2014) sheds light on a “new institutionalism”, in which establishments are kept under control by trends and cultural molds. As cited by Marion (2014), Powell & DiMaggio (1991) summarized the new institutionalism and wrote:

“The new institutionalism in organization theory and sociology comprises a rejection of rational actor models and interest in institutions as independent variables, a turn toward cognition and cultural explanations and an interest in properties of supra-individual units of analysis that cannot be reduced to aggregations or direct consequences of individuals’ attributes or motives” (p.8). As researchers expound upon the new viewpoints of institutionalism, focus on how collective action influences change as well as power, conflict, and politics should be investigated (Hargrave & Vam De Ven, 2006).

In summary, institutionalism plays a significant role in explaining how municipalities and university athletic departments can bolster their budgets in an entrepreneurial fashion. For example, when university and municipal leaders propose new legislative funding streams and budgetary structural changes, they have the potential to become permanent policy. Key stakeholders within the organization influence not only internal and external actors but potentially the entire organization. University as well as municipal leadership’s passion regarding their beliefs can become infused into the organizational structure, which can potentially cause grandiose change.

Critical Theory

Critical theory will also be utilized to inform the central research question, and examines social relationships and societies’ hierarchy of control, while identifying
political associations of work (Jermier, 1998). In multidimensional societies many critical theorists test the status quo and questions fragmented liberal transformation (Jermier, 1998). Modern critical theory is focused on capitalist labor methods; however other social processes are also being researched which integrate into the discussion, such a race and gender issues (Jermier, 1998). Horkheimer (1982) adds to this illustration, explaining that critical theory in a social theoretical context is focused on assessing and altering society as a whole.

Critical theory in general sense focuses on how controlling elites affects individuals (Marion & Gonzales, 2014). Marion and Gonzales (2014) observe that critical theory is about adjusting how legitimacy is created and compensated. Critical theory is a theory that encompasses multiple approaches, however its general focus in the United States surround principles which emphasize financial and administrative practices (Marion & Gonzales, 2014).

Postmodern critical theory raises consciousness of social issues by identifying traditional and historic aspects of the issues illuminated thru a political lens (Lindolf & Taylor, 2002). In this line of thought, researchers embolden consideration of the “politics and poetics” of their effort (Lindolf & Taylor, 2002). Both modernist and postmodern critical theoretical perspectives have highlighted progressions in which political awareness, culture, and communication are shaped (Lindolf & Taylor, 2002).

Beck also discusses a new form of the critical theory that dissects social quandaries while looking through a more cosmopolitan lens (Beck, 2003). This perspective also incorporates how political figureheads interface into the decision making
process (Beck, 2003). According to Beck (2003) “The cosmopolitan critique of the politics and political science centered on and buttressed by the nation-state from the standpoint of a new critical theory is empirically and politically central” (p. 467.). Beck also discusses changes in political science from a national perspective to a cosmopolitan social science (Beck, 2003). The methodological nationalism view is focused on a nation-state understanding of politics and society, whereas the methodological cosmopolitanism view is focused on the nation-state focused society, sociology, politics, and political science realms (Beck, 2003).

An in conclusion, a critical theoretical perspective interjects itself into the decision-making process of municipal and university leaders’ while expanding the thought processes involved with organization control. Communication from university and municipal leadership regarding collaborative capital projects is vital to the citizens of the community. Furthermore, as universities and municipalities work together toward the goal of implementing tax legislation to fund athletic capital projects, leaders must not lose sight of the impact such decisions will have on their constituents.

**Municipal Taxation**

Communities have been willing to fund new National Football League stadiums, National Collegiate Athletic Association basketball stadiums, minor league baseball stadiums, National Hockey League arenas, and National Basketball Association arenas (Barron, 2003; Johnson, Whitehead, Mason and Walker, 2007; Olson, 1982). According to Porter and Thomas (2010), voter tax referendums bring financial backing to stadium
construction via subsidies, and in some instances teams reduce ticket prices to entice participation.

As testament to the philosophy regarding municipal support for athletics, Houlihan (2005) indicates, “There has also been a steady rise, since 1984, in the number of cities bidding to host the summer Olympic Games and, with the exception of the Atlanta Games, the explicit willingness of their governments to underwrite the risk” (p. 164). Furthermore, voters who live nearest the athletic facilities that are being constructed are most in favor of subsidies as compared to the citizenry that inhabits areas farther away (Coates and Humphries, 2004).

Adding to the argument, communities have the opportunity to generate additional tax revenue garnered from spectator spending associated with major intercollegiate sports such as football (Baade, Baumann and Matheson, 2011). Revenue streams accrued over time can assist in offsetting the tax burden that governments invest in such projects. State subsidies for funding the University of Minnesota’s new $288 million football stadium was estimated at 55% of the total cost (Baade et al, 2011). University and governmental officials emphasized the economic benefits to the community as well as the state when garnering public tax funding to support the $288 million stadium project. The illustrations above exemplify the positive impact public tax funding has on overall intercollegiate stadium construction funding. Open lines of communication between the city, university, TCF bank corporate sponsor, and community members was a vital aspect of passing this stadium construction project (Baade et al, 2011). Community forums were held, outlining the costs, economic impact, job creation estimates, ancillary business
formulation, and other idiosyncrasies associated with the project. It was imperative that all avenues of communication were implemented to produce the end result.

Implementing an additional tax levy can be a win-win situation; however, such legislation can anger constituents at the same time (Coates and Humphries, 2004). Coates and Humphries (2004) pointed out that it is essential that city leaders formulate compelling verbiage that will sell such a given proposal. The proposals must communicate the possible revenue that will produce multiple advantages and revenue that will produce improvements that all constituents can benefit from. With growing negative sentiments as well as increased scrutiny surrounding the utilization of tax dollars for university athletic department capital improvement projects, political figureheads and university strive to garner public support for these multimillion dollar projects (Coates and Humphries, 2004).

University Taxation

Fischer (2010) examined proposed taxation legislation in Pittsburgh, PA in order to expose the dichotomy among universities, cities, and taxation. The author illustrated that Pittsburgh was a past nucleus of United States steel production and recently shifted focus toward the prowess of their education, medical, financial, science, and robotics sectors. According to Fischer (2010), there are approximately 100,000 college students that call Pittsburgh their home. Fischer’s (2010) qualitative research included interviews with educational as well as governmental officials within the city. Colleges as major land owners with many of their buildings located throughout the city do not pay city taxes to support services rendered on a daily basis. In decades past, the booming steel industry
adequately supported the city through enormous property tax collections, but this is not the case today. According to Fisher (2010), over 20% of land owners being colleges, over 100,000 students who use city services such as police, fire, trash removal, and snow removal do not pay for use of these services. Pittsburgh city officials initiated legislation that sought out a 1% tax levy on the tuition paid by all college students in the city. Legislation increased municipal revenues from the taxes paid by the inhabitants of the local university. This illustration provides evidence of the financial power of students and its impact on the local municipality.

**Home Rule Government**

For this illustration, I am going to focus on home rule government structure in the State of Illinois. According to the Illinois Constitution, home rule government unit has the following authority: “a home rule unit to exercise any power and perform any function pertaining to its government and affairs”, (Citizen Advocacy Center, 2009). Home rule government’s most popular feature is its ability to generate tax revenue for local municipality’s capital projects. According to Bowman and Kearney (2012), “The nature of home rule allows us to infer impact: More home rule means greater local flexibility, and therefore greater power and authority” (pg. 538). Furthermore, local home rule governing bodies can tax anything that is not income (Citizen Advocacy Center, 2009). Municipalities must notify the Department of Revenue three months prior to voting on tax increases in order to give adequate notice to retailers. Home rule government power can enable municipalities to create legislation and implement an
additional sales tax that supports various municipal projects as well as collaborative projects that positively impact universities.

Additionally, the Illinois General Assembly has the ability to grant home rule legislative abilities to local municipalities, reserve the power only to the State, or eliminate the use of home rule power (Citizen Advocacy Center, 2009). Changes to the use of home rule power requires a 3/5 majority vote in both houses. These changes could include eliminating the use of home rule power or restricting it to the State which would prevent local municipalities and counties from enacting their individualized use of the legislation.

Challenges and jurisdictional skirmishes between municipalities and county government can surface when you have a municipality within a county that is also a home rule entity. Adding to this line of thought, the Illinois Constitution explains that municipal ordinances will win out within its jurisdiction (Citizen Advocacy Center, 2009). Nevertheless, a home rule county and municipality can have taxes imposed on the same item simultaneously. This type of conflict can add to the complexity of the home rule taxation process.

As previously aforementioned the main objective of home rule government is to generate municipal revenue through taxation. While not all inclusive, the following illustrations are commonly used home rule taxes:

- Municipal retail tax at increments of .25% on any item other than groceries, medical appliances, drugs, or anything that requires a state registration.
- Hotel tax which is not only exclusive to home rule units.
- Home rule gasoline tax.
- Cigarette taxes.

Another thought provoking conduit for collaboration between universities and municipalities are intergovernmental agreements. These intergovernmental agreements between universities and municipalities provide a channel to illustrate a collaborative agreement that has the ability to improve the environments for both entities and its constituents (Bowman and Kearney (2012). Intergovernmental agreements can provide financial benefits to the university as well as the municipality.

**Economic Impact of Athletics**

As taxpayers, local business leaders, donors, and political figureheads debate on the amount of public dollars allocated to the construction of sports facilities, the economic impact these events have on the local community are also emphasized (Johnson and Whitehead, 2000; Mondello & Rishe, 2004; Olberding, 2002; Owen, 2003; Siegfried & Zimbalist, 2000; Rhoads & Gerking, 2000; Walker & Enz, 2006;). Additional visitors to a given area can add additional revenue to small businesses, the city tax base, regional recognition, state tourism exposure, and give supplementary publicity to the region (Crompton, 2004). Visitors who attend athletic or civic events dine in local restaurants, stay in local hotels, and purchase local merchandise that supports the local economy in a positive manner (Crompton, 2004; Getz, Anderson and Larson M. 2007; Siegfried and Zimblast, 2000).
Nationally as well as internationally the expanding financial reach of sports spans across the globe (Walker and Enz, 2006). Moreover according to Walker and Enz (2006) in 2000 the gross domestic sports product in the United States of America was approximately $213 billion. Literature shows that sports revenues can be substantial and successful intercollegiate athletic teams can accumulate a financial windfall that perpetuates the university as well as the local community (Walker and Enz, 2006). Professional team owners and backers emphasize the potential economic impact on the city while garnering financial support from municipal taxes for stadium renovations and construction projects (Walker and Enz, 2006). The authors also indicate that as private sector funds are emphasized as a viable source of funding for arenas and stadiums, the primary source is public funding in the form of lucrative tax incentives as well as infrastructure enhancements.

Secondary Agents

The core redevelopment of an urban area can be facilitated through a new sports stadium construction (Siegfried and Zimbalist, 2000). Businesses in the city may consider moving to the new stadium vicinity as well as new business ventures taking advantage of the potential influx of new customers (Siegfried & Zimbalist, 2000). The authors also indicated that this revitalization has the potential to increase the population of a given areas due to additional services and amenities for the general population.

Tucker (2005) indicated that successful university athletic teams stimulate additional alumni giving. Athletic team notoriety has the ability to encourage alumni as well as the general population fan base to open their pocketbooks to support
intercollegiate athletics as well as other campus entities (Tucker, 2005). These additional fundraising allocations spread out across the multidimensional landscape of the university while improving the overall environment for university constituents.

**Athletic Library Fundraising Supremacy**

Rader (2000) offered insight on how university athletic departments collaborated with campus libraries while bringing notoriety to their cause. Literature suggests that intercollegiate athletic departments and university libraries are teaming up to enhance fundraising efforts for the construction of new library facilities, position endowments, and collection upgrades (Rader, 2000). University libraries gain valuable exposure when teaming up with high profile athletic departments and the partnership is a win-win situation for both entities (Rader, 2000). According to Rader (2000), Penn State University’s Joe Paterno was the figurehead for a capital fundraising campaign that rose over $3.5 million to assist with construction costs for a new library, a position endowment, as well as collection support. Rader (2000) also illustrated other athletic/library collaborations, including California State University Fresno’s partnership with intercollegiate basketball, University of Georgia athletic department initiative to raise millions for the library renovations, and the University of Kentucky athletic department contributing $3 million to their newly constructed library. The popularity of the various university athletic departments assisted in raising millions of dollars for the libraries while bolstering values of both entities in the eyes of stakeholders (Rader, 2000).
Civic Pride

Illustrating how sports bring pride to a city, “A majority of both users and nonusers agree that sports teams generate civic pride for their city, indicating that civic pride benefits consist largely of passive, nonuse benefits” (Groothuis, Johnson and Whitehead, 2004, p. 525). The authors go on to say “Because civic pride to nonusers reduces the net cost of a subsidy to teams and stadiums, the opposition to such subsidies may be lessened, improving their chances of passing (Groothuis et al., 2004, p. 526).

Major intercollegiate spectator sports such as football have the potential to engage the local community as well as university community (Feezell, 2009). According to Feezell (2009) intercollegiate athletics can enhance contact to the university which has the potential to increase institutional identification by individuals. This increased exposure and positive identity recognition motivates giving to the university via alumni as well as the local community (Feezell, 2009). Smith (2008) agrees that higher education institutions rely on magnificent stadiums to bring people together to support fundraising efforts, enhance student recruitment, and communicate with the community. When constructing such stadiums, open lines of communication and positive relationships between key stakeholders play a vital role in stadium construction success (Smith, 2008). Creating open lines of communication between stakeholders to forge relationships can be advantageous when creating legislation to subsidize athletic capital improvement projects.
Methodological Concerns

Additional research is needed which specifically connects how university athletic departments collaborate with municipalities and create legislation that supports athletic capital improvement projects. Furthermore, targeted literature surrounding the concepts of governmental legislative processes that enable municipalities to institute tax levies which can be utilized for university capital improvement projects are needed. Additional research will add value to the topic in the quest to enhance the knowledge base for practitioners as well as academicians.

Multifaceted and Interconnected Research Areas

Figure 2.1, illustrates the multifaceted and interconnected research areas associated with this study, highlighting the major sectors that converge to support the end result of a municipal/intercollegiate athletics collaborated intercollegiate athletic capital improvement project. Municipal government and higher education leaders can bolster their knowledge base and sell the concept via an educated holistic approach, which emphasizes evidence based research, local data analysis, and unique geographical factors which impact the decision making processes of stakeholders.
Research Questions

The following research question guided this study: How does the interaction between university athletic departments and municipalities influence the emergence of polices to subsidize intercollegiate athletic capital improvement projects?

Supporting questions are as follows:

1. Who are the distinct stakeholders involved with the process of publicly funding an intercollegiate athletic capital project?
2. How do major stakeholders perceive the way in which town and gown relationships influence collaborative intercollegiate athletic capital improvement projects?

3. How does a home rule government structure influence funding athletic capital improvement projects?

4. How does civic pride and economic impact influence community support toward intercollegiate athletics?

Chapter Summary

Public subsidization of sports stadiums involves a complex planning and implementation procedure integrating numerous stakeholders’ decisions that can financially impact the citizenry (Coates & Humpherys, 2004; Groothuis, Johnson and Whitehead, 2004; Hudson, 2002; Kalich, 1998; Porter & Thomas, 2010; Siegfried and Zimbalist, 2000). A case study investigation was conducted regarding how Midwestern Village, whose population is less than 40,000 collaborated with Midwestern University’s Athletic Department in constructing a football stadium as well as ancillary projects. The investigation attempts to describe multiple dimensions of this university and municipal collaboration.

The multifaceted research areas associated with this study exemplifies the intricate processes associated with the final outcome of project completion. Literature pertaining to collaborative stadium construction efforts between municipalities and professional teams is prevalent; however research correlating local government subsidies for amateur sports stadiums is not as widespread (Johnson, Whitehead, Mason & Walker,
Research will also focus on how universities and municipalities strive to identify what can add value to their environments, while improving the lives of their constituents. Investigation will cover issues relating to the dwindling of state funding allocations to public universities and how innovative collaborative fundraising agreements are vital to a university’s success, municipality’s success, and quality of life of the citizenry.
CHAPTER THREE

METHODOLOGY

The purpose of this study is to investigate how university athletic departments can collaborate with municipalities to create legislative policy that subsidizes athletic capital improvement projects while improving both entities. A qualitative instrumental exploratory case study approach guided a holistic investigation regarding how Midwestern Village, a municipality whose population is less than 40,000 collaborated with Midwestern University’s Athletic Department in constructing an intercollegiate football stadium, intercollegiate athletic renovations, and municipal capital projects. This study explored how stakeholder relationships, governmental structure, athletic event economic impact, citizen support, and taxation influenced university athletic capital improvement project subsidies. Major sections of this chapter will consist of the following: a review of exploratory research questions, explanation of the research design, data collection procedures, data analysis protocol, theoretical implications, ethics, objectivity, and summary.

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3. How does a home rule government structure influence funding athletic capital improvement projects?

4. How does civic pride and economic impact influence community support toward intercollegiate athletics?

**Qualitative Case Study Research**

Merriam (1998) states that qualitative research is a model that covers multiple forms of investigation that helps us explain and comprehend the meanings of societal phenomena while minimally disrupting the natural setting. Merriam (1998) indicates qualitative research can expose how multiple research areas within the study mold together to form a whole. Looking at research through this lens, meaning is facilitated via the examiners own perceptions (Merriam, 1998). Merriam strengthens this argument and provides the following quote from Patton (1985):

“Qualitative research is an effort to understand situations in their uniqueness as part of a particular context and the interactions there. This understanding is an end in itself, so that it is not attempting to predict what may happen in the future necessarily, but to understand the nature of that setting, what it means for the participants to be in that setting, what their lives are like, what is going on for them, what their meaning are, what the world looks like in that particular setting,
and in the analysis to be able to communicate that faithfully to others who are interested in that setting….(p.1).”

Focusing on the qualitative case study research approach, Merriam (1998) indicates this method is a good fit for researchers who are focused on discovery, understanding, and interpretation. According to leading case study researcher R.K. Yin (2009), as case study encompasses an inquest that investigates a present-day phenomenon within a real life framework, particularly when the boundaries between phenomenon and context are not clearly apparent (Yin, 2009). Yin outlined the following specific fundamental elements of case study protocol:

- Project overview (key elements and objectives)
- Field Procedures (access to research site records and data)
- Questions (specific questions investigator must implement during data collection)
- Guide for the report (structure, outline, and narrative format.)

According to Yin (2009) the most vital aspect of embarking upon a qualitative case study stems from articulating a concise research question or questions. In case study research design, “how” and “why” questions are most predominant and set the tone for the ensuing methodological commitments related to the investigation (Yin, 2009). Moreover, Case study qualitative research methodology encompasses the approach where the researcher investigates a bounded system, by investigating a multitude of informational sources (Stake, 1995). Adding to this line of reasoning, Feagin, Orum & Sjoberg (1991) indicated that “A case study is a method that relies on the examination of
a single instance of a phenomenon to explore, often in rich detail, the how’s and the
why’s of a problem. Some of the most famous case studies in the annals of social science
have been done on cities and communities” (p.121). Gephart (2004) also identifies the
need for qualitative case study research and bolsters his ideals with the following
statement:

“Qualitative research as potential to rehumanize research and theory by
highlighting the human interactions and meaning that underlie phenomena and
relationships among variables that are often address in the field” (p. 455). And finally
qualitative case study research, according to Murphy & Ensher (2008) is an excellent tool
to add to and build on a research study’s theoretical frameworks.

This study utilized the single case study approach, utilizing methods outlined by
Yin (2009). Using this type of methodology is advantageous when the researcher has
little or no control regarding case endeavors, and the emphasis is on real-life events that
have a contemporary phenomenon. Adding to this line of thought, Merriam (1998)
illustrates a qualitative case study as a focused, multidimensional, exploration of a single
occurrence. Case studies are known for their focused framework while having the ability
to build on an existing theoretical framework.

The design of the case study incorporated the following five components Yin
(2009) outlined as vital for the research design in a case study analysis:

- The study’s questions which assist the researcher in formulating clear
goals for the case study.
• Propositions in the study are vital for the researcher to assess the relationship between the data being investigated.

• The unit of analysis of the study should be clear, and an important aspect of case study research is to create validity. Qualitative research must depend on the legitimacy of sources as well as recognized practices which bolster the case study analysis.

• Logic associated with linking the case study’s data to the propositions. The information utilized by the researcher including official documents, dialogue data, etc., must be rationally associated with the propositions of the study.

• Criteria for interpreting the findings in the case study. As Yin (2009) illustrates, the facts in case study research assist in formulating conclusions as well as outcomes associated with the study.

According to Eisenhardt (1989) “Building theory from case studies is a research strategy that involves using one of more cases to create theoretical constructs, propositions and/or midrange theory from case-based, empirical evidence” (p. 25). As in any research method, challenges are inevitable and the following strategies can diminish these challenges in the case study method: constructing rationalization of theory utilized, implementing interviews which limits researcher bias, presenting substantial supporting evidence, and succinct explanation of theoretical opinions (Eisenhardt & Graebner, 2007). The researcher extrapolated the views of the aforementioned academicians while synthesizing the collected data into a quality dissertation.
Data Collection

According to Creswell (2007) case study research encompasses the exploration of a concern investigated via detailed data collection with multiple information outlets. Yin (2009) has a similar stance and has identified the following six sources of evidence: physical relics, participant surveillance, direct surveillance, structured interviews, archival records and official papers.

A structured interview format is a vital component of this research study and allowed each subject to be asked the same questions in controlled format. Stake (2010, pg. 95) explains the reasons of interviewing in qualitative research are to:

1. Obtain exclusive information or interpretations held by the participant
2. Collect aggregated data from a collection of subjects
3. Discover phenomenon that a researcher cannot witness themselves

Thoughtful analysis of the type and tone of the questions was completed in order to make the participants feel comfortable in answering the questions while creating an environment that will convey thought provoking answers (Merriam, 1998). Interview questions consisted of open ended questions with the goal of eliciting comprehensive responses from the participants. Institutional Review Board (IRB) reviewed study components and questionnaire and approved the research protocols. Interviews were recorded and transcribed. Participants were recruited via email and phone conversations.

Furthermore, Yin’s three principles pertaining to data collection were followed, which include triangulation, creating a case study database (NVivo 10), and maintaining a chain of evidence. Data for the study will be accumulated from the following sources:
- Structured interview data from Midwestern University and Midwestern Village, including the following: Political Officials, University Administration, City Administrative Staff, Intercollegiate Athletic Staff
- Public records and authorized documents from the City, Athletic Department, and University.
- Financial data related to project budget, excise tax, City, Athletic Department, and University.
- City Council and Planning Commission recorded sessions.
- Census statistics and demographics of the area.

Yin indicates, “The heart of the protocol is a set of substantive questions reflecting your actual line of inquiry” (Yin, 2009, p. 86). According to Yin (2009) the following five sets of protocol are vital to creating substantial lines of investigation:

- Alignment of questions.
- Differentiating between the various levels and types of questions associated with the study:
  - Specific interviewee questions.
  - Individual case questions answered by the investigator.
  - Questions related to pattern findings.
  - Holistic questions regarding the study.
  - Normative questions related to policy endorsements as well as conclusions.
• Creating clarity between the unit of data collection and unit of analysis.
• Identification of supplementary data collection devices.

Data Analysis

According to Yin (2009) “A helpful starting point is to “play” with your data” (pp. 129). Yin (2009) outlines the following from Miles and Huberman (1994) regarding how to analytically manipulate case study data which will lead to further analysis procedures:

• Organizing data.
• Constructing a matrix of categories and inserting evidence within the categories.
• Developing data displays to examine the data, including graphics, charts, etc.
• Analyzing different events within the study.
• Organizing evidence in chronological order.

The aforementioned crucial controls place the evidence in an initial order which assists the researcher in developing a solid analytic strategy (Yin, 2009). According to Yin (2009) “…all empirical research studies, including case studies, have a “story” to tell (p. 130). Merriam (1998) indicates the efficiency in which this participant data is managed is vital, while paying close attention to details and injecting specific identifier notations that can be accessed during data analysis.

The researcher categorized and coded multiple data sources utilizing NVivo 10, which assisted in textual matching, categorizing, and theme emergence (Yin, 2009). An
organizational level logic model was constructed to fully analyze the complexities associated with events over time (Mulroy and Lauber, 2004). Use of alternative organizational level logic models can assist in defining how action steps can prove advantageous in achieving the organizational goals (Yin, 2009). According to Zhou & Schriesheim (2010) coding of response data improves validity and internal validity. Processes associated with case studies are not completely linear, therefore explaining the dynamic flow of events is essential (Yin, 2009).

The researcher organized the data into an organizational logic model, which illustrated the events in the case study. Yin (2009) also indicates that identifying emerging themes from different sources of data via triangulation enhances construct legitimacy. The importance of collaboration between the researcher and subjects is vital in accomplishing the goals of the research study (Yin, 2009).

**Ethical Considerations**

**Ethics, Objectivity, Subjectivity**

The researcher has worked in higher education and municipal government for over seventeen years and has great interest in improving both realms. The researcher was previously associated with Midwestern University and obtained a bachelor’s degree, a scholarship student-athlete, and worked under Student Affairs at the institution. Furthermore the researcher was appointed to Midwestern Village’s Planning Commission while living in the municipality. The researcher will eradicate any preconceived notions associated with Midwestern University and the Midwestern Village. In addition, all interviews were conducted while keeping the respondents identity concealed. The
researcher will keep subjectivities at the forefront while researching the roles of athletics, municipalities, financial collaborations, policy, and related subject matter.

Corbin and Strauss (2008) define sensitivity as “the ability to pick up on subtle nuances and cues in the data that infer or point to meaning.” (p. 19). Furthermore, the researcher must clearly communicate the data presented by the participants while honing in on their concerns and issues (Corbin & Strauss, 2008). Professional experience can be an asset to increasing sensitivity as the research can assimilate research findings quickly (Corbin & Strauss, 2008). It is vital to keep sensitivity at the forefront of my research due to my experience with the complexities associated with the case study. According to Corbin and Strauss (2008) the view of the research subjects regarding the study’s events is of utmost importance whereas the researcher’s perception of the events is not significant. The researcher clearly comprehended and disseminated the participant’s viewpoints, while eliminating ambiguity that could stem from the researcher’s experience.

According to Burkhardt and Schoenfeld (2003) trustworthiness consists of how well each assertion is validated in the study. Presenting detailed findings based on the evidence gathered the researcher must ensure the evidence is well warranted (Burkhart & Schoenfeld). Moreover the authors’ state while a given study needs to be academically rigorous enough to be published and the study should produce sufficient data to permit future replication. This case study has the traits desired for future study.

Clemson University Institutional Review Board approval was obtained, and participants also granted their approval for participation. Interviewee identity,
municipality identity, and university identity, is kept anonymous and measures to ensure security of the data collected were implemented.

Chapter Summary

Utilizing an instrumental exploratory case study research method, the study strives to describe how university athletic departments can collaborate with municipalities to create legislative policy that subsidizes athletic capital improvement projects while improving both entities. Utilizing Yin’s (2009) case study philosophy, an instrumental exploratory case was conducted, which explored how stakeholder relationships, governmental structure, athletic event economic impact, citizen support, and taxation influence university athletic capital improvement project subsidies. Data collection will consist of multiple sources, and was disseminated utilizing analysis procedures suggested for exploratory case studies by Yin (2009).

According to Creswell (2007) the following challenges are associated with conducting a case study: case identification, quality of the case, investigation of a single case, collecting enough information to adequately present a case, identifying the limits of the case, and setting succinct starting points as well as concluding points. The researcher balanced the challenges associated with a case study methodological approach, and produced a product that is beneficial to academia and practitioners alike.
CHAPTER FOUR

FINDINGS

Introduction

The purpose of this study is to investigate how university athletic departments can collaborate with municipalities to create legislative policy that subsidizes athletic capital improvement projects while improving both entities. A qualitative instrumental exploratory case study approach (Yin, 2009) will guide a holistic investigation of Midwestern Village (pseudonym), whose population is less than 40,000, which has collaborated with Midwestern University’s (pseudonym), Intercollegiate Athletic Department in constructing a football stadium, university arena renovations, and other venues. This study explored how stakeholder relationships, governmental structure, athletic event economic impact claims, citizen involvement and taxation influenced university athletic capital improvement project subsidies.

This chapter communicates the results and analysis of this case study, which consisted of ten structured interviews, document analyses, and census data. Structured interviews based on a series of eight questions were conducted, recorded, and subsequently transcribed, then analyzed and coded to formulate thematic representations of the respondent’s observations. Interview duration for the ten structured interviews ranged from 41 minutes to 65 minutes, with an average of 53 minutes. Following protocols from Yin (2009), the scholar indicates that identifying emerging themes from different sources via triangulation enhances construct legitimacy. The importance of
collaboration between the researcher and subjects is vital in accomplishing the goals of the research study (Yin, 2009).

The epistemological perspective of this case study is the constructivist viewpoint outlined by Kincheloe (2008), and this perspective complements the research findings. Perceptual themes are defined and a summary of the coded responses are illustrated. The chapter culminates with a discussion of the findings and concluding commentary. Pseudonyms were formulated for the university and municipality (Midwestern University and Midwestern Village), to protect the identity of both entities.

**Research Questions**

The following research question guided this study: How does the interaction between university athletic departments and municipalities influence the emergence of polices to subsidize intercollegiate athletic capital improvement projects?

Supporting questions are as follows:

1. Who are the distinct stakeholders involved with the process of publicly funding an intercollegiate athletic capital project?

2. How do major stakeholders perceive the way in which town and gown relationships influence collaborative intercollegiate athletic capital improvement projects?

3. How does a home rule government structure influence funding athletic capital improvement projects?

4. How does civic pride and economic impact influence community support toward intercollegiate athletics?
Themes and Definitions

Research questions were answered by analyzing respondent interview transcriptions and subsequently utilizing open and axial coding to categorize the data in NVivo 10. The categorized data sets were divided into chief nodes and subordinate nodes utilizing NVivo 10. Respondents’ names are masked and designated: R-1, R-2, R-3, R-4, R-5, R-6, R-7, R-8, R-9 and R-10. Nine chief node themes emerged from the data as well as fourteen subordinate nodes. Respondents consisted of municipal government officials, municipal government staff, university staff, and university leadership. Table 4.1 was created to illustrate a summary of the chief and subordinate nodes. To create clarity the abbreviated chief and subordinate nodes are defined and follow table 4.1.
Table 4.1

*Summary of Nodes Formulated Utilizing NVivo 10 for Interview Respondents*

<table>
<thead>
<tr>
<th>Node</th>
<th>Number of Sources Coding</th>
<th>Number of Coding References</th>
<th>Number of Paragraphs Coded</th>
</tr>
</thead>
<tbody>
<tr>
<td>(C) ImptAthFacRec&amp;Ret</td>
<td>10</td>
<td>37</td>
<td>40</td>
</tr>
<tr>
<td>(s) BusiRecruit</td>
<td>7</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>(s) ComRecruit</td>
<td>4</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>(s) NoImpactRecruit</td>
<td>2</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>(s) UnivRecruit</td>
<td>8</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>(C) InfuCollFundAthCapProj</td>
<td>10</td>
<td>36</td>
<td>39</td>
</tr>
<tr>
<td>(s) PercfIncDonorActNewAthFac</td>
<td>10</td>
<td>21</td>
<td>22</td>
</tr>
<tr>
<td>(C) LongTermBenefit</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>(C) ObservDemoInfluLegislation</td>
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<td>17</td>
<td>23</td>
</tr>
<tr>
<td>(s) MuniSize</td>
<td>4</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>(C) PerceptionOfCivicPride</td>
<td>10</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>(s) ImptWinning</td>
<td>5</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>(C) PercPresenceUniv&amp;TownRel</td>
<td>10</td>
<td>31</td>
<td>33</td>
</tr>
<tr>
<td>(s) Lead&amp;CitizenTransition</td>
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<td>2</td>
<td>2</td>
</tr>
<tr>
<td>(s) T&amp;GInfluenceAthProj</td>
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<td>(s) ValueLeadRel</td>
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<td>20</td>
<td>21</td>
</tr>
<tr>
<td>(C) PoliticalImpOpposition</td>
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<td>4</td>
<td>4</td>
</tr>
<tr>
<td>(s) StimAdditionalResearch</td>
<td>5</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>(C) ViewEconImpactUnivMunAthSup</td>
<td>10</td>
<td>83</td>
<td>93</td>
</tr>
<tr>
<td>(s) Com_Support</td>
<td>7</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>(s) Muni_Impact</td>
<td>10</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>(s) Univ_Impact</td>
<td>7</td>
<td>16</td>
<td>17</td>
</tr>
<tr>
<td>(C) HomeRuleGovTaxEnable</td>
<td>9</td>
<td>27</td>
<td>31</td>
</tr>
</tbody>
</table>
Table 4.2

*Node Definitions Utilized Within NVivo 10*

<table>
<thead>
<tr>
<th>Node Definition</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ImptAthFacRec&amp;Ret</td>
<td>Importance of intercollegiate athletic facilities to recruit and retain students, faculty and staff to the university and recruitment of people and businesses to the community.</td>
</tr>
<tr>
<td>BusiRecruit</td>
<td>Perceived ability of intercollegiate athletic facilities to recruit business to the community.</td>
</tr>
<tr>
<td>ComRecruit</td>
<td>Ability of intercollegiate athletic facilities to recruit citizens to the community.</td>
</tr>
<tr>
<td>NoImpactRecruit</td>
<td>Perception that intercollegiate athletic facilities do not have an impact on recruiting or retention.</td>
</tr>
<tr>
<td>UnivRecruit</td>
<td>Ability of intercollegiate athletic facilities to recruit individuals to the university.</td>
</tr>
<tr>
<td>InfluOfAbilityToGainSupport</td>
<td>View that political leaders have the ability to influence citizens while garner support for the project.</td>
</tr>
<tr>
<td>InfuCollFundAthCapProj</td>
<td>The positive influence that collaborative funding has athletic capital improvement projects.</td>
</tr>
<tr>
<td>PercfIncDonorActNewAthFac</td>
<td>Perceived increased donor activity stimulated by new</td>
</tr>
<tr>
<td>LongTermBenefit</td>
<td>View that the collaboration of this case will provide long term benefits to the community and university.</td>
</tr>
<tr>
<td>ObservDemoInfluLegislation</td>
<td>Observation that the demographics for the municipality influenced passing legislation in this case.</td>
</tr>
<tr>
<td>MuniSize</td>
<td>The size of the municipality influenced the success of the collaborative project.</td>
</tr>
</tbody>
</table>
PerceptionOfCivicPride = Viewpoint that civic pride was evident in the university and municipality.

ImptWinning = Importance of winning intercollegiate athletic teams.

PercPresenceUniv&TownRel = Perception that the university and municipality have a good relationship.

Lead&CitizenTransition = Impact of departing leaders and citizens is viewed as a negative impact.

T&GInfluenceAthProj = Perceptions of the town and gown relationship influences collaborative intercollegiate athletic capital projects.

ValueLeadRel = The perceived value of positive relationships between leaders at the university and municipality.

PoliticalImpOpposition = Implications to political leaders.

StimAdditionalResearch = Stimulation of additional research stemming from the case study.

ViewEconImpactUnivMunAthSup = Viewed economic impact influence.

Com_Support = Economic impact influences community support.

Muni_Impact = Positive economic impact on the municipality’s economy.

Univ_Impact = View that the University’s positively impacted economically.

HomeRuleGovTaxEnable = Respondent view of home rule government tax enabling the funding of intercollegiate athletic projects.

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**Epistemology**

The epistemological perspective of this case study is the critical constructivist viewpoint outlined by Kincheloe (2008), which emphasizes the effect of cultural and political power in the creation of knowledge as well as views of reality. Kincheloe’s (2008) characteristics of critical constructivism are summarized by the following:
• Political power plays a major role in the creation of knowledge and awareness

• Understanding that there are multiple realities in a complex world

• Importance of unifying emotion and logic in the development of knowledge

• Understanding is socially constructed and realities are realized

• Knowledge is continually integrated as part of a larger process

The constructivist epistemology complements the background of this study and is realized via examination of respondent’s interview data.

Research Question One

Question 1: Who are the distinct stakeholders involved with the process of publicly funding an intercollegiate athletic capital project?

Fourteen Key leaders were identified in this study from Midwestern University as well as Midwestern Village who were responsible for collaboratively getting the intercollegiate athletic capital project funded. The leaders consisted of the following: Midwestern Village Mayor, Midwestern Village City Manager, Midwestern Village Finance Director, six Midwestern Village Council Members, Midwestern University President, Midwestern University Chancellor, Midwestern University Athletic Director, Midwestern University Associate Athletic Director, and Midwestern University Chief Financial Officer. Ultimately, after deliberations among the officials as well as with citizens in open forums, the Mayor and City Council voted to support an ordinance of an additional one-half of one percent Home Rule Municipal Retailer’s Occupation and
Service Tax, approve a resolution supporting the investment in Midwestern City municipal projects, and supported a resolution authorizing the Mayor to enter into an Intergovernmental Agreement with Midwestern University providing $20 million over 20 years to support intercollegiate capital improvement projects.

The results show that the aforementioned key stakeholders played the instrumental role in publically funding Midwestern University’s athletic capital projects. These results support the literature, which indicates that reflective leaders should identify what their organization needs while listening to their populations and striving to attain their overarching goals (Marion, 2012). A vital component driven by the participant responses indicated that relationships among leaders are key to the success of the collaborative project. Respondents described the unique nature of the professional relationships between the University and the Municipality, such as periodic breakfast meetings, transparency between the two entities, and crucial conversations. Nine sources and 20 references expressed how vitally important positive leader relationships are as conduits for success. Table 4.3 illustrates from the interview transcripts the respondent’s strong reaction to the importance of cultivating grassroots coalitions between the university and municipality. Figure 4.1, provides a chart highlighting user response percentages pertaining to participants viewpoints pertaining to the value of leader relationships.
Table 4.3

*Illustrations Pertaining to the Node: ValueLeadRel*

R-2: We met regularly. We had a lot of interaction, and there seemed to be mutual respect and cooperation.

R-4: Well, the relationships, I think, are – prompt the challenges of a college town in – attracting students and retaining them are challenges that are part of our routine conversation with the city. Well, we meet twice a month. We have one standing committee meeting with two representatives from the university, from the chamber and from the city, so there’s six of us meet for breakfast once a month, and so the chancellors, the mayor and the chamber president, and then we each bring a staff person to just have open dialogue on a number of issues or anything that anybody wants to talk about. I also meet with the city manager on a monthly basis, and that’s more targeted at specific issues that we want to work on relative to safety or development of the downtown area aspects of planning, that kind of thing.

R-6: Well, I think the quality has historically been very good, the relationships among the leaders. We have for many, many years met on a monthly basis, have a breakfast, university leaders, the chancellor, some of the vice-chancellors, the city mayor, and city manager, the chamber of commerce president and director. We call it CCU, Chamber-City-University. And we’d sit down and these are still ongoing. But it kind of sets up a structure there so that there’s at least some communication ongoing. But then on a day-to-day basis too, I think at least my experiences dealing with the leaders at the university, it was really open to pick up the phone and call each other on various things or bring people together and work on specific projects. Now, how that lends itself to intercollegiate athletics, you know, I can’t say that it’s specific, but it’s like anything else. Once you have those relationships and open relationships and a sense of working together that, be it intercollegiate athletics or trying to deal with Halloween or whatever else is going on, it just opens up those doors and makes communication or working together a lot easier.

R-7: The chancellor serves on the Chamber of Commerce board. She’s active in the Chamber. Then the Chancellor and I meet with the mayor, the city managers, the Chamber president and the Chamber director once a month. Well, the chancellor’s made a real commitment to being involved in the community and she has encouraged all of us to do the same thing. You know the monthly meeting with the city and the chamber, I mean I think it pays dividends. Obviously, the university controls a lot of the discussion because we are so big and we’ve got so much going on, but it’s nice to exchange ideas –

R-8: I think it comes down to what most things come down to is relationships. All these public officials obviously should be or have to be good stewards of the townspeople’s
money when it comes to taxes and things like that and they all have different ideas. Some are pro-athletics, they like athletics. Some don’t like athletics. Some see athletics as a positive thing to the community. Some don’t. But I don’t know how many athletic directors and campus people and the mayors have a close enough relationship to sit down and say, “Hey, here’s a business plan. If we could get the city maybe to invest a little bit, here’s what we think the return can be with the businesses and other things we can attract to come to the campus and things like that.”
Figure 4.1

*Percentage of Coverage for the Node: Value of Leader Relationships*
The major stakeholders coordinated comprehensive logistics required to implement the legislation, however the citizens and visitors of Midwestern Village ultimately funded the project via increased sales taxes. Citizens had the opportunity to voice their opinions via open forums as well as personal communications to the Mayor and elected City Council members. Artifacts obtained via this research project predominately indicated the demographic makeup of the municipality, the small size of the municipality and the large size of the university enabled this collaboration and legislative agenda.

Additionally, the respondents expressed viewpoints pertaining to the importance of demographic makeup in the municipality (17 references) as well as the size of the municipality (7 references) relative to passing legislation for municipal funding of intercollegiate capital improvement projects at Midwestern University. Artifacts obtained from respondents indicated a strong sentiment pertaining to how the demographical makeup and size of the municipality played a positive role in passing the legislation. The following tables review the artifacts pertaining to demographical data as well as structured interview data.

A vital dynamic of this discussion is the unique demographic characteristics of Midwestern Village. According to the United States Census Bureau (USCB) 2010 population estimate, the population of the municipality of this case study was 26,125. The following specific demographical analysis in Table 4.4 is information from the USCB census data from 2007-2011:
Table 4.4

Midwestern Village United State Census Bureau Demographical Data

- Persons under five years 4%
- Persons under eighteen years 12.3%
- Persons sixty five years and older 7.4%
- Females 46.9%
- White 62.7%
- Black 25.6%
- American Indian 0.4%
- Asian 5.7%
- Native Hawaiian 0.1%
- Two or more races 3.3%
- Hispanic 5.4%
- Persons per household 2.15
- Median value of owned home properties $107,700.
- Median household income $18,813.
- Total number of business firms 1,849
- Retail Sales $557,063,000.
- Accommodation and food services sales $80,186,000.
- Land Area in square miles 17.09

Adding to the discussion pertaining to demographics, according to Midwestern University’s quick fact sheet (2013), total enrollment is approximately 18,000, including professional practice and graduate students accounting for approximately 4,600, and ethnic minority 26%, and female students 46%. Additionally, Midwestern University is a research intensive higher education institution, granting bachelor’s, master’s, doctoral, and professional degrees in law and medicine.
Table 4.5

Illustrations Pertaining to the Node: ObservDemoInfluLegislation

R-1: I would say that if you remove the university from this area, it’s probably 80% white and 20% everything else. If you add in the university, it’s much different. The students and the faculty are much different. I think that the people who are not involved in the university at all, their demographic is a little different than the university, but it’s hard not to be involved in any way, shape, or form. So, I think this university has added a dramatic amount of diversity to this area. That’s an exceptional thing. It’s an exceptional thing in a conservative-type area to have a major research institution tend to be fairly liberal. There’s a good mix. Politically there’s a good mix. Demographically there’s a good mix. There’s a good mix of women to men, youth to seniors, and disabled to the university has one of the best rehabilitation institutes for those who are disabled. We’ve got an exceptional mix. I think the university and the city reflect the profile of the nation better than other communities in the area.

R-7: Well, for the University, it helps when you’re the biggest duck on the pond. We drive the economy and so many of the citizens work here or connected here somehow or other. It would be very different if this institution was located in Chicago. We would have some influence, but certainly not significant influence on the city council and the city of Chicago compared to what we have on this city. Like I said, the mayor’s an employee. There’s at least two council members who are current employees. One is married to a retired faculty member. I mean if you just go down the list of city council members you’ve got a fairly good representation. The city manager is currently enrolled in a graduate program here. He’s in law, so that’s not a bad tie.
Figure 4.2

Percentage of Coverage for the Node: Observed Demographics
Table 4.6

Illustrations Pertaining to the Node: MuniSize

R-6: Well, my first thought was on that question, not necessarily on the demographics, but on the size. My first thought was that it might be easier to do in a smaller town with a large university, like the makeup we have, because it’s kind of the one industry in town happens to be the university and the better off it is the better off you are as a town. So when you have something like this I would think it would be easier to accomplish, even though there is going to be opposition to it, it’s going to be easier to accomplish versus a larger city, where you might have more than one large employer or a dominant type of situation and you’re familiar, say, the Bloomington-Normal area. Not only do you have ISU, but it just kind of blends in with the auto-assembly plant, the insurance companies. You know, you have more larger entities that make things go there and so the city dedicating a lot to something, specifically athletics at the university, it might be harder to accomplish and gather support for.

R-2: You’re definitely, in a smaller community, able to influence city decisions more.

R-10: In a smaller community, it doesn't take quite as much to get information out and disseminated. In the smaller communities, you know, I think information – people talk, you know, information gets out a little bit easier.
Figure 4.3

*Percentage of Coverage for the Node; Municipality Size*
Research Question Two

Question 2: How do major stakeholders perceive the way in which town and gown relationships influence collaborative intercollegiate athletic capital improvement projects?

Data collected indicates that Midwestern University and Midwestern Village major stakeholders have a robust relationship that perpetuates successful collaboration. Results show that the excellent relationship between this higher education institution and the municipality in which it resides positively influenced the collaboratively funded intercollegiate athletic projects.

Literature indicates town and gown relations continue to morph into complex multidimensional partnerships focusing on driving forces which stimulate the relationship, ranging from educative to economic, social to environmental (Mero, 2011). Historically, academic institutions and their encompassing communities have focused their efforts on projects that serve their specific entities. However in the current climate these entities have emphasized forging relationships that dissolve impeding barriers while emphasizing partnerships that holistically serve entire regions (Mero, 2011).

This observation was supported by 31 references from structured interviews regarding the perceived nature of the university and town relationship. Furthermore, the strong influence of the relationship between the town and university on the outcome of funding intercollegiate capital projects was evident in 9 references. Data analysis for question one also indicates there is an emphasis on the strong relationship between
leaders at the university and municipality. Table 4.7 contains data pertaining to the nature of the university and town relations.

Table 4.7

Illustrations Pertaining to the Node: PrecPresenceUniv & TownRel

R-1: It’s unique here- if you don’t mind me just taking off. The town and gown is unique here because the university is about 50% of the size of the city itself. So, we’re about a third of the total. We’re just talking the students. If you talk the employees and everything, it’s probably upwards of half if not more of the city that’s the university. Unlike other areas like Syracuse University, Syracuse is a city in and of itself and happens to have a university there. If the university left it would hurt them, but it wouldn’t decimate them. It’s one of those mutually beneficial relationships, but I’ll also say without this university, the city wouldn’t be anything, quite honestly. So, it’s like a forced relationship, but it’s a good one.

R-10: I think that what you’re doing is really important communication to universities about the importance of public-private partnerships, whether it is an athletic facility or housing for students or an economic-development incubator. These are all things that, if we can find ways that it’s good for the university and it’s good for the community that we partner to get something done in a timely manner rather than waiting for the miracle of outside forces, outside money.

R-3: What’s interesting is Midwestern Village is the University. The people who work here, live here they are Midwestern Village.

R-2: I thought at the time we had a good relationship between the city and the university. We met regularly. We had a lot of interaction, and there seemed to be mutual respect and cooperation. Now, on the issue of funding the athletic infrastructure that was something that I took to them. It wasn’t anything that they asked us about. It was something that I wanted to put together to plan to do some infrastructure improvements in the city. I knew they were going through capital projects and they weren’t coming up with the money. So, my proposal was that if we were going to do all of this for ourselves, why don’t we do a little extra and support that project.
Figure 4.4

Percentage of Coverage for the Node: Value of Perceived Presence of University and Town Relations

Influence of Collaborative Funding and Influence on Donor Activity

Interview results show a positive correlation between collaborative funding and increases in capital project budgets. From an intercollegiate athletics standpoint, respondents indicated that adequate financial allocations could not have been obtained to
complete their new facilities without municipal help. From a municipal standpoint the
city’s capital project budget increased in the amount needed for a new police station, fire
station, additional green space, and other projects in the future, which may not have
occurred without this collaboration. Thirty six references were obtained from interviews
that support these perceptions. Table 4.8 displays structured interview participant data
pertaining to this node.

Table 4.8

*Illustrations Pertaining to the Node: InfluCollFundAthCapProj*

R-7: You know, as far as influencing collaborative athletic improvements, you know
what we were able to accomplish with the construction of the new stadium and the
renovated arena.

R-2: Well, there haven’t been any collaborative projects like this in the past. I don’t think
there are any other ones current. This was new and it was a dedicated funding source.
So, we didn’t take money away from something else that would have affected our capital
budget. It was new money set-aside specifically for that purpose. When it goes away, it
will just go back into the overall pool. The city will gains a new police station and a new
fire station, which is being built right now and some green space.

They (Midwestern University) did not have the money. It kind of came down to that. If
they didn’t get that money- when I went over there to talk with them, it was like, “Here’s
an idea about how we can support about the project.” By the time it was over, it was,
“Without the support for this project, it’s not going to happen,” because of the recession
and because of things that were coming up and donations were not coming in. So, it
definitely was the final thing that made it happen. It was probably 45% of the total
money that came in.

What they did was that they were supposed to raise half from private donations and then
the other half was going to come from student fees. So, they’ve incrementally raised the
student fees, but they’ve only raised half of the half from donors. That’s where our part
came in and did all of the rest. I don’t know if you will and I’m not telling you what to
do, but you can ask folks that you talk with and see if they disagree with that statement. I
actually think that it would not have happened without that money.

R-1: I wouldn’t say we have a capital project budget anymore. What it really is- we have
capital project budgets but not to the scale that you’re talking and that we have had in the
past. It’s not like we’ve had a savings account and that we’ve saved up. Around here-especially with football- people have been saying that we’re going to renovate the football stadium for 40-years. Nobody believed us until we did it. So, nobody was willing to write us a check for the savings account for down the road because we had been told that for so many years. So, basically we leveraged the university. We leveraged our success. We leveraged the fact that the place was literally going to fall down, and we built it on a loan. So, we raised $25 million. We got $20 million from the City. We got $42 million of student fee money over a 20-year period. That’s what created our $83 million chunk to be able to renovate the arena, build the football stadium, and build the Boyd Center. So, right now there is still about $7 million of loans that we start to pay in 16. So, my capital improvement budget, if you will, has turned into a debt servicing account. We’ll start servicing that $7 million of debt over- I think it’s 5-years that we have to pay it. So, that’s what that has done. How important is a collaboration between the city for projects like that? This never would have happened. We probably would have built a new football stadium and touched up the arena, but we never would have gotten that addition. We never would have gotten our new track and field complex. So, it was vitally important to what we had now. If you’re talking the City of Chicago that’s going to build this huge arena for a private university but then cut all of their public funding for their pensions, that’s one thing. In (Midwestern Village), they can’t push their money around a lot.

I think that the next step is for the city to assist the university in an academic endeavor- whatever that may be, whether it’s capital improvement, endowing scholarships, endowing faculty positions, deanships, or whatever. Right now, we’ve got everything new. We’re going to build a baseball stadium here. We’re starting in about 3-weeks. After that we just go back to softball, and softball is our oldest facility. We’ll start to upgrade it and we’ll start to work our way around and keep everything nice.

Furthermore, participant interviews indicated that donor activity increased as a result of the new collaboratively funded intercollegiate athletic facilities. Donor’s interest enhanced their giving toward intercollegiate athletics as well as toward other areas of the university’s needs. Furthermore donors were impressed with new state of the art intercollegiate athletic facilities as well as the fact that the municipality and the university invested their collaborative efforts to improve facilities.
Table 4.9

*Illustrations Pertaining to the Node: PerfIncDonorNewAthFac*

R-4: It was a pivotal point, and it really also helped us in our private fundraising to this day, because people understand that it was important enough for the city, so therefore it must be something that they can embrace as well.

R-5: Yes, definitely, and, again, it’s the front porch. There’s a pride. There’s a connection that people have, and they may be supporting other programs, our academic programs, but they find a way to, through athletics, reconnect with fellow alums and feel a connection to the campus that they don’t feel in other areas. We have a similar following in our music and theater programs and in our arts. Those are similar kinds of venues for us to reach out to people who really have a passion for these things and allow them to have a connection to the university that they couldn’t get any other way.

R-6: So I think a lot of people and the alumni associate with their university once they leave through athletics and so it does generate that sense of giving. And it may be that they follow the university through athletics and they may give to the business school where they graduated from or something, but I think obviously it does keep the alumni and your donor base in contact on a regular basis with the university.

R-8: So that has been tremendous from the standpoint of not only the ability to thank our donors and for them to interact with other people that they normally wouldn’t of their – you know, people who have made gifts. It’s also been a great tool to cultivate new donors. Obviously, these people are bringing their friends to the game and they’re introduced to us, so whether it’s, “Hey, maybe your friend would like to buy season tickets,” or maybe a doctor brings a doctor friend and, “Hey, maybe you’d like to make a donation to the project,” just because the things is built doesn’t mean we’re not still soliciting. So from that standpoint it’s meant a tremendous amount, not only to frank donors, but also to cultivate them further and solicit them further.

Leadership Transition and Political Implications

Two themes emerged from the structured interviews, one pertaining to leadership transition and the other pertaining to political implications due to opponents of the legislative process. Two references emerged pertaining to leadership transition and 4 references emerged pertaining to political implications. During the formulation of the
legislation which supported funding for the intercollegiate capital projects the leadership for the most part remained intact, however, over time many of the leaders who were influential in this case have moved on, which could lead to loss of interest in the project. Additionally, those who voice opposition to this legislative plan continue to voice their opinion, which may hinder political officials future electability. Figure 4.5 illustrates percentages of coverage pertaining to this node.

Table 4.10

Illustrations Pertaining to the Node: Leader Transition and Political Implications

R-2: I think the interesting thing from our point of view was that we went to the university and offered it. They didn’t ask us for it. I think that made it unique. The other thing is that I think once we made the deal, I’m not entirely sure that the university actually appreciated it in the sense that it becomes one of those, “What have you done for us lately?” They kind of forgot- it’s been 5-years or 6. It was August of 2007. It will be 6-years coming up here in a couple of months and I think that because of the transition and turnover and leadership at the university which is apparent at every college or university that there’s a little bit of, “Okay. What’s next?” Certainly, when you get coaches that come and go- the coaches that were here when we did this deal were immensely proud of the relationship. They were immensely supportive of the city. They were publicly behind everything and they were gracious and grateful and that was then and there are coaches every sport past that now. They don’t take the time to look at the historical value of what happened and how unique it was. They weren’t here for it. They didn’t understand it. The facilities are there so they don’t really care about what the case was before. They weren’t coaching in a stadium that was 75-years old. So, it’s not as important. I think the down side is that when the community makes an investment over 20-years to put in $20 million the residents stay here and they remember it. Some of the administrators or athletes or coaches at the university come and go and frankly they don’t care. It wasn’t their deal and whatever. So, we constantly heard compliments and public recognition and attention by some of the key players at the time. Now that they’re gone, the community support is just there. They don’t provide that recognition back to the community that is still paying the bill. I think that’s the one unfortunate downside to the whole thing. With the turnover and transition- the administrators, coaches, and student athletes- forget that the town is still paying for this every day through their sales tax and will be doing it for another 15-years. That’s just one little tidbit that is a little bit negative
about the whole thing because people have short memories. When there are new folks, they don’t have the awareness of what it was like before.

R-2: It was definitely a little rocky there from the beginning to get it approved and start making the payments. There was actually a letter to the editor in the newspaper - the Times - the weekly paper here yesterday or last week when a lady mentioned she was not supporting it. She was talking about the university and some other things and she referenced the Contributions. So, it’s still brought up all the time. It’s still something that’s out there for folks.
Figure 4.5

*Percentage of Coverage for the Node: Political Implications from Opposition*
Figure 4.6

Percentage of Coverage for the Node: Leader and Citizen Transition
Research Question Three

Question 3: How does a home rule government structure influence funding athletic capital improvement projects?

Midwestern Village operates as a home rule government structured municipality, located in a state that allows towns to create legislation independent of the state. Home rule government’s most popular feature is its ability to generate tax revenue for local municipality’s capital projects. According to Bowman and Kearney (2012), “The nature of home rule allows us to infer impact: More home rule means greater local flexibility, and therefore greater power and authority” (pg. 538). Furthermore, local home rule governing bodies can tax anything that is not income (Citizen Advocacy Center, 2009). According Midwestern Village’s 2013 budget, previously passed legislation enacted additional taxation that supports K-12 education and public safety. The decision for Midwestern Village to approve a ½ percent Home Rule Sales Tax effective January 1, 2008 was instrumental in funding Midwestern University’s athletic capital project initiatives. As part of the intergovernmental agreement, Midwestern University receives ¼ percent of the total raised in the amount of one million dollars annually for twenty years. The Mayor and City Council approved the measure with four ayes and three nays.

Themes materialized from the analysis about how home rule tax legislation created interest in intercollegiate capital projects and stimulated additional support and interest in the project. Midwestern University combined the one million in annual tax funds, donations, and student fees to adequately fund original projects as well as additional projects, which were not part of the initial plan. The remaining funds fostered
from this tax were utilized for general fund projects the municipality selected, such as a newly constructed public safety center. Structured interview responses resulted in 37 references to the node pertaining to the view how the home rule government structure enabled funding for intercollegiate capital projects.

Table 4.11

*Illustrations Pertaining to the Node: ViewHomeRuleGovTaxEnable*

R-1: I think we kind of nailed it. They can tax and distribute the funds to how they see fit. They took part of that $40 million over 20-years, a lot of it they put towards city purposes. They’re starting a water park. They put a lot of it into the Chamber of Commerce activities. I think they’ve utilized some of it to offset some offers that they’re going to provide to new vendors or merchandisers or any kind of industry that they can bring to the area. They’ve cleaned up. The strip area was kind of beat up. They’re cleaning that up. There’s a big thing- you know where the Bookstore used to be?

R-2: We’re the only city that’s done it. It allowed the city to raise sales tax, which is what we dedicated to the project. I don’t believe any other city in the state has done it. That was the mechanism we used to do it so, it’s still brought up all the time. It’s still something that’s out there for folks. The other thing I was going to say is that I don’t think anybody will honestly tell you otherwise, but if it weren’t for that $20 million, the project would not have happened. They did not have the money. It kind of came down to that. If they didn’t get that money- when I went over there to talk with them, it was like, “Here’s an idea about how we can support about the project.” By the time it was over, it was, “Without the support for this project, it’s not going to happen,” because of the recession and because of things that were coming up and donations were not coming in. So, it definitely was the final thing that made it happen. It was probably 45% of the total money that came in.

R-3: Project couldn’t have happened without this tax increase, but I think maybe I would’ve approached it a little different and maybe created some type of referendum format more involvement with the community, but it’s a very unique approach and I applaud the mayor and the city manager for taking that approach. It was very unique and kind of – like you used it, kind of a groundbreaking approach to doing something, and I think that maybe you’ll see that happen in other communities. They use us as kind of a benchmark as to how to approach it.
R-7: Most of what we’ve been able to accomplish is through local dollars, whether it’s a fee or whether it’s the partnership with the city on the sales tax or our donor base. The Home Rule Policy related to sales tax is really what pushed, like I said earlier, that athletic project to become a reality.

R-8: How it’s worked and I don’t know how familiar you are, but our huge intercollegiate capital project, was really made possible by the city council and the mayor’s decision to fund the project to the tune of $20 million. Well, I would say my speech always said that the vote the city council took, generated by the mayor, breathed life into the, so I used a biblical reference. Because this project, which at the outset was thought to be $80 million, half of that was to come through an increase in the student fee money. That’s tremendous, but nevertheless, that only got you half-way there. When the city council approved the sales tax initiative, that really gave everybody a comfort level from a finance standpoint that, “Hey, we could fundraise the rest of it.” So from that standpoint it meant the difference between the success or failure, having the project or not having the project.
Research Question Four

Question 4: How does civic pride and economic impact influence community support toward intercollegiate athletics?

Results indicate that civic pride in the community is a significant factor influencing support for intercollegiate athletics. Thirty references from all 10 respondents were produced in reference to this node. Results support Groothuis, Johnson and Whitehead’s (2004) belief that exemplifies how sports bring pride to a city “A majority of both users and nonusers agree that sports teams generate civic pride for their city, indicating that civic pride benefits consist largely of passive, nonuse benefits” (p.
Moreover, civic pride in this community is interconnected closely with intercollegiate athletics as well as the university as the university is the largest employer in the region. Thus respondents indicate their civic pride not only increased their support for intercollegiate athletics, but the support for the university in general. Respondents indicated the sense of pride in the community as they connect with the university, predominately via an intercollegiate athletics connection, however some have a love for the university stemming from additional associations such as family connections, educational affiliations, alumni associations, and others.

Table 4.12

Illustrations Pertaining to the Node: PerceptionOfCivicPride

R-1: I think the city does a pretty good job of coordinating our marketing. The city and the chamber of commerce, absolutely, everything that they use. They tell people that we have a strong work force. The university is a big part of that. The city isn't necessarily branded with anything other than our logo. That's the big thing, and I think the city has embraced that. We're all part of the university. We're all part of athletics. That co-branding is a source of pride in the community. We market the City. We know that it's not for everybody, but we know that it is home for a lot of people. It could be home. It's exactly what people are looking for….. We just happen to have a big university in it.

R-10: And you know, then people who are coming in for a first time will look at that and say God, the people are so friendly here. And I mean, again, it's an attitude that just builds on another attitude, on another attitude. You know, if you love where you are, you want to feed, you know, what's giving you the love. And that comes from both ends because, you know, the people who work at the university live in the city. But you know what? And as a coach, I think that's – I firm believe that an attitude of your fan base also helps that, an atmosphere for success, you know, on the field. You know, you know as well as I do you knew when there was enthusiasm in the stands.

R-4: It’s really important. There is a lotta pride in the city. You were here. You know that there’s just a great deal of love for the community by so many, and so many of our employees work and have had generations of family who have been in this area, so we’re not separate; we’re really connected in a big way.
R-7: Yeah. I just think the community recognizes that athletics is probably the best face this university has for the local community. Yeah, we provide quality education; we provide great research; we provide community support, but what do most people in the area connect to? Intercollegiate athletics. Like I said earlier, athletics is probably one of the most visible faces of the university and I think if you get that sense of pride in the community it almost goes hand-in-hand. It’s kind of hard to decouple it. I don’t know when’s the last time you’ve been in town, but we’ve got all kinds of banners all over town. Have you been here in a couple of years or the last year and a half? If you go up the strip and come down University not every electrical pole, but a fair number of those electrical poles will have “This is where we work. This is where we play. This is where we study.” This is a series of banners and the other side of those banners is a logo.

So it’s building a sense of community, building a sense of tie to the university. I mean if you look at the folks that live here, most families have some touch of someone working here, whether it’s a spouse or a child or a cousin or something. Well, I mean you just look at my employee list. You see a lot of similar names. It’s like that’s a cousin, you know? It’s not a big area. And we’re trying to roll some things out. We’re trying to get the dies and the crafts and shirts with logos on them, you know, maroon shirts with logos and trying to create a sense of spirit around here. We play the fight song on game day off the bell tower and it’s kind of cool.
Additionally the importance of winning was discussed as a subordinate node, which included 6 references. The data indicated that Midwestern University Intercollegiate Athletic teams winning record was an importance factor in terms of civic pride of Midwestern Village. Moreover the interconnectedness of Midwestern Village and Midwestern University is unique since it’s a small city with a large higher education institution.
Table 4.13

Illustrations Pertaining to the Node: ImptWinning

R-3: I think that there’s some hand in hand there with the success of athletics and then the community takes pride. As you know, it’s such a small community that it’s almost – they’re almost interchangeable, and I think that they’re doing now some other things that’re gonna further integrate the community, and there’s a bike-path grant that’s just been approved and it’s gonna run downtown right next to campus in the community, I mean, really connect it.

R-6: I know when athletics had their good basketball run and would be on national TV and the city would be mentioned several times during the telecast, you know, that’s civic pride there.

R-7: Anytime we’ve had a winning team, that score can drive more fans to the stands. People want to be part of the excitement. They’re going to spend. They’re going to want to wear our shirts. They’re going to want to wear them around, because there will be a sense of pride. They will buy at the concession stand because everybody’s having a good time and I think, under athletic director’s leadership, but he’s made some very good hires and I think we’ve got the right coaching staff in place and I think you’re going to see a real revitalization of the programs.

R-9: As I am sure is the case at other mid-major schools, our civic pride is more evident when our basketball teams are their most successful. Civic pride was never greater at Midwestern University than when basketball reached the Sweet 16 of the NCAAs in 1997, 2002 and 2007. The same can be said for revenue (ticket sales and fundraising).

Results indicated the importance of athletic facilities pertaining to recruitment and retention of university constituents, community members, and businesses. Thirty-seven references were obtained for this chief node. Four subordinate nodes were identified, including business recruitment (11 references), community recruitment (6 references), no impact on recruitment (3 references), and university recruitment 21 references.

Results support Siegfried and Zimbalist’s argument that the core redevelopment of an urban area can be facilitated through a new sports stadium construction (Siegfried
and Zimbalist, 2000). Businesses in the city may consider moving to the new stadium vicinity and new business ventures could seek to take advantage of the potential influx of new customers (Siegfried & Zimbalist, 2000). The authors also indicated that this revitalization has the potential to increase the population of a given area due to additional services and amenities for the general population.

Interview results connect the literature to the ability to attract and retain university constituents, businesses, and citizens to the area. Results show the following ranking order of recruitment/retention: student-athletes, general students, faculty/staff, community constituents, and businesses. The following table exposes participant interviews pertaining to these nodes.

Table 4.14

Illustrations Pertaining to the Node: ImptAthFacRec&Ret

R-10: I think show is everything. You know, one of the smartest things that the Athletic Director has done since being here. We got a new football field. We got a renovated basketball arena. We've got a new baseball field coming in. We've just finished a brand new track. I mean, that answers all of that to the point where they don't even ask it. And so when you're talking about the viability of an athletic program, you know, when the question gets answered before it even gets asked simply because of the things that you have to show 'em, that's pretty good.

R-4: Well, we have a responsibility to be good stewards of our institutions. Most of our growth in higher ed. across the U.S. happened in the '60s, and that means that most of the facilities and the buildings on college campuses around the country are 50 years old or more, and the reason you’re seeing construction now at unprecedented amounts on all college campuses is that these facilities need to be repaired or replaced, depending on the situation. And we do that so that the next generation or generations of students have the same quality spaces that we had when we were at school.
Figure 4.9

*Percentage of Coverage for the Node; Impact of Athletic Facilities on Recruitment and Retention*
Table 4.15

*Illustrations Pertaining to the Subordinate Node: BusRecruit*

R-10: You know, so what role do they play? You know, to many degrees, it's the lifeline to businesses here in town.

R-1: Businesses and things like that- yeah. Now we're setting up for an event that raises about $130,000 for our Boys and Girls club because National Bank puts it on and they've had it in Evansville for years. The last two years they've had a conflict in Bates, but they wanted to bring it to this building. They want it in this building, so we've got it in this building this year. When we do things like that we don't make money. We make our money back on anything we get. That's a profile thing to me. I'd rather put that on my resume that we did this thing that raised $130,000 and to put it on my ledger to make $5,000. It's just like the value of athletics. It's not just cash in and out. It's what it does for you and what it does for university.
Figure 4.10

*Percentage of Coverage for the Node: Business Recruitment*
Table 4.16

*Illustrations Pertaining to the Subordinate Node: UnivRecruit*

R-1: You talk about recruiting kids, we do huge amounts of ticket discounts and everything else back to campus so that they can bring all these students into a basketball game and treat them right and give them free hot dogs and soda and recognize them during the game and shoot off confetti over them and, “Welcome to campus. Please consider us.” The university sees the value in tying our brand new facilities, our athletic teams, and our brand to recruiting and retaining students. We are definitely on the upswing. We could potentially have the largest freshman class in school history this year. We’re still struggling at retaining those juniors and seniors, but that’s because of the process that the university has put into place. I would say retention of general students that it’s big because they have some pride. hey’re proud to have these things. Now, as far as recruiting- I already explained recruiting general students. The university does a very good job of utilizing our facilities. We provide it to them at as low a cost as we possibly can to be able to get as many kids on this campus. It’s just like recruiting student athletes. If you can get them here, you’re going to sign them. If you can get them to get to Carbondale, you’re going to sign them. I thought the coolest thing that we’ve ever done when we were renovating the arena and building the addition and building the football stadium- it took a full year for the football stadium and 2-years for the arena between seasons- there was nothing cooler than walking recruits and their moms and dads through our facilities in hard hats. There was nothing better because they could see the vision. Especially when it was winding down, it was tremendous.

R-2: I think they’re more important for recruiting student athletes than anything. Second would probably be the faculty, staff or the non-athlete student. I think in today’s world if you don’t have top-of-the-line facilities, then some of these athletes are going to go some place else.

R-5: You’ve gotta have the students, though. If you don’t have the students there, you don’t have the monies coming in. You don’t have their parents’ money coming in to support the businesses that in turn support much of the ancillary operations Athletics and all the things that are necessary to make a major university’s community thrive, grow, exist and be comfortable. All that says is a four-year institution with master’s and doctoral programs like ours, they need to have facilities that are going to attend the student to want to come here. And in my mind, here facilities in athletics is one of the key elements, and we’ve neglected facilities until finally now – really until now. All the years that I’ve been here, which is 40-plus years I’ve been in this area–
Figure 4.11

*Percentage of Coverage for the Node: University Recruitment*
Table 4.17

Illustrations Pertaining to the Subordinate Node: ComRecruit

R-7: Yeah. I just think the community recognizes that athletics is probably the best face this university has for the local community. Yeah, we provide quality education; we provide great research; we provide community support, but what do most people in the area connect to? Intercollegiate Athletics.

R-2: I think it’s secondarily beneficial to recruiting people to come to the community to live because they see that there are facilities that hold athletic events or special events like concerts or maybe just in general that there are things to do or things that are going on.

R-5: And finally we’re getting it all done, so we’ve got the new stadium and it is the state of the art in the Conference. It is the state of the art. But it’s slowly happening, and in time it will make a difference, in my opinion. It will make a difference for this community, and if the community doesn’t support both kinds of endeavors of the university, then the community’s gonna be losing, because if the university is then not gonna be drawing the students that are needed to support financially both the university, which in turn supports the community and the region.
Figure 4.12

*Percentage of Coverage for the Node: Community Recruitment*
R-3: Well, I couldn’t say for Midwestern University and I can’t speak for other – here, I don’t think it has an impact. We’ve had some new facilities, obviously. We’ve had some of our facilities for about three years now, new facilities, – I’m just making a guess here, but that’s a very good question. When I was in Indiana, there was an exit survey done of students, and they wanted to know if basketball – or Indiana basketball as big as it is – had an influence on them attending the university. And nearly 50 percent of them said yes. I would bet that that percent is less than five percent here. When we had the great basketball program, because you know about that six-year run we were really doing well, the average number of students attending a game was less than 1,000 –
Figure 4.13

Percentage of Coverage for the Node: No Impact on Recruitment

Economic Impact

Viewpoints about intercollegiate economic impact influence was the most prevalent theme expressed, eliciting 83 references. Subordinate themes include 21 references connected to community impact and 16 nodes connected to university impact. Records related to this theme provoked significant conversation pertaining to how intercollegiate athletics stimulated spending in the local economy. Data showed intercollegiate athletics brings additional visitors to the area which stimulates spending in the local economy. Intercollegiate athletic events such as football and basketball were
found to be the most prominent events that influenced economic impact to the 
municipality. Hotels, restaurants, retail stores, fuel stations, and grocery stores were 
found to have increased business during athletic events. Results sustain the argument that 
additional visitors to a given area can add revenue to small businesses and to the city tax 
base; it can increase regional recognition, state tourism exposure, and supplementary 
publicity to the region (Crompton, 2004). Literature indicates visitors who attend athletic 
or civic events dine in local restaurants, stay in local hotels, and purchase local 
merchandise that supports the local economy in a positive manner (Crompton, 2004; 
Getz, Anderson and Larson M. 2007; Siegfried and Zimblast, 2000), and this was 
likewise consistent with the findings in this study.

Additionally, respondent viewpoints on to how economic impact influences 
community support toward intercollegiate athletics revealed a strong connection. 
Interview data shows businesses in the community are positively impacted due to 
increased spending, thus creating support for intercollegiate athletics. Additionally, 
intercollegiate athletics hires local citizens in the community in various roles, which in 
turn creates additional support mechanisms.
Table 4.19

Illustrations Pertaining to the Node: ViewEconomicImpactUnivMunAthSup, UnivImpact, MuniImpact, ComSupport

R-1: We balance our budget, but a big portion of our budget is state appropriations. It comes from campus. Now, when we were hanging banners in this arena and going to the Sweet 16 and were on ESPN, we’re still on ESPN whether it’s ESPN2 or ESPN3 or FOX Sports Midwest. Everybody can put a price tag for how much it costs for a 30 second spot on those stations during games. So, if you look at the comparables for the same cost-type marketing tools and things like that we provide, we’re the front door for the university. We’re what ties the alumni back to the university. Very few general alumni are tied back to the university with their college professor or some student organization or some other entity. Nothing brings 16,000 people together like a homecoming football game. On a homecoming football game we might make $100,000. We might clear $100,000, but $100,000 disappears pretty fast when you’re feeding 106 guys with their scholarships and their equipment and their gear and their travel. That disappears pretty fast. I don’t think you can put a price on it. I can’t put a price on it. Now, the university itself just did an economic study of it and the south 064 counties. It’s something like $600 million a year that we’re not necessarily generating but we have our hands in from grant money that comes into the area that gets paid to local vendors to all of our small business help services. We start up so many businesses a year to the amount of dollars we pay to the salaries and wages that we pay these local areas of people who work for us directly and vendors that we utilize. It’s unbelievable, and there’s no one that impacts that number of counties in our state at the level we do other than the state government itself. We’re the front door. We’re the marketing tool. We’re what ties the alumni and the fans and everything back to this campus. Without us I think that would be a much more difficult process. It’s harder to get people to write checks that aren’t tied to seats. You know? 100%. There’s nothing bigger in the area than a home football game. The only other thing that’s bigger is our commencement ceremonies. We have about two of them a year and we get about 22,000 people through our arena in a single day. That’s the biggest event we have. It’s bigger than homecoming. Homecoming is second, and then all the other football games are the next biggest things we do on campus. For retention and recruiting of students, it gives students something to do on the weekend. It gives them something to be attached to. You talk about recruiting kids, we do huge amounts of ticket discounts and everything else back to campus so that they can bring all these students into a basketball game and treat them right and give them free hot dogs and soda and recognize them during the game and shoot off confetti over them and, “Welcome to campus. Please consider us.” The university sees the value in tying our brand new facilities, our athletic teams, and our brand to recruiting and retaining students. I think people see that some people who are a cash in/cash out type of person and there are some
people on the city board that are that way that say, “Athletics is not the main part of the university.” We agree. We are not the most important part of a research institution. We are absolutely not, but we are a major player. People see in the last 4-years that we’ve spent almost $90 million and we’re about to spend another $5 million on athletic facilities. So, it’s kind of a, “What have you done for me lately,” kind of thing. We’re just the latest thing to happen. What people don’t see is that there’s probably been probably $100 million of renovations inside some of the classrooms on campus. They don’t see the technology upgrades. They don’t see that we’ve added fiber Internet to every single building on campus. They don’t see that stuff. Now we’re building that academic student service building. That’s not an academic building. It’s an administrative building. So, it’s one of those things that a lot of people say, “You’re spending all of this money on athletics and we realize they’re important, but what about the academic side? What about this and that?” I think that nobody is a dummy. They see it and it’s just their perception. Well, we don’t have a cash flow issue at all. We have a state flow issue. They don’t give us the money. We can pay all our bills. Last year’s freshman class- this upcoming year’s freshman class- we should have a much better handle at keeping those kids. So, I guess I’m kind of dancing around the topic here, but I think that people do see it. I think some people in the community would look at it negatively because of the amount spent on athletics that we’ve had recently, although before that we had no spending on athletics other than the softball stadium for 4-years.

R-4: Well, I think we have a tremendous economic impact to the region and beyond. Athletics is the front porch of the university in many ways. It brings people to campus that might not participate in some of our other activities, and the sheer number of people that attend from within the area but from a broader distance to come to campus and to attend our football and basketball games particularly is phenomenal, and then as we gain momentum and success in various athletic arenas, we also have opportunities to have really big connections to alums from distances as far as the East and West Coast and certainly our Chicago alums. So, we see people come to campus in big numbers around our home football games. That impacts the city hospitality and retail. We see large numbers of individuals as season ticket-holders in basketball, and that also generates pride and excitement in the community around the university. And, just practically, our athletic department has over 400 student athletes all who are doing better on the average in the classroom than our regular student body, and without athletics we would not have those 400 bright students here. They would be choosing to go elsewhere. So, we have enrollment positives. We have clearly pride and a connection to our alums and supporters, and we also have the numbers of people who’re in (Midwestern Village) on a particular Saturday or evening who are in our restaurants and staying overnight in our hotels and stopping to do a little shopping.

R-6: Well, it brings people to town and when people come to town they eat in restaurants, drink at the bars, stop and do some shopping. It generates economic activity by bringing people into town. And I guess it’s that simple and I think that businesses recognize that and, thereby, provide support to intercollegiate athletics.
You know, also whenever you have – it’s a great marketing opportunity and I think that’s what you see. Obviously, you go to the football game and half-time is brought to you buy such-and-such bank or there’s giveaways or probably even more so at basketball games, where you have a lot of intermissions in a very confined area where it’s a very good marketing aspect, be it just putting up signs, paying for signage, or sponsoring some activity during the game or whatever, so the businesses understand that, one, it brings in the people and creates economic opportunities, but also, it allows for a lot of marketing opportunities as well for businesses.

R-8: Well, you know, it’s interesting in all different places where I’ve worked, but here, it is such a huge part of the local economy. I would say there’s a big relationship from an economic standpoint. Obviously the mayor primarily and the city council people that voted positively, I think saw that in this region there’s not a whole lot of things, other than the campus, that draws individuals in to spend money in the local community and athletics is a big part of that. So if you have six football games and just round it off, 10,000 people a game, there’s 60,000 new people right there, as well as, let’s say, 15 basketball games at, just for sake of round numbers, 5,000. You know, there’s 75,000 right there, so you’re bringing in, gee whiz, well over 150,000 people.

R-9: My info is anecdotal. I think economic impact was exactly on the Mayor’s mind when he led the push for the tax. The main sports-men’s basketball land football-were red-hot at the time. It was obvious to all supporters that better facilities would equal increased revenue.
Figure 4.14

Percentage of Coverage for the Node: Viewed Economic Impact on University and Municipality
Stimulate Additional Research

Interview participants interjected their thoughts pertaining to stimulating additional research surrounding this case study. Interview participants observed that other cities and universities may benefit from this study by understanding the complexities and outcomes associated with completing this type of collaboration. Opinions were expressed that this study may stimulate research regarding public-private partnerships as well as the potential to expose partnerships beneficial to a university and community. Additional thoughts surfaced regarding conducting additional economic impact studies in the area of this case as well as expanding research regarding university donors.

Table 4.20

Illustrations Pertaining to the Node: StimAdditionalResearch

R-3: I think that’s one of the studies that should be conducted. As you know, a direction – I wanted to do that for years and never got it done, but an economic-impact study. A really thorough, formal one I think would have provided really amazing results. I mean, we have a football game or basketball games, events, etcetera, the hotels are filled, restaurants doing great business. Without opposing heads, that wouldn’t happen, so it’s – I think, for example, when we had the swim meet – and I heard these numbers thrown around, telling you when we hosted the conference swim championships, I think it meant something like $600,000.00, $700,000.00 to the community. It may be more, as that money is spent over and over again, so a tremendous – and particularly, as I mentioned previously, the state of the economy, I mean, there’s no industry to speak of, etcetera, so it’s imperative. So it may, in fact, have a bigger impact than you’d find in more prosperous communities.

R-4: I think that what you’re doing is really important communication to universities about the importance of public-private partnerships, whether it is an athletic facility or housing for students or an economic-development incubator. These are all things that, if we can find ways that it’s good for the university and it’s good for the community that we
partner to get something done in a timely manner rather than waiting for the miracle of outside forces, outside money.

R-8: You have to come with a good game plan and something they can see on paper and that’s kind of how it happened.

Figure 4.15

Percentage of Coverage for the Node: Stimulate Additional Research

Additional Analysis

The following word frequency query cluster analysis, Figure 4.16 was created in Nvivo 10 and illuminates the connectedness of the nodes from all respondents, based on the top 500 most frequently used words with six or more letters. This is significant because it illustrates the interconnected relationships between themes, as well as
respondent’s thoughts/perceptions. Additional examples of connectedness include the sources cluster analysis in Figure 4.16, which illustrates how respondent’s themselves were connected by their perceptions. Finally a nodes cluster analysis of coding similarity was created in Figure 4.17 to further visualize the interrelatedness of the themes.
Figure 4.16

*Cluster Analysis of Word Frequency in NVivo*
Figure 4.17

*Sources Cluster Analysis of Coding Similarity*
Figure 4.18

*Nodes Clustered by Coding Similarity*
Chapter Summary

This chapter synthesized interview response data into themes and illustrations, thus providing a framework for interpretation and modeling in the next chapter. The multifaceted research areas associated with this study exemplify the intricate processes associated with project completion. Results showed that Midwestern University and Midwestern Village collaboratively funded intercollegiate capital projects through implementation of home rule government sales tax legislation, garnering $20 million over 20 years for the intercollegiate capital project budget. Positive sentiments existed between both entities, and the relationships among leaders enabled success. Leaders identified what can add value to their environments, while striving to improve the lives of their constituents.

Results show positive intercollegiate economic impact on the local economy is important to the municipality, citizens, and university. State of the art intercollegiate athletic facilities foster civic pride, bolster support for athletics, enhance donor giving, and enhances recruitment and retention. Results also indicate the demographics and size of the city played a positive role in the success of this collaboration. Furthermore, data indicated that long term benefits to the university and municipality will continue indefinitely.

Chapter five will present a comprehensive summary of the study represented as a model examining evidence pertaining to all four of the research questions. Implications for practice in higher education will be discussed as well as recommendations for future research.
CHAPTER FIVE

CONCLUSIONS

Whereas chapter four discussed data and analysis, chapter five discusses and presents a summary of the study, discussion of research findings, a comprehensive policy development model, implications for practice, and recommendations for further research. Moreover, this chapter will explain the complexities associated with how municipalities and intercollegiate athletics create economic policy for collaborative intercollegiate capital projects. Recommendations for further research will be offered, targeting how universities and municipalities can create innovative collaborative capital projects vital to a university’s success, municipality’s success, and quality of life of the citizenry.

Summary of the Study

The following research question guided this study: How does the interaction between university athletic departments and municipalities influence the emergence of polices to subsidize intercollegiate athletic capital improvement projects?

Supporting questions are as follows:

1. Who are the distinct stakeholders involved with the process of publicly funding an intercollegiate athletic capital project?

2. How do major stakeholders perceive the way in which town and gown relationships influence collaborative intercollegiate athletic capital improvement projects?

3. How does a home rule government structure influence funding athletic capital improvement projects?
4. How does civic pride and economic impact influence community support toward intercollegiate athletics?

Questions were primarily explored by conducting structured interviews utilizing Yin’s (2009) qualitative instrumental exploratory case study approach, and further analyzed with the deployment of the NVivo 10 qualitative data analysis software package. Furthermore, the epistemological perspective of this case study is the critical constructivist viewpoint outlined by Kincheloe (2008), which emphasizes the effect of cultural and political power in the creation of knowledge as well as interpretations of reality. Kincheloe (2008) contends that comprehending a critical constructivist epistemology is fundamental to social change. The constructivist epistemology complements the background of this study and is realized via examination of respondent’s interview data. Data shows the political leaders decisions, that were supported by the political process squelched the opposition and the legislation was approved. Thematic nodes were formulated from the coded data and defined, based on structured interview observations averaging 53 minutes in duration. Findings also provide support for democracy, institutional, and critical theoretical frameworks.

The purpose of this study is to investigate how university athletic departments can collaborate with municipalities to create legislative policy that subsidizes athletic capital improvement projects while improving both entities. Midwestern Village (pseudonym), passed sales tax legislation, which allocated twenty million dollars over twenty years to Midwestern University’s (pseudonym), Intercollegiate Athletic Department’s capital project budget. This collaboration empowered Midwestern University’s Athletic
Department’s football stadium construction, comprehensive arena renovation, track complex, and academic center, totaling over eighty million dollars.

**Discussion of Research Findings**

This section deliberates the findings for each of the four research questions. The discussion of the findings culminates with the incorporation of the collaboratively funded intercollegiate capital project economic policy development model. An evocative narrative of this model is also presented.

**Question One**

Who are the distinct stakeholders involved with the process of publicly funding an intercollegiate athletic capital project?

The following fourteen key leaders emerged from the data: Midwestern Village Mayor, Midwestern Village City Manager, Midwestern Village Finance Director, six Midwestern Village Council Members, Midwestern University President, Midwestern University Chancellor, Midwestern University Athletic Director, Midwestern University Associate Athletic Director, and Midwestern University Chief Financial Officer.Open forum deliberations between the townspeople and key stakeholders also took place, clearly outlining the proposed Home Rule Municipal Retailer’s Tax legislation. A vote by the six members of the Midwestern Village City Council and the Mayor resulted in the approval of an additional one-half of one percent tax for the investment in Midwestern Village municipal projects, as well as an Intergovernmental Agreement with Midwestern University providing twenty million dollars over twenty years to support intercollegiate
capital projects. It is my opinion this finding has implications for educational leaders who are seeking innovative methods to raise funds for campus capital projects.

Results show that relationships among leaders are vital to the success of this collaborative project. Respondents described the distinctive nature of the professional relationships between Midwestern University and Midwestern Village leaders, such as breakfast meetings, crucial conversations, and transparency. Twenty references emerged from the data expressing the importance of leader relationships. This discovery is important for leaders in higher education and municipal government to realize what strengths or weaknesses exist with their relationships.

As evidenced from the data, citizens and leaders debated proposed legislative decisions supporting the premise of democracy theory. Ostrander (2004) expresses how democracy can promote local change through community members coming together to solve problems and complete collaborative projects to improve the community. Throughout this process, community members collaboratively share and debate common problems, questions, and concerns (Ostrander, 2004). Adding to this argument, Wuthnow, (2002) indicates that social capital plays a vital role in democracy theory and explains citizen involvement. According to Wuthnow (2002), there are four types of social capital, including associations, trust, civic participation, and volunteering.

Data collected pertaining to key stakeholder actions also supports the theoretical framework of institutional theory. Institutional theory builds on the ideals of democracy theory. According to Norgaard (2001) “…democracy has its roots in a rational choice version of institutionalism, which assumes that rational informed actors – create and
manipulate – institutions in pursuit of their own interests” (pg.37). Organizations influence how agents build a case for or against a given policy, project, or other institutional movement (Norgaard, 2001).

Greenwood and Suddaby (2006) demonstrate how institutional theory explains organizational processes that are affected by actors who are highly motivated to promote change. Furthermore, Greenwood and Suddaby (2006) investigate the concept of “institutional entrepreneurship”, which explains how prepared agents forecast implementation of their interests to formulate a different organization. Greenwood and Suddaby’s (2006) concluding remarks in reference to their article indicate “This article’s contribution to the broad purpose of understanding endogenous institutional change is its focus upon the dynamic role of elites, not as embedded defenders of the status quo and exemplars of institutional determinism, but as motivated agents of institutional change enabled, not constrained by their structural position at the center of an organizational field” (p. 44). Adding to this debate, Marion and Gonzales (2014) shed light on a “new institutionalism”, in which establishments are kept under control by trends and cultural molds. As cited by Marion & Gonzales (2014), Powell & DiMaggio (1991) summarized the new institutionalism and wrote:

“The new institutionalism in organization theory and sociology comprises a rejection of rational actor models and interest in institutions as independent variables, a turn toward cognition and cultural explanations and an interest in properties of supra-individual units of analysis that cannot be reduced to aggregations or direct consequences
of individuals’ attributes or motives” (p.8). Data collected for this study also suggests motivated key stakeholders endorsed change and did not accept the status quo.

Critical theory can also inform the central research question. Critical theory in a general sense focuses on how controlling elites affects individuals (Marion & Gonzales, 2014). Marion and Gonzales (2014) observe that critical theory is about adjusting how legitimacy is created and compensated. Jermier (1998) examines how critical theory influences social relationships and societies’ hierarchy of control. The overlap with democracy theory, institutional theory, and critical theory, is that all refer directly or indirectly to “manipulating societies in pursuit of their particular interests” (Norgaard, 2001, p.37). There is a correlation between these theories in relation to the implementation of the tax legislation between Midwestern University and Midwestern Village. Results indicate that powerful political and university leaders at the research site included their institutions in deliberations, ultimately manipulating them because political leaders made the final approval with their vote.

Adding to this argument, Kincheloe’s (2008) characteristics of critical constructivism are summarized by the following:

- Political power plays a major role in the creation of knowledge and awareness
- Understanding that there are multiple realities in a complex world
- Importance of unifying emotion and logic in the development of knowledge
- Understanding is socially constructed and realities are realized
- Knowledge is continually integrated as part of a larger process

Kincheloe’s (2008) critical constructivist epistemology complements the background of this study and is realized via examination of respondent’s interview data. Results show that the political power of the Midwestern Village Mayor and City Council trumped the naysayers and the approval was granted to implement the additional sales tax in Midwestern University. Moreover, data shows that leaders shaped the citizens understanding of the of this social change consistent with Kincheloe’s (2008) critical constructivist epistemology.

The major key stakeholders approved logistics required to implement the additional tax legislation, however the visitors and citizens of Midwestern Village ultimately funded the project via increased sales taxes. Data suggested the small size and demographic composition of Midwestern Village enabled this collaboration and legislative agenda.

**Question Two**

How do major stakeholders perceive the way in which town and gown relationships influence collaborative intercollegiate athletic capital improvement projects?

Thirty one references from structured interviews were obtained supporting the perceived positive nature of the town and university relationship. Results show that the collaborative relationship between Midwestern Village and Midwestern University positively impacted the funding of intercollegiate capital projects, and nine references confirmed this perception.
Literature indicates town and gown relations continue to morph into complex multidimensional partnerships focusing on driving forces which stimulate the relationship, ranging from educative to economic, social to environmental (Mero, 2011). Similarly, Bruning, McGrew and Cooper (2006) indicate “…in a time of cost cutting and shrinking resources, integrating the university and the town as a unified entity makes sound economic sense” (p. 126). This statement has positive implications for higher education administrators as they may rethink their five year strategic plan by including a collaborative economic proposal with their hometown to potentially benefit their constituents.

Thirty six references support the perception that collaborative funding increases capital budgets. Respondents indicated that intercollegiate athletics could not have obtained adequate funding for their new facilities without municipal help. From a municipal standpoint, the city’s capital project budget also increased in the amount needed to fund numerous capital projects, which may not have occurred without this collaboration. Furthermore, results showed that university donor activity increased as the result of the new intercollegiate facilities at Midwestern University. Municipalities and higher education institutions across the nation could increase their revenue streams by following this model.

Results also showed that over time leadership transition can create loss of interest in a project. Additionally, those constituents who continually voice their objection to the legislative plan may impede political official’s future electability. Higher education and
municipal leaders must carefully weigh the pros and the cons when embarking upon a project that impacts citizen’s daily spending.

**Question Three**

How does a home rule government structure influence funding athletic capital improvement projects?

Midwestern Village operates as a home rule government municipality that allows towns to create tax legislation independent of the state. According to Bowman and Kearney (2012), “The nature of home rule allows us to infer impact: More home rule means greater local flexibility, and therefore greater power and authority” (pg. 538). Midwestern Village’s decision to approve a ½ percent Home Rule Sales Tax was instrumental in funding Midwestern University’s intercollegiate capital projects as well as municipal projects. Midwestern University receives ¼ percent of the total, in the amount of one million dollars annually for twenty years. Consistent with Kincheloe’s (2008) critical constructivist epistemology, political power had the upper hand in the approval of this case’s legislation. Thirty-seven references emerged pertaining to how the home rule government structure facilitated funding for intercollegiate capital projects. Discretionary spending may periodically fluctuate, however university and municipal leaders can’t ignore the potential financial benefits associated with such a tax.

**Question Four**

How does civic pride and economic impact influence community support toward intercollegiate athletics?
Thirty references from all ten respondents were created in reference to this node. Respondents indicated the sense of pride in the community as they connect with the university, predominately via an intercollegiate athletics connection; however, some have a love for the university stemming from additional associations such as family connections, educational affiliations, alumni associations, and others. The importance of winning was discussed in connection with civic pride as a subordinate node, and included six references. It is my opinion that community leaders as well as higher education leaders should strive to create value and harmony in their environments, which can potentially heighten civic pride of the citizenry.

Results showed that athletic facilities positively impact recruitment and retention of community members, university constituents, and businesses. Thirty-seven references were gathered for this node. Results support Siegfried and Zimbalist’s argument that the core redevelopment of an urban area can be facilitated through a new sports stadium construction (Siegfried and Zimbalist, 2000).

And finally the most prevalent theme expressed from the structured interviews came from viewpoints about economic impact, eliciting 83 references. Furthermore, results showed Midwestern University Intercollegiate Athletics brings additional visitors to the area, which increases spending in the local economy. Football and basketball were found to be the highest economic stimulators, increasing spending in retail outlets, fuel stations, hotels, restaurants, and grocery stores. Results showed the university as well as the municipality had a positive economic impact as well.
Literature indicates visitors who attend athletic or civic events dine in local restaurants, stay in local hotels, and purchase local merchandise that supports the local economy in a positive manner (Crompton, 2004; Getz, Anderson and Larson M. 2007; Siegfried and Zimblast, 2000), and this was likewise consistent with the findings in this study. Respondent viewpoints revealed a strong connection on how economic impact influences community support.

**Policy Development Model**

A collaboratively funded intercollegiate capital project development model was created and illustrated in Figure 5.1, and is explained in this section. Town and gown relationships were vital to the success of economic policy that supported the funding of Midwestern University’s intercollegiate capital projects, but most importantly positive leader relationships were ultimately the decision maker for this social change. Policy approval was expedited when the majority of the leaders and citizens who are responsible for the planning and implementation of the project stayed intact, however potential transitions in stakeholders can diminish the projects objectives over time.

Intercollegiate athletics had a positive economic impact on the local economy, and benefited the municipality, community members, and the university. The importance of home rule government structure, that legally enabled passing new sales taxation legislation, is an essential component of this model. The home rule structure enabled elected officials to approve the legislation. However, potential negative political implications to elected officials who voted on the legislation can occur when opponents
robustly voice their opinions. This controversy could impact the future electability of local politicians.

Civic pride increased support for athletics and was positively affected by winning intercollegiate athletic teams. This civic pride in the community increased support for intercollegiate athletic capital projects as well as the municipality itself. The small size and demographic make-up of this community was a positive factor that influenced the approval of legislation.

Intercollegiate athletic facilities positively influenced student recruitment and retention first, followed by faculty/staff, businesses, and community members. The collaboration between the university and municipality was instrumental in formulating an intercollegiate capital improvement project budget. These collaborative budgets enabled the construction new athletic facilities and simultaneously stimulated donor giving to the university. Donors looked favorably upon the robust commitment between the university and municipality as a stable investment.

Long term benefits included consistent annual budgetary allocations supporting intercollegiate and municipal projects that have the potential to improve the other segments illustrated in the model. Additionally, the importance of having winning intercollegiate athletic teams was found as important factor for increased support of intercollegiate athletics. However despite intercollegiate athletic performance, capital funding will continue for twenty years, and municipal project funding from the tax will continue indefinitely.
Finally, opportunities for additional research regarding this project will benefit academic research, higher education administration, intercollegiate athletics, municipalities, and others. The interconnectedness of all components, process flow, and ever-changing environment are represented by the organization and formulation of this model.
Collaboratively Funded Intercollegiate Capital Project Economic Policy Development Model

Figure 5.1

Collaboratively Funded Intercollegiate Capital Project Economic Policy Development Model

- Positive Relations Between Leaders Essential
- Importance of Town and Gown Relationship for Success of Project
- Long Term Benefits
- Positive Economic Impact on Economy
- Important to City, Community, and University Support
- Political Implications to Elected Officials
- Support for Intercollegiate Athletics
- Demographics and Size of City Positive Role
- Most Important Aspect to Student Recruitment
- Plays a Role in Univ. Faculty/Staff, Businesses, and Community Recruitment
- Importance of Civic Pride
- Home Rule Gov. Structure Vital to Funding and Passing Legislation
- Athletic Facilities Important to Recruitment
- New Athletic Facilities Stimulate Donor Giving
- Importance of Collaborative Funding to Capital Budget
- Leader and Citizen Transition
- Stimulate Additional Research
Implications for Practice

This research primarily examined how municipalities and intercollegiate athletic departments collaborate to create economic policy to subsidize intercollegiate capital projects. However, educational administrators in the K-12 realm can also benefit from this study as they research methods to increase their athletic department’s capital budget while teaming up with their municipality. Shared athletic venues could be constructed while maximizing usage of the facilities. Additionally, Park District Recreational Sports Departments who have an operating budget that is separate from the city can also acquire strategies for potential collaborative recreational sports venue construction projects. Hospital wellness administrators could reference this project as they pursue creative funding streams for wellness center construction ventures.

This study also has implications for non-athletic municipal collaborations between all levels of academics. An example of this would be a multiuse municipal complex that is utilized by an academic institution as well as the community. Additionally, community colleges could redevelop this model to collaboratively fund a library that is shared with the municipality. A small business incubator could be collaboratively funded and utilized by citizens, students, faculty and staff.

Nonprofit sustainability organizations could also reference the framework of this model to create an arboretum to preserve local wildlife and their habitat. Sustainability projects are vital to the future of humankind and are in need of innovative funding sources. The author is going to expound upon this research while identifying applications for the public and private sectors.
Recommendations for Future Research

The findings from this study suggest multiple possibilities for future research. First, Midwestern University and Midwestern Village could utilize this study to formulate additional collaborative research projects pertaining to economic impact studies, feasibility studies, long range planning initiatives, donor research, and constituent perception research. Individual studies may be conducted by the University, Athletic Department, and Municipality to expand future long range strategic plans. University leaders conducting a feasibility study for a new football program could reference this research in determining implementation of the new program.

This research could be referenced by academicians and studied to inform and educate future practitioners in the disciplines of sport management, higher education, athletic administration, recreation administration, and athletic leadership. Academic practitioners could refer to this study while creating alternative frameworks for research. Private school administrators may reference this study as they research alternative funding mechanisms. The author can utilize this research study to create new literature instruments surrounding the concepts of governmental legislative processes that enable municipalities to institute tax levies which can be utilized for a multitude of university projects.

Conclusions

Midwestern University and Midwestern Village successfully collaborated to fund intercollegiate capital improvement projects that were made possible by the approval of municipal tax legislation and an intergovernmental agreement. Twenty million dollars
over a twenty year period will be distributed to Midwestern University’s Athletic Department to fund intercollegiate capital projects. Social change was initiated via effective collaborations between the municipality and the university; however the effective relationships among leaders who were deeply rooted in the community made the plan come to fruition. Select citizens voiced their opinions pertaining to this legislation; however political power decided the ultimate outcome of this collaboration. Additionally boisterous adversaries of the legislation could potentially negatively impact the future electability political officials. Citizen knowledge of political processes and the political platforms of their elected officials are essential aspects shaping reality. Positive outcomes realized included economic impacts, municipal project funding, civic pride, support for intercollegiate athletics, increased donor giving, increased recruitment and retention, and long term financial and facility benefits.
APPENDICES
Appendix A

IRB Notice of Approval

From: Nalinee Patin <NPATIN@clemson.edu>
Date: Fri, Apr 12, 2013 at 10:40 AM
Subject: Validation of IRB2013-106: "Municipalities and University Athletic Departments: Economic Policy..."
To: Russell Marion <marion2@clemson.edu>
Cc: "frankl8@g.clemson.edu" <frankl8@g.clemson.edu>

Dear Dr. Marion,

The chair of the Clemson University Institutional Review Board (IRB) validated the protocol identified above using exempt review procedures and a determination was made on April 11, 2013, that the proposed activities involving human participants qualify as Exempt from continuing review under category B2, based on federal regulations 45 CFR 46. You initially submitted an expedited application, but the reviewer determined that it qualified for exemption. You may begin this study.

The approved consent document is attached. Please note that you are not required to collect signatures for this project. Let us know if you decide to delete the signature section on the consent document, and we will update our files.

No change in this approved research protocol can be initiated without the IRB’s approval. This includes any proposed revisions or amendments to the protocol or consent form. Any unanticipated problems involving risk to subjects, any complications, and/or any adverse events must be reported to the Office of Research Compliance (ORC) immediately. All team members are required to review the “Responsibilities of Principal Investigators” and the “Responsibilities of Research Team Members” available at http://www.clemson.edu/research/compliance/irb/regulations.html.

The Clemson University IRB is committed to facilitating ethical research and protecting the rights of human subjects. Please let us know if you have any questions and use the IRB number and title in all communications regarding this study.

Good luck with your study.

All the best,
Nalinee

Nalinee D. Patin
IRB Coordinator
Clemson University
Office of Research Compliance
Institutional Review Board (IRB)
Voice: (864) 656-0636
Fax: (864) 656-4475
E-mail: npatin@clemson.edu
Web site: http://www.clemson.edu/research/compliance/irb/
IRB E-mail: irb@clemson.edu
Appendix B

Informed Consent

Informed Consent

Information Concerning Participation in a Research Study
Clemson University

Municipalities and University Athletic Departments: Economic Policy
Development for Collaborative Capital Projects

Description of the research and your participation in study
You are invited to participate in a research study conducted by Tony Franklin with Dr. Russ Marion serving as the Principal Investigator. The purpose of this study is to investigate how university athletic departments can collaborate with municipalities to create legislative policy that subsidizes athletic capital improvement projects while improving both entities. Structured interviews will be conducted with University Administrators as well as Municipal Leaders. Interview data will be summarized in collective form and conveyed via scholarly publications, suitable reports, and scholarly presentations.

Your participation is greatly appreciated, and will involve voluntary participation in a telephone or in person interview which will be recorded to assist the researcher in data analysis. The amount of time required for your participation will be approximately 35-50 minutes.

Risks and Discomforts
The names of survey participants will be coded anonymously for this study and will at no time be released to any person other than the researchers. If a statement you make could possibly harm your well-being and could be traced to you, then it will not be used. You will see the transcript of the interview so you can screen for such statements. No other known risks are associated with this study.

Potential Benefits
Investigation will expose issues relating to the dwindling of state funding allocations to public universities and how innovative collaborative legislative fundraising agreements are vital to a university’s success, municipality’s success, and quality of life of the citizenry. Ultimately universities, municipalities, and citizens across the country potentially could be positively impacted by utilizing this study’s findings.

Protection of Confidentiality
Protecting your confidentiality is priority, and we will do everything we can to protect your privacy. Interview data will only be accessible only to Dr. Russ Marion, the Principal Investigator, and Tony Franklin (Co-Investigator). The data used in the analysis, all names will be anonymized and the research site will not be identified.
Interview data will be secured on password protected computers. All recorded data will be destroyed at the conclusion of the data analysis. Your identity as a participant will not be revealed in any publication, presentation, or discussion that may result from this study.

Voluntary Participation
Your participation in this research study is voluntary. You may choose not to participate and you may withdraw your consent to participate at any time. You will not be penalized in any way should you decide not to participate or to withdraw from this study. Thank you for your time and consideration.

Contact Information
If you have any questions or concerns about this study or any complications arise, please contact Dr. Russ Marion at Clemson University at 864-656-5105 or at marion2@clemson.edu and Tony Franklin at Clemson University at 864-986-9142 or frankl8@g.clemson.edu.

If you have any questions or concerns about your rights as a research participant, please contact the Clemson University Office of Research Compliance (ORC) at 864-656-6460 or irb@clemson.edu.

Consent
I have read this form and have been allowed to ask any questions I might have. I agree to take part in this study.
Appendix C

Structured Interview Questions

1. How do you perceive the quality of the town and gown relationships in your city and how those relationships influence collaborative intercollegiate athletic capital improvement projects?
   (Prompt: Relationships among leaders)

2. How does home rule policy in your state, influence funding intercollegiate athletic capital improvement projects?

3. What economic impact does intercollegiate athletics have on the university and on the local economy in this municipality, and how does economic impact influence community support toward intercollegiate athletics?

4. How important are collaboratively funded projects between the municipality and intercollegiate athletics and what impact does this relationship have on your capital project budget? (Prompt: Do athletic facilities stimulate donor activity for the university and athletic department?)

5. How does civic pride influence community support toward intercollegiate athletics?

6. Does the demographic makeup and size of the city play a role in passing legislation pertaining to collaborative intercollegiate capital improvement projects?
7. How important are state of the art intercollegiate athletic facilities to recruitment and retention of students, faculty, staff, citizens, and businesses to the community and university?

8. Do you have any additional comments or suggestions pertaining to this case study?
REFERENCES


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