

## ***Journal of Issues in* Intercollegiate Athletics**

### **The Handbook of College Athletics and Recreation Administration**

By George S. McClellan, Chris King, and Donald L. Rockey, Jr. Published 2012 by Jossey-Bass, San Francisco, CA. (393 pages).

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*The Handbook of College Athletics and Recreation Administration* is a terrific resource for undergraduate and graduate sport and recreation management students who seek an introduction to the field or greater depth of understanding from an administrative perspective. The text provides a comprehensive overview of many of the major topic areas within college athletics and campus recreation beginning with the emergence of intercollegiate athletics and ending with multiple chapters devoted to practical management practices and issues in both career areas. As an edited text with an all-star lineup of authors, it is cohesive in structure and content. The organization of the book includes three parts: Foundations, Skills, and Issues. Each part allows the reader, regardless of institution size, type, or affiliation, to apply the professional knowledge gained.

Chapters 1 through 7 lay the foundation with an overview of the history, theory, ethics, law, and governance of college athletics and recreation. Specifically, the first two chapters provide a broad introduction to intercollegiate athletics and recreation from a historical perspective. Chapter 1 addresses the historical trends in intercollegiate athletics while providing the reader with several examples of events in different eras that forever altered college sports. The eras include: the 19<sup>th</sup> century, early 20<sup>th</sup> century, World War II, and the 21<sup>st</sup> century. It concludes by highlighting several future challenges for professionals including reconsidering and reforming the term student-athlete and regaining control in the governance of college sports. Chapter 2 highlights the progression and eventual acceptance of campus recreation and fitness. The chapter not only introduces the students to the all-encompassing definition of campus recreation, but it also addresses the importance of students and other constituents remaining up-to-date with current trends and theories in the field.

Chapter 3 introduces theory as a tool to aid in decision making practices of professionals. The chapter presents a useful definition of theory, and introduces several major bodies of theory including: developmental, sociological, organizational, environmental, and leadership. Especially important for students and administrators, this chapter promotes how the principles and assumptions of the theories become practical in their chosen career area. Chapter 4 builds on the

theoretical foundations and prompts administrators within sport and recreation to translate the theoretical into reality by ensuring their actions are ethically and professionally sound. The concepts of law, ethics, and professionalism are defined along with the elements needed to run an ethical and professional department. This chapter allows the reader to obtain a deeper level of understanding of the concepts presented and will help administrators deal with a typical day at the office. Chapter 5 examines legal issues by introducing basic legal concepts, legislation that has impacted sport and recreation, and different types of law (e.g., civil, criminal, tort, contract). The specific subheadings within the chapter provide excellent information to practitioners regarding the appropriate instances to seek legal advice. The chapter is clearly written and appropriately defines terminology so the reader is not overwhelmed with legal jargon.

Chapter 6 is entirely devoted to Title IX and begins with an overview of the legislation. The authors then narrow the focus and provide the readers with a synopsis of the three-part test that athletics departments and others must pass in order to remain in compliance. It contains a well written easy-to-understand section on ways to achieve compliance including the twelve areas of assessment related to equal treatment requirements. The one limitation of the chapter is that it is almost exclusively focused on intercollegiate athletics at the exclusion of the recreation field because many of the issues within Title IX legislation exist within interscholastic and intercollegiate athletic departments. Chapter 7 offers a peak at governance in intercollegiate athletics and recreation. Readers are briefed regarding the levels of management in the top three athletic associations. It also examines the senior woman administrator, faculty athletic representative, intercollegiate athletic committee, and state legislatures impact on athletic governance. The chapter includes useful visual aids for administrative or student use. The recreation portion portrays the differences that exist between the fields as well as the importance in understanding varying recreation programs at both public and private institutions. This section concludes with case studies that can be used by instructors to link the content provided to professional practice. From an overall perspective, Chapters 1-7 succeed in providing useful information to future practitioners.

Part two of the text includes chapters 8 through 15 and is devoted to developing the skills needed to become an effective administrator in managing resources, events, and relationships. Chapter 8 introduces the managerial concepts involved in working with staff, including techniques used to retain different staff members. It also defines the three common frameworks related to working with staff: management, leadership, and supervision. The authors' personal perspective regarding the managing of individuals is arguably the best part of the chapter because it provides real-life experience and insight, specifically the importance of an employee's family life. Chapter 9 provides an overview of financial management in intercollegiate athletics and recreation and stuffs what could easily be a full text into one chapter. The content provided in this chapter is perhaps the most useful for aspiring administrators. The authors discuss multiple budget types and approaches for budgeting. The chapter categorizes sources of revenue for intercollegiate athletics programs and is enhanced by providing examples of expenses and revenues commonly associated with athletics as well as recreation programs.

Chapter 10 covers planning and managing facilities. This chapter provides a discussion regarding the importance of facilities on college campuses and the impact facilities can have on the recruitment of general students as well as student-athletes. It describes the ten disciplines that are essential to consider when developing building plans. The table on common errors in facility planning is excellent addition to the chapter and allows those considering a building to mull over all variables involved the process. Chapter 11 covers the managing of events in athletics and

recreation departments. Specifically the author reviews the types of events, the purpose of the events, and the role of individuals who are in charge of the event. The author provides a three-phase approach to event management (conceptualization, development, and execution) that would be valuable to anyone in higher education. Chapter 12 introduces the world of development to future administrators. The chapter examines friend-raising and the three forms of fundraising: annual giving, major giving, and planned giving. The author provides the components needed to improve donor relationships which in turn can create donor donations. Whereas this chapter is useful for examining some of the basic concepts of fundraising from a managerial perspective, it would be strengthened by expanding to include the best communication methods and skills needed to fundraise, especially with reference to research on outcomes related to donor contributions to athletics and recreation departments. Chapter 13 introduces the managing of marketing and public relations and works in conjunction with the previous chapter without overlapping material. The author provides the reader with the 4 P's of marketing: price, produce, place and promotion while discussing the importance of integrating marketing with public relations. Readers are exposed to brand marketing, SWOT analysis, media relations, crisis communication, and customer relationship management (CRM). Chapter 14 covers the managing of political relationships with those who influence, those who support, and those who are in conflict with athletic or recreation departments. Macropolitical and Micropolitical environments are discussed along with understanding how political actions are connected through the use of political maps. The chapter concludes with a succinct overview of the five conflict approaches as well as four common resolution strategies for administrators. Chapter 15 concludes the section covering skills and examines assessment and evaluation. The chapter reviews the principles and practices of assessment specifically looking at facilities, programs, and services. Assessment, evaluation, and accountability are defined and related concepts are discussed. The author provides references to specific assessment plans. This is a rich chapter that provides not only the framework needed to complete assessment but also the rationale for why assessment is needed in the athletics and recreational departments.

Part three of the text includes Chapters 16 through 20 and focuses on issues confronting those working in intercollegiate athletics and campus recreation. Chapter 16 covers the three legged stool (health and wellness, intramurals, and intercollegiate athletics) and why each has a place within the university from a CEO's perspective. The author addresses arguments made from various stakeholders to diminish investments in athletics and campus recreation. It concludes by answering the question of whether investing in athletics is worth the effort in higher education. This is certainly a well-written chapter; however, the author should state that his experiences and viewpoints are not always the answer for current administrators. Chapter 17 addresses issues of diversity and inclusion. A portion of the chapter discusses the diversity of thought and its three related concepts: privilege, style, and life circumstances. Model programs are highlighted (NCAA and Scholar-Baller) and advice is given to administrators from professionals in campus recreation. Chapter 18 presents the benefits of health and wellness on campus. The author provides critical information regarding common physical and mental medical issues as well as legal and administrative issues that may arise within athletics and recreation programs. This section is very clear, with helpful examples and reasons why collaboration with other professionals is vital to success. Chapter 19 covers professional development. The chapter provides valuable advice to any current or future administrator. This section is clear with helpful supplementary tables that should have been included in other chapters. The final chapter culminates by identifying and discussing important themes

throughout the text. It briefly discusses the future of intercollegiate athletics and recreation from multiple perspectives: fiscal, law, diversity, risk management, and health issues.

In no way diminishing from the organization of the book, it seems that from an instructional standpoint, many of the chapters would have more value if introduced earlier. For instance, the chapter on professional development could be included within the foundations portion at the beginning of the text, thus not becoming a late addition near the end of the book. Additionally, the case studies interspersed throughout the text will help spark valuable discussion points in any classroom setting. However, placing case studies within each chapter would allow for more direct application. Overall, this text is wide-ranging but provides administrators with useful strategies and managerial tools. It would certainly be an appropriate selection for additional reading in a graduate or undergraduate course. I would highly recommend current students and administrators read this book.