



Investigating Collegiate Athletics' Post-Disaster Community Support

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Organizational response during disaster recovery has been examined in various communities. However, few studies have reviewed the efforts of professional sport organizations following disasters and fewer have examined collegiate athletics in this context (Finch, 2016; Hart, 2012). This study sought to examine historical examples of community recovery efforts undertaken by American collegiate athletic programs and to specifically review the responses of Oklahoma State University (OSU) athletics following a tragic community event in Stillwater, Oklahoma. Media reports were analyzed to identify responses and efforts undertaken by athletics programs over the past 20 years. Interviews of OSU athletic and university administrators were then conducted to add insights into the decision-making within the athletic department. Results found community relief efforts by college athletic programs in 21 of 32 major disasters in the United States since 2000. At OSU, six of the eleven categories of disaster response from Inoue and Havard (2015) were identified and interview data suggested that collegiate athletics did provide distinct recovery effects for various stakeholders. This study provided insight into the role of a college athletic program following a local disaster and discussed ideas for future research into the topic.

Disaster events, calamities that cause disruption or destruction to people and property, continue to have profound impacts on communities around the globe. Disasters occur in many forms, from natural events such as floods or hurricanes, to man-made events such as armed conflict, terrorism, or social unrest (International Federation of Red Cross and Red Crescent Societies, 2020). In 2019 alone, economic losses from natural and man-made disasters were estimated to have cost \$140B and approximately 11,000 lives (Swiss Re Group, 2019). Often, responses to tragedies are organized and directed by governmental agencies, law enforcement, and military groups. Recently, non-profit groups and business organizations have become active in local recovery efforts. Scholars from various fields, including urban studies, disaster response, and organizational research, have begun to explore the roles that local civic groups, private organizations, and non-profit groups have played in local disaster relief (Atkinson, 2014; Drennan & Morrissey, 2019; Go, 2018).

Sport organizations have also become active in recovery efforts following various tragedies around the globe. One example of sport organizational participation include actions from soccer clubs in France following the 2015 terrorist attacks in Paris. In Australia, groups including Australian Football League clubs and Netball Australia participated in fund-raising efforts to help victims of the deadly 2019-2020 wildfires (“AFL”, 2020). Japanese rugby and soccer teams played charity matches to raise funds for victims of the 2010 earthquake and tsunami (Hart, 2012). Krieger (2018) reviewed the Sport Aid initiative as part of the famine relief efforts for Ethiopia in 1985. In the United States, National Football League teams have assisted in recovery efforts following snowstorms in Buffalo and Hurricane Katrina in New Orleans. The Thunder, the National Basketball Association franchise in Oklahoma City, donated money and supplies after devastating tornadoes in Oklahoma in 2013. In Boston, the cities’ sport organizations raised money and held various ceremonies to help the community following the 2013 Boston Marathon bombings (Finch, 2015). College and university athletic programs have also been involved in disaster recovery. However, research examining efforts of intercollegiate athletics on recovery and community support following disasters in the United States is very limited.

A greater understanding of the historical roles played by college and university athletic programs following disasters is important given the significant and ongoing costs of disasters and relief efforts. College athletic programs, often interconnected with their local communities, may be in a strategically important position to assist with local recovery efforts in the future. Numerous examples of community disaster relief efforts by college athletic programs in the United States can be found in the literature and historical record. One famous example is the University of Hawaii football team (along with the San Jose State University and Willamette University teams) in Honolulu in December of 1941. After the attack on Pearl Harbor in the Hawaiian territory, athletes from these three schools helped victims, served as emergency police, and assisted with construction projects (Maisel, 2019). While many other examples exist, no clear effort has been made in the academic literature to systematically review these important community impacts made by college athletic programs.

This paper sought to address the gap in the literature in two ways: first, by identifying historical disaster responses undertaken by American university athletic departments; second, by providing a more detailed analysis of a specific example of disaster relief involving collegiate athletics. The second goal was addressed by investigating the role of Oklahoma State University

athletics in community recovery efforts following the homecoming parade tragedy in 2015 in Stillwater, Oklahoma, USA.

Research Setting

Oklahoma State University (OSU), founded in 1890, is a public land-grant research university located in north central Oklahoma in the town of Stillwater. The population of Stillwater is estimated at 50,391 (U. S. Census Bureau, 2020). OSU has a student population on campus of over 24,000 representing all 50 states and over 100 countries outside of the United States (Oklahoma State University, 2020). Stillwater is considered a typical 'college town' where life in the community is highly intertwined with the campus and college activities, including intercollegiate athletic events. OSU is the largest economic force in the community and serves as the largest employer as well. OSU athletics have had success in several sports, winning 11 NCAA national championships in men's golf and 34 wrestling titles. Over the past 15 years, the football team has found sustained success, winning conference championships and several major bowl games. Renovations to the football stadium were completed in 2009, increasing seating capacity to over 60,000.

At OSU, the most high-profile and highest attended event is the annual homecoming celebration held each October. The weekend celebration includes campus activities, a parade through town, followed by a home football game. Each year, approximately 70,000 visitors arrive in Stillwater for the celebration (Oklahoma State University, 2020). During the October 2015 homecoming parade on a Saturday morning, a local resident intentionally drove her vehicle at high speed through police barricades and through the crowd that had assembled along the streets and sidewalks. Four people were killed and 46 others seriously injured. Emergency services and bystanders worked to rescue and treat injured persons the remainder of the morning. Campus officials, local authorities, and athletic department leaders met and decided to proceed with the scheduled football game later the same afternoon. Unfortunately, OSU has become familiar with tragedies closely connected to the athletics program. In 2001, one of three airplane flying the men's basketball team back from a game in Colorado crashed, killing two student-athletes and all 10 men on board. Another airplane crash in 2011 took the life of two coaches of the women's basketball team as well as two other donors on board.

Literature Review

One area of organizational research has focused on organizational response following disaster events. Johnson, et al., (2011) found that most Fortune 100 companies recognized their ethical responsibilities and engaged in relief efforts for both natural and man-made disasters. Beyond corporations, research in disaster relief has been extended into non-profit organizations. Atkinson (2014) reviewed the role of non-profit and faith-based groups played in the recovery efforts following flooding in Minot, North Dakota in 2011. A study following the disastrous 2010 earthquakes in New Zealand found that several non-profit group's efforts to build resilience were impactful (Hutton, 2018). Further, educational entities have been discussed in disaster relief. Donahue and O'Keefe (2007) reviewed the role the Louisiana State University had in the local recovery following Hurricane Katrina in 2005.

While the interaction between sport organizations and communities have been studied, far less focus has been given to sport and relief efforts following a disaster. Most research has

examined professional or recreational sport organizations. Wenner (1993) completed a study reviewing the media coverage of the fan reaction to the 1989 California earthquake that disrupted the World Series. Wenner suggested that both local baseball teams, the San Francisco Giants and the Oakland Athletics, played a part in helping the healing process of the Bay Area fans. The impact of flooding in Australia on community sport club resilience and resource utilization was examined (Filo, Cuskelly, & Wicker, 2015; Wicker, Filo, & Cuskelly, 2013). Kunz (2009) reviewed the role that youth sport played in recovery efforts in Iran following a 2003 earthquake. Rosentraub (2008) found that sport events and activities after tragedies can help socialize new residents and youth to the community's ideal of normal. Another study investigated the strong impacts that Boston area sport organizations had on the Boston-area community during the recovery efforts following the marathon bombings in 2013 (Finch, 2015). Additionally, Sasaki et al. (2019) reviewed the positive impacts made by national and professional Japanese teams following the 2011 tsunami.

A systematic review of sport and disaster relief was not found in the disaster recovery or the sport organizational literature until Inoue & Havard (2015) provided a review and content analysis of this topic. The authors examined media reports from an 11-year period and identified 11 forms of activities that athletes and sport organizations performed to aid in recovery efforts (Appendix A). These 11 types of activities were categorized into tangible or emotional support. In their implications, Inoue and Havard suggested a specific extension of this research topic: "(u)sing the forms of disaster relief activities identified in this study as an initial framework, future studies should engage in the focused analysis of disaster relief response among sport organisations and athletes" (p.355).

Previous studies specifically reviewing the response of collegiate athletic programs in the United States after a disaster were not found in the literature. Examples of disaster relief efforts do exist in the historical record and media reports, ranging from college athletic programs assisting in Hawaii after the bombing of Pearl Harbor, to relief efforts following hurricanes in 2018. No systematic reviews have been published which attempted to examine and categorize college and university sport organizations efforts following disaster events. To address this gap in the understanding of college sport organization disaster relief, this study sought to answer the following research questions by first collecting historical data and then focusing on disaster relief efforts of OSU athletics following the 2015 homecoming tragedy. Research question one focused on providing a systematic review of college and university sport organization disaster relief efforts in the United States. Research questions two and three sought to provide deeper understanding of a specific university athletic program and its response to a community tragedy.

RQ 1: What examples of college athletics participation in community disaster relief efforts in the United States exist?

RQ 2: What specific types of tangible or emotional actions were undertaken by OSU athletics in the Stillwater community recovery following the homecoming parade crash in 2015?

RQ 3: What perceptions did athletics leaders have on these efforts?

Methodology

In order to gain a view of the historical nature of college athletics disaster relief efforts, limits were set to focus the scope of disasters and responses. Examples were limited to efforts undertaken by an American-based college or university athletic program in their immediate community. The time frame chosen to investigate was limited from 2000-2019. In order to limit the volume of potential cases, the parameters of a 'disaster' were set at \$1B in damages or 30 human casualties in a selected community. Disasters included weather-related events, such as floods, hurricanes, and tornadoes, and man-made events such as terrorism or criminal acts. Events that impacted large areas, but not a specific community, (such as a heat wave covering a large area) were excluded. Also excluded were other categories of disasters that would be difficult to directly measure the impacts in an immediate time-frame, such as environmental changes or social issues such as poverty. Using these parameters, 32 major community disasters were identified in the United States from 2000-2019 (Johnston, 2019; National Climatic Data Center, 2020; National Counter Terrorism Center, 2015; & "US Terrorist", 2020). Following the identification of these disasters, the Google news search engine was utilized to look for evidence of local university athletic program involvement in disaster recovery. Key terms included in the searches included the names of the high profile storms or disaster events, perpetrators, locations, cities, universities, and key recovery terms such as 'recovery', 'efforts', 'memorial', 'volunteer', 'shelter', 'donations', 'aid', and 'assist'.

Additionally, information for this case study was collected from published media reports about the homecoming incident and recovery efforts following the tragedy. Media reports were downloaded from three Oklahoma based newspapers: *The Oklahoman*, the *Stillwater News Press*, and the OSU campus newspaper, the *O'Colly*. Over 35 articles, approximately 40 pages and 19,000 words, published between October 24, 2015 and April 15, 2016, were selected based on their relevance to the research questions regarding community reaction to the incident, rescue events following the homecoming parade, and OSU athletics recovery efforts in the months immediately following the homecoming crash. First, these media reports were used to identify and categorize the responses by the OSU athletic department into one of the eleven categories identified by Inoue and Havard (2015). Second, these reports, along with previous disaster research (Finch, 2015), were used in the development of the interview topics and questions. A ten question semi-structured interview set (see Appendix A) was developed based on the categorical analysis of media reports as well as comparisons to other studies in the disaster response literature that covered other sport organizational efforts (Finch, 2015).

In order to gain insights into the organizational leadership and decision-making during the recovery process, three athletic department administrators were contacted and invited to participate. Key informants were initially identified from personal contacts made during the author's time as faculty at the university. Using a snowball approach, informants were asked to suggest additional informants. Based on these suggestions, two additional individuals were invited to participate. Of the five interviewees, three were athletic department administrators (interviewees 1, 2, and 3), one was a university administrator (interviewee 4), and one served as a director in the local tourism department for the city of Stillwater (interviewee 5). The first four interviewees were white males and the fifth interviewee was a white female. Interviews were conducted in person on campus and lasted approximately 30 to 50 minutes. Due to the sensitive and emotional nature of the events, interview notes were hand-written during interviews. To ensure that the interviewees voice and opinions were adequately captured, interview notes were

re-written following the interview, then typed and emailed to each participant for verification as a means of member checking (Myers, 2009). All five informants had minor changes, adding details or clarifications to their answers. The data from the media reports and the interviews first underwent a content analysis with recovery efforts being placed into the categories provided by Inoue and Havard (2015). Data was identified and placed under the categories of tangible or emotional support. Secondly, the interview data underwent a thematic analysis in which data was categorized into initial clusters or constellations of ideas using sorting and thematic categorization (Holsti, 1969). With each interview, additional data was coded into the previous categories. Themes and emerging patterns were analyzed with respect to frequency and emphasis or importance to the interviewee (Denzin, 1970; Fontana & Frey, 1993; Lally & Kerr, 2005; Lincoln, 1995).

Results

There were 32 natural or man-made major local disasters in the United States between 2000 and 2019 that resulted in at least 30 deaths or \$1B in damages. In 21 of the 32 disasters (68%), an example of a local university athletic department actively participating in a disaster relief effort was identified (Appendix B). The most common types of responses in the 21 examples was a memorial event or action (10) and volunteer efforts (7). Memorial responses included special tributes to victims before or during athletic events, special patches or decals worn on team uniforms, and special recognition of victims, victim's families, or first responders. In El Paso, TX, the University of Texas at El Paso wore special helmet decals and included halftime tributes to victims of mass shootings in 2009, 2014, and 2019. In Las Vegas, the University of Nevada at Las Vegas held similar memorial events to honor shooting victims in 2017. The United States Military Academy (Army) football team participated in special memorial events during the annual Army-Navy game to remember victims of the terrorist attacks in September 2001.

Seven examples of volunteer efforts were identified. University of Alabama athletes assisted in cleanup and recovery efforts following a tornado in Tuscaloosa, AL in 2011. In 2012, athletes from Columbia University volunteered to clear debris and help local residents in New York following Superstorm Sandy.

A number of athletic departments assisted with fund-raising and donation efforts. Athletes from California State University at Chico helped with donations and volunteer work following wild fires in 2018. The men's basketball team at Missouri Southern State University played an exhibition game to give monetary proceeds to victims of the 2011 tornado in Joplin, MO. Other recovery actions included cause-related marketing and public service announcements.

Focusing on the specific case at Oklahoma State University, the analysis of the media reports and participant interviews yielded examples from six out of the eleven categories listed by Inoue and Havard (2015). Under the category of tangible support, one example of matching donations was found: several professional athletes who had played at OSU donated a matching amount of money to aid in fund raising. Two specific examples of fund-raising were mentioned, including passing charity donation boxes during the football game following the tragedy, and promoting donations to the Stillwater Strong Fund. The Stillwater Strong Fund, maintained by the local hospital authority, was able to raise \$485,000 for victims and their families. Members of the athletic department cheer and pep squads volunteered to assist in donation efforts.

Examples of monetary donations, in-kind donations, cause-related marketing, and sheltering were not found.

Under the category of emotional support, two of the three forms of activities were identified. Examples of memorials included pre-game recognitions for victims and first-responders and special decals on the football team helmets. OSU athletes, including football players and women's soccer players made numerous site visits to hospitals to encourage recovering victims.

Three additional themes emerged from the interview data. First, three of the interviewees made comments about the awareness that OSU athletics had regarding the importance of their role in recovery efforts. While acknowledging their importance, the athletic department leaders were careful to remain under the established chain of command. The OSU athletic department was careful to allow the overall university leaders, as well as local government and safety leaders, to make decisions on their actions in the recovery process. Interviewees reported that the athletic department wanted to be a part of the bigger 'team' that was helping the community recover. Several interviewees noted important events that occurred between the athletic teams and the fans, as well as commenting on the athletic department's role in the overall process.

Interviewee 1 commented on how the athletic activities showed the importance of the athletic department as a part of the overall university as well as the area community:

An important part of the recovery was the football team walk, pre-game. It was somber, and there was no band. It is usually all about fun, but this was a moment of healing. It pulled the family together and put arms around the fan base. It solidified what it means to be a part of this community and university.

This theme continued as interviewee 1 talked about OSU athletics and public relations: "We took a step back from our sports brand and allowed the university and city to be the spokesmen." Interviewee 3 discussed the amount of cooperation during the rescue response between OSU athletics and the other response entities:

Our university office coordinated with the city, athletics, hospital and others to coordinate the university's response and provide information to the media. We also communicated to the campus and organized the university's memorial ceremony. In a crisis you must centralize the organization's response and provide updates as often and quickly as possible.

Interviewee 4 pointed out the previous efforts that OSU athletics had undertaken to support the school and community following previous disasters:

OSU has certainly dealt with an incredible amount of tragedy. There are the plane crashes in 2001 and 2011, and the university president died in a plane crash in Iran in 1951. I was proud of the OSU response to the parade tragedy. As the university has done before in tragedy, OSU and the community came together with care and support for one another. You always look back and see ways you could have responded better or done things differently, but I believe the university did a commendable job honoring the victims, the survivors and the many first responders. The university did its part in helping the community heal.

The point of being under the leadership of the university authority was reiterated by interviewee 2:

Athletics was not in the lead or really identified directly with homecoming. It is more of a university event and community event. We went under the university authority. The athletic events were not the key focus of homecoming, so we played our role under the university. The primary leadership was with university and city.

A second theme that emerged from the interviews was that not all of the groups of people affected by the tragedy recovered at the same time, in the same way, or through the same event. Each stakeholder group had unique events that helped healing process. Interviewee 3 made this point: "Healing different for groups: fans at game, students at candlelight vigil, employees on campus, first responders at dinner, community at memorial service". Interviewee 1 talked about the decision to hold the football game as planned to help the fans begin the healing process:

The discussion at the first meeting was about the football game. We talked to the athletic director and coach Gundy and weighed the decision to play the game or not. What would the 60,000 people in town for the game do if we didn't play the game? It was determined playing the game would be a way to bring people together to grieve and begin the healing process.

Interviewee 4 talked about the response of the public to events on campus, as well as an organic memorial site that sprang up near the crash site:

We followed the lead of the OSU Alumni Association to let residents know of the memorial service on campus. A memorial site was set up on the corner near Hastings that allowed people to mourn. Several left balloons and teddy bears.

Interviewee 5 discussed the responses from various groups:

The students held a Sunday night candlelight vigil with a huge crowd on the plaza, The students could express their grief together. The memorial service was to honor those killed and those recovering, as well as the first responders. It was delayed so more people could heal and attend. The dinner at Wes Watkins was for the first responders. It allowed them to mingle and was an effective way for them to talk and share their emotions. The memorial also served as public recognition for them. The agriculture college held a service for the Stones. The Stone's family and Nash's mom attended the memorial, as well as many of the survivors.

The third theme that emerged based on the emphasis from the data was the importance of outside groups in the emotional recovery of the fans, students, and community. Efforts completed by OSU and the OSU athletic department were appreciated, but expected. However, the unexpected support from several rival university athletic programs such as Baylor University and Texas Tech University actively helped in the healing process. Student leaders at Texas Tech released social media announcements asking Texas Tech fans to refrain from chanting their

traditional cheer that included ‘Wreck-em Tech’. The football team included a sticker on the back of their football helmets picturing a cowboy in a kneeling posture. Interviewees found these outsider efforts very impactful. Interviewee MM discussed the response from rival schools:

People around the country and the conference responded favorably. We played Texas Tech and they were very supportive. The Friday walk through was important, and the video board. Selling the Stillwater strong T-shirts as well. It goes back to Midwest values- people are very supportive of one another. We all have problems to deal with, but we know each other and we work on various things. We know that this could have happened anywhere.

Interviewee 1 mentioned the tribute from Baylor University: “I also thought the ‘kneeling cowboy decal’ on the helmets was a great tribute and symbol.”

These three themes provided additional insight into the role of the OSU athletic department during the recovery from the homecoming parade. They also provided additional data that covered parts of the recovery process that was not included in the regional media reports.

Discussion

This study sought to provide some historical perspective to disaster relief efforts taken by collegiate athletics programs in the United States. Examples of college athletics participating in community disaster response were reviewed as far back as 2000. Recovery efforts included tangible support, such as fund-raising, volunteering, and providing shelter, as well as emotional support in the affected communities. These results suggest that college athletic programs in the United States have been active in helping their local communities following a major disaster event.

In addition to adding more historical perspective into the role collegiate athletics have played in disaster recovery, this study also further expanded the research scope of sports and disaster relief efforts. Most disaster response research has focused on professional or recreational sport organizational activities during community recovery, including the Boston area sport organization’s efforts following the 2013 marathon bombing or the Japanese sport organizations relief responses after the 2011 tsunami (Finch, 2015; Sasaki, 2019). This study provided evidence that similar response activities occurred in the United States at the local and community level with college athletics programs. A majority (7 of 11) of the categories of disaster relief efforts identified by Inoue and Havard (2015) were found.

To provide a deeper investigation, this study additionally examined the disaster relief efforts of the OSU athletics department in Stillwater through an analysis of media reports and interviews with athletic department executives. OSU athletics participated in both tangible and emotional support activities following the attacks in 2015 homecoming parade tragedy. Activities that provided tangible support included fundraising, matching donations, volunteering, and public service announcements. In addition to tangible support, two types of emotional support were reviewed. Memorials during pre-game activities included special recognition of victims, families, and first responders. Other memorials included hosting ceremonial services at athletic facilities, wearing special decals on football helmets, and visiting victims and their

families at hospitals during their recovery. These examples of disaster recovery efforts support the theoretical framework of corporate social responsibility for collegiate athletic programs in their local communities.

The themes that emerged from the interview data provide further insight into the role of the OSU athletic program's response to this particular tragedy and could be instructional for other programs. First, the athletic department was active but deferred to the leadership provided by the university administrators and local civic and law enforcement leaders. This sense of playing their role and being part of a team effort was valuable to their planning during the response. Other athletic departments may be able to take this account and develop proactive disaster response protocols in case they face a similar situation in the future. These protocols could define roles, meeting procedures, communication ideals, and media and public relations plans.

Secondly, the athletic leaders realized that each affected group generally responded to different events during the recovery process. There was not one single 'fix' or event that seemed to provide for the emotional needs of the students, athletes, faculty, fans, and residents involved. This information might be beneficial to other athletic departments as they decide what might be the most effective and appropriate response for a diverse set of stakeholders.

Thirdly, the support offered by rival athletic programs has a surprisingly positive impact in the opinions of the athletic officials interviewed. The kind comments of support from athletic programs such as Texas Tech and Baylor helped the OSU department to know that they had support from others and didn't have to carry the burden of recovery on their own. Athletic directors can use these insights to look for opportunities to show support for other regional or rival programs during times of disaster response. A recent example of this type of cross-program support is the relationship between the athletic departments at Marshall University and East Carolina University, linked together after the tragic airplane disaster in 1970. For the 50 year anniversary remembrance, the two universities announced that their football game against each other will be moved a week earlier, into August 2020, in order to increase media coverage and honor those lost and affected by the tragedy.

This paper provides insights into the actions that numerous athletic departments have taken following major disasters in the United States over the past 20 years. In addition to providing an historical review, the paper provides a more in-depth look at the specific actions taken by the athletic department in a local community following tragedy. University administrators and athletics leaders can use this information to gain a better understanding of the strategies used by athletic departments to aid in community recovery. Most, if not all athletic departments in the United States, are engaged in community relations with local cities and regions. Athletic directors may use the information and examples in this research to identify key relationships in the community that might be effectively activated following a local disaster event. Preparation could include general planning for communications and decision-making, coordination of recovery efforts, and identification of available resources. Additionally, researchers can use the information to open new avenues of investigation into the role that college athletics may be able to play in future community disaster recovery events.

Limitations and Future Research Recommendations

There are several limitations to the current case study. The historical review in the paper was narrowly focused on major disaster events. Most tragic events, at the local community level,

do not reach these levels of tragedy. To understand the impact on local communities, future research could examine tragedies that have more direct impact to a local area or population. Many athletic departments in the United States are already active in community outreach and social activities. Additional research into local disaster relief efforts could help administrators and academicians to find effective and practical benefits between the community and the athletic department. Furthermore, expanding the scope of disasters to include broader issues, such as poverty or other social issues may also allow for practical insights that would be applicable at the local level. Another limitation of the study is the selection of the events surrounding Oklahoma State University. Given the large student population and the relatively small population of Stillwater, this situation is obviously unique. The effectiveness of various activities undertaken by OSU athletics may not produce the same results in a different size community.

Future research studies might be able to gain further insights into the recovery efforts of other collegiate athletic programs in the United States following other disasters. For instance, what impacts did local universities have in the Houston, Texas area following the deadly flooding from Hurricane Harvey in 2017? Also, disaster relief efforts of other non-profit sport organizations, such as youth or amateur sports, might provide another area for future researchers to explore. In addition to expanding the investigations into various types of organizations, researchers could include additional voices and perspectives from other stakeholders around college athletics, including students, alumni, fans, and local residents. Each group would likely have similarities and differences in opinion to the recovery efforts. This research, along with future findings, will hopefully better prepare college athletic programs to improve their preparedness for local community disaster response.

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Appendix A

Disaster Recovery Categories (Inoue & Havard, 2015)

Tangible	Emotional
Monetary Donations	Memorial
Fundraising	Site visit
Cause-related marketing	Informational support
In-kind donations	
Volunteering	
Shelter	
Public service announcement through media	
Matching donations	

Appendix B

Instances of college athletics community disaster relief efforts (2000-2020)

Year	Location	Disaster event	Athletic program	Response
2001	New York, NY	Terrorism	US Military Academy (Army)	Memorial
2005	New Orleans, LA	Hurricane Katrina	Tulane	Memorial
2007	Blacksburg, VA	Shooting	Virginia Tech	Memorial
2009, 2014, 2019	El Paso, TX	Shootings	University of Texas El Paso	Memorial, donations
2011	Joplin, MO	Tornado	Missouri Southern State University	Donation, memorial
2011	Tuscaloosa, AL	Tornado	Alabama	Fundraising, volunteers
2012	Newtown, CT	Shooting	Connecticut	Memorial
2012	NY/NJ	Storm (Sandy)	Columbia	Volunteers
2013	Boston, MA	Terrorism	Boston College	Memorial
2016	Orlando, FL	Shooting	University of Central Florida	Memorial
2016	Central North Carolina	Hurricane Matthew	Duke	Volunteers
2017	Miami, FL	Hurricane Irma	Florida International	Site visits
2017	Miami, FL	Hurricane Maria	Florida Atlantic	Public service announcement
2017	Houston, TX	Hurricane Harvey	University of Houston; Rice University	Donations, volunteer, fund raising
2017	Las Vegas, NV	Shooting	UNLV	Memorial
2018	Parkland, FL	Shooting	Florida Atlantic	Donations
2018	Paradise, CA	Fires	California State-Chico	Donations, memorial, volunteers
2018	Florida panhandle	Hurricane Michael	Florida State	Volunteers
2018	North Carolina	Hurricane Florence	University of North Carolina, North Carolina State, Duke	Volunteers, donations,

Appendix C

Semi-structured interview questions

1	What were your experiences on the day of the homecoming accident?
2	What did you see as your organization's role in the recovery efforts?
3	How did you communicate or coordinate with the public, government officials, and other organizations for memorials and other ceremonies?
4	What was the experience with non-profit and volunteer groups?
5	What special ceremonies or events were held with your organization?
6	How did the public/fans respond to the special events?
7	What impact did the tragedy have on Stillwater and/or OSU?
8	What events were most effective or impactful?
9	What would you do differently?
10	Do you have other comments or thoughts that we did not cover?